

Report of Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 21st September 2016

Subject: Citizens@Leeds – Supporting Communities and tackling poverty update

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

Summary of the main issues

- 1 In June 2015, Executive Board received a report on the progress made in establishing the Citizens@Leeds approach to supporting communities and tackling poverty. The report focused on four key propositions which are the building blocks for a city-wide response to tackling poverty and deprivation. The four propositions cover:
 - the need to **provide accessible and integrated services**;
 - the need to **help people out of financial hardship**;
 - the need to **help people into work**; and
 - the need to be **responsive to the needs of local communities**.

- 2 The June 2015 report set out the key aims for the next five years in terms of tackling poverty and supporting communities and also set out a 12-month plan of action against each of the four key propositions. This report provides information on progress made against both the annual plan and the 5-year aims.

- 3 In looking at the progress made, the report provides additional context for Members of the Executive Board, including further information on the Government’s welfare reforms and key statistics relating to poverty in Leeds.

Recommendations

1. Executive Board is asked to

- Note the information provided in this report;
- Note the plans for the next year; and
- Request a further report in 12 months setting out the progress made in supporting communities and tackling poverty.

1. Purpose of this report

1.1 The report provides an update on progress made in supporting communities and tackling poverty in Leeds over the last 12 months. The report also sets out the planned activities for the next 12 months and provides an update on key challenges including the Government's ongoing programme of welfare reform.

2. Background information

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

2.2. The approach to tackling poverty is built around 4 key propositions:

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

2.3 The propositions are being delivered against a context which is changing constantly. In December 2015, Executive Board received a report entitled '**EMERGING 2016/17 BEST COUNCIL PLAN PRIORITIES, TACKLING POVERTY AND DEPRIVATION**' that provided information on the latest statistics about poverty in Leeds.

2.4 The 2015 report identified a number of key findings that highlighted the state of poverty and deprivation in the city. Below is an update of these statistics to show the latest position:

2.4.1 *People living in poverty:*

The number of people estimated to be in 'absolute poverty' has reduced from 175,000 as stated in the December 2015 report to 155,000 as estimated by the latest figures released in June 2016. Around 163,000 people are estimated to be in 'relative poverty'.

It should be noted that an element of the reduction in the number in 'absolute poverty' is due to a change in the inflation measure used to estimate the absolute poverty figure.

Relative Poverty measures the number and proportion of individuals who have household incomes below 60% of the median average in that year. Absolute Poverty measures the number and proportion of individuals who have household incomes 60% below the median average taking the base year as 2010/11. Subsequent year's figures, after 2010/11, are adjusted for inflation.

Up until 2015, the number of people in Absolute Poverty has been increasing and was estimated using Retail Price Index (RPI) inflation. In the most recently published estimates, released in June 2016, the Office for National Statistics has changed the inflation measure for determining Absolute Poverty from RPI inflation to Consumer Price Index (CPI) inflation. Under the newly published estimates for 2014/15, the figure for absolute poverty in Leeds has fallen by 20,000. However, although there *has* been a fall in Absolute Poverty, approximately 7,000 of this reduction is as a result of the changed method of calculation. It must be born in mind therefore that current and future poverty figures cannot be compared with previously published figures.

2.4.2 *Food bank use*

The number of residents who have needed assistance with food via a food bank has increased from around 20,000 in 14/15 to 25,000 in 15/16. The increase appears to be related to the ongoing impact of welfare reforms and the application of sanctions by Jobcentre plus.

2.4.3 *Children in poverty*

The latest figures are for 2014/15 and estimate that around 26,000 (18.1%) of Leeds children are in poverty, 67% of whom are estimated to be from working families. In comparison, the previous year's figures from 2013/14 estimated that 28,000 (19.5%) of Leeds children were in poverty, 64% of whom were estimated to be from working families.

The figures show a decrease in the number of children living in poverty but also show that a higher percentage of those living in poverty are from working households. This is

likely to be connected to an increase in the number of Leeds residents earning less than the Living Wage and an increase in the number on zero-hours contracts as set out below.

2.4.4 *In-work poverty*

The number of people estimated to be in in-work poverty reduced slightly from 15,000 in 2014/15 to 14,000 in 2015/16. Despite this reduction, there was an increase in both the numbers of residents in full-time work earning less than the Living Wage (26,000 in 15/16 compared to 24,000 in 14/15) and the number of residents on zero-hour contracts (9,500 in 2015/16 compared to 8,000 in 14/15).

2.4.5 *Council Tax Support*

The number of families dependent on Council Tax Support continues to reduce. Since the launch of local Council Tax Support schemes, the number of families claiming CTS has reduced by just under 10% from around 78,000 to 71,000. The reduction appears to be as a result of more residents moving into work and the volume of reductions in the last 10 months will be connected to the Personal Work Support Package offer which now forms part of the CTS scheme.

2.4.6 *Fuel poverty*

There has been no further update on fuel poverty since the December 2015 Executive Board report so the figures remain the same with over 38,600 Leeds households in fuel poverty and around 8,000 of these households paying their fuel bills via prepayment meters.

Welfare Reform

2.5 A number of Government welfare reforms have been introduced since 2013. The most significant reforms include the social sector size criteria (sometimes called 'bedroom tax' or 'spare room subsidy') and the benefit cap which limits benefit entitlement to a maximum of £500 a week. The number of tenants affected by the social sector size criteria changes has remained broadly the same for the last 2 years at around 6,300 tenancies. The fact that the number affected has remained fairly static reflects the fact that the majority of affected tenants now require 1-bed accommodation in order to avoid being classed as 'under-occupying' the property and also the effectiveness of policies that aim to avoid placing tenants in properties where they may be deemed to be under-occupying for benefit purposes.

2.6 The Benefit Cap is currently set at £26,000 a year or £500 a week and there are around 270 families affected by the cap at any one time in Leeds. The families that are affected by the Benefit Cap are larger families with 4 or more children and include families in both the social rented sector and the private rented sector. From November 2016, the Benefit Cap reduces to £20,000 a year in Leeds or £385 a week. DWP has now confirmed that an additional 1150 families will be affected by the cap. Those already affected by the £26,000 cap will lose a further £115 a week in Housing Benefit or the rest of their Housing Benefit, whichever is the lower figure.

- 2.7 To date around £10m has been spent in providing discretionary housing payments or emergency support for families since 2013. The additional change to the Benefit Cap will increase this figure further.
- 2.8 A number of key policy changes have been made to tax credits since April 2012 including the removal of the second income threshold. As a result, 10,700 families that were in work, with children, stopped receiving child tax credit from April 2012. This has affected 14,300 children from working families across Leeds.
- 2.9 More welfare reforms were introduced in 2016 and further reforms are planned from 2017 onwards.
- a 4-year freeze on working age benefits came into effect from April 2016 and this is expected to save £1.03bn;
 - changes to Tax Credits were planned for 2016 but these were subsequently scrapped
 - however, the proposed Tax Credit changes were also mirrored in Universal Credit and these have been implemented with effect from April 2016
 - from 2017, the Government is limiting to 2 the number of children eligible for additional support. This change is expected to save £0.59bn
 - removing auto entitlement to housing costs for 18-21 year olds is expected to save £0.03bn
 - limiting ESA (Work Related Group) to the same rate as JSA claimants is expected to save £0.06bn
- 2.10 Universal Credit has now started to be rolled out in Leeds. This is currently limited to single unemployed people who would otherwise claim Jobseekers Allowance. A wider roll out in Leeds is not now expected until 2018 at the earliest.

3. Main Issues

- 3.1. The background information provided in this report shows the difficulty in relying only on statistics to measure progress in tackling poverty in the City. The ongoing programme of welfare reform and the redefinition of the 'absolute poverty' measure are examples of external factors that can impact on key indicators and mask progress made in areas.
- 3.2. The propositions that underpin the Citizens@Leeds approach to tackling poverty are intended to direct the way we deliver services and the opportunities we create for residents and communities to help themselves where appropriate. The overall aims of the approach, as approved by Executive Board, are set out below along with a synopsis of the progress made.
- *Every household in the city is aware of and able to access services that provide practical solutions to deal with financial hardship, support work-related ambitions and promote community-led anti-poverty initiatives*

Key achievements against this aim have been the development of a Personal Work Support Package offer as part of the Council Tax Support scheme and the ongoing implementation of a reconfigured advice service that is set to exceed contractual targets for the provision of advice in the next year and provide advice to more clients than ever before.

The online Money Information Centre continues to provide up to date advice on all money-related issues and a significant programme of financial inclusion briefings to front-line staff has been carried out to increase awareness across the Council.

Local organisations have been supported to deliver local solutions to help address financial exclusion matters and provide welfare-related support to people in need. This has been funded through the Social Inclusion Fund and through the funding provided by the council to help with refugee and asylum seeker needs within the city.

- *A network of Community Hubs with well-developed cross-sector partnerships that deliver integrated pathways of support*

The delivery of the Community Hubs is split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:

- Phase 1 Pathfinder sites - Armley, Compton Centre and St George's Centre. These opened in April 2014.
- Phase 1a Priority Sites – Initial works have been undertaken to allow Integrated Library and One Stop services to be formed at the Priority 1a sites using revenue funding from Citizens & Communities Directorate. Phase 1a Community Hubs are now operational at Yeadon, Kippax, Moor Allerton, Pudsey, Horsforth and Rothwell.

On 22nd June 2016 Executive Board approved the Community Hubs Phase 2 business case to develop Community Hubs in the following locations:

- Dewsbury Road
- North Seacroft
- Morley
- Middleton
- Bramley
- Chapeltown
- Headingley
- Harehills
- Otley
- Armley
- Garforth
- The City Centre (Queue and Appointment Management)

The first priority schemes within phase 2 are scheduled to be the North Seacroft Community Hub at Deacon House, The Dewsbury Road Community Hub and the Bramley Community Hub.

All Community Hubs now offer fully-integrated pathways of support and cross-sector partnerships are developing as the Hubs become established. Examples of good cross-sector partnerships in the Community Hubs include Police, NHS, Leeds City College, and Money Buddies. The roll out schedule is on track to deliver a network of Community Hubs over the next few years.

- *A Centres of Excellence approach that delivers more effective and efficient council services that provide connections with localities and integrated pathways of support*

3 centres of excellence have been set up around Care & Safeguarding, Welfare and benefits and Environment & City infrastructure and now provide a more joined up approach to customer service which is built around the needs of customers. Customer Service Officers (CSOs) are being multi-skilled around related services so that they can identify broader services that may be relevant to customers who make contact with the contact centre.

This is part of our approach to deliver a more tailored service around the specific needs of individual customers. We have developed the skills and awareness of our customer service officers (CSOs) across traditional service and functional boundaries to enable them to:

- pick up on broader needs, e.g. a caller ringing with difficulties paying their rent may also have wider debt problems
- join up services, e.g. rather than handle just the presenting enquiry, the CSO would identify and handle related enquiries or bring in colleagues that could help
- signpost related services to add value to the customer and help resolve wider issues.

The approach is resulting in longer calls for some customers, where broader needs are identified. But overall there should be a reduction in repeat and multiple calls to different services, and the approach will particularly benefit the most vulnerable customers. We are planning to develop a digital centre of excellence as a way to handle a vast number of straight-forward queries via self-serve, freeing up the time for CSOs to support the most vulnerable customers with complex needs and queries.

- *A network of cross-sector partnerships that provide relevant and timely support to enable all vulnerable citizens to manage and maintain Universal Credit claims*

Universal Credit went live in Leeds in February 2016. The roll out of Universal credit is currently limited to single unemployed people who would otherwise claim Jobseekers Allowance. Nevertheless, good progress has been made in ensuring that there is relevant and timely support to help claimants get online and to help manage monthly payments of Universal Credit. DWP has extended the Universal

Credit roll out period by another year to 2022 and this means that further roll out beyond the single unemployed group is not expected until late 2018 or early 2019. Undoubtedly, greater challenges lie ahead when Universal Credit is rolled out to more vulnerable citizens but the principle of a multi-agency approach to supporting Universal Credit claims has been established and will help as the roll out of Universal Credit progresses.

- *Devolved welfare schemes delivered locally that provide integrated and wrap around support to customers*

The Citizens@Leeds approach to tackling financial hardship has shown how local delivery of key support schemes can be used to deliver more wrap around support. Schemes such as the local Council Tax Support scheme, the Local Welfare Support scheme and Discretionary Housing Payment scheme are often delivered alongside other support requirements, including support with work and with debt. There has been little, if any, encouragement from Central Government to date to look at further devolution of welfare schemes. There may be an opportunity to push for greater welfare devolution following the appointment of the new Prime Minister.

- *In conjunction with Leeds Credit Union (LCU), deliver a 5-year strategy that delivers significant growth in membership, loans, savings and products through a modern banking platform*

The Council's partnership with the Credit Union continues to go from strength to strength. The Credit Union has now set out a 5-year strategy that looks to deliver and grow its services using a modern banking platform that provides increased access and convenience for its members. A new web site with enhanced functionality has been launched, along with a new Payday product and expanded 'Your Loan Shop' service. Plans are being developed to upgrade the back office systems and to significantly improve administrative efficiency and services provided to LCU members.

As at the end of June 2016, LCU's loan book had grown to £10.3m gross and its membership stood at 29,847

- *An effective, affordable and joined-up network of advice for all Leeds residents that embraces new technologies and recognises and builds on the strengths of all partner organisations*

More citizens are now accessing advice than ever before following a reconfiguration of the way advice is provided and the implementation of an effective triage service that identifies the need for either face-to-face support or telephone support. Nevertheless there are significant challenges ahead in continuing to deliver an effective advice service. The programme of welfare reforms, including the roll out of Universal Credit, is expected to increase demand for advice. At the same time, there is significant pressure on available funding for advice. These pressures mean

that greater consideration needs to be given to alternative methods of delivering advice if the 5-year aim is to be achieved.

- *Supported community-led initiatives that address food poverty and support a food strategy for Leeds that increases local resilience.*

The council continues to support Leeds Food Aid Network which helps to deliver a joined-up approach to emergency food provision at a local level. Integral to the success of the Food Aid Network is the partnership the Council has with FareShare (Leeds). FareShare (Leeds) redistribute excess food from supermarkets which not only helps support the Food Aid Network but also reduces landfill. The partnership with FareShare (Leeds) has seen an expansion of their support into areas such as breakfast clubs at schools and food aid to centres supporting asylum seekers and refugees.

- 3.3. A more detailed update on actions taken over the last 12 months is provided at appendix 1.
- 3.4. The intention behind the Citizens@Leeds approach to service delivery is to help change people's lives. A selection of case studies are provided at appendix 2 that demonstrate the impact of the approach to helping residents improve their situation. Finally, appendix 3 sets out the Citizens & Communities Directorate Priorities for 16/17 which are intended to deliver further progress towards the 5 –year aims

Corporate Considerations

4. Consultation and engagement

- 4.1. The report is for information only and does not require consultation.

5. Equality and Diversity / Cohesion and Integration

- 5.1. The report outlines actions that have been taken with the intention of reducing inequality and, through greater engagement with communities, increasing cohesion and diversity

6. Council Policies and Best Council Plan

- 6.1. The four key propositions play a key element in tackling poverty and reducing inequalities, the stated aim of the 2016/17 Best Council Plan. The scheme contributes to the Best Council Plan outcomes for everyone in Leeds to 'Earn enough to support themselves and their families' and Live in good quality, affordable homes' and to the specific 2016/17 priorities around 'Providing skills programmes and employment support' and 'Helping people adjust to welfare changes'.

7. Resources and Value for Money

- 7.1. The report itself does not require any resource allocation. The key activities detailed in the report which require resource allocation have been subject to separate reports and, where appropriate, detailed business cases.

8. Legal Implications, Access to Information and Call In

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

9. Risk Management

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

10. Conclusions

- 10.1. It is felt that good progress is being made in developing and delivering initiatives that support the 4 key propositions for supporting communities and tackling poverty. It is important that we continue to make progress in this area and the proposals for 16/17 set out a programme of work that will continue to contribute to a 5-year vision for what we need to achieve.
- 10.2. The achievements to date are also based on excellent inter-directorate working and support from partner organisations both in the public sector and in the third sector and voluntary sector. We need to continue to develop these arrangements.

Recommendations

Executive Board is asked to

- Note the information provided in this report;
- Note the plans for the next year; and
- Request a further report in 12 months setting out the progress made in supporting communities and tackling poverty.

Background documents

None¹

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: Update on proposed actions: 2015/16

Helping people out of financial hardship	
Delivering financial support schemes that support the most vulnerable	<p>The Local Welfare Support and Discretionary Housing Payments schemes have been critical in enabling vulnerable tenants to deal with emergencies and maintain tenancies in the face of reductions in Housing Benefit support.</p> <p>In the last 12 months: Over 6,000 social sector tenants faced a reduction in housing support, Losing an average of £13 week. 7500 tenants received DHP and/or LWS support</p> <p>The introduction of Universal Credit and the reduced Benefit Cap due to be implemented during 2016 will mean additional demand on these schemes and monitoring continues to ensure support is given to those most in need.</p>
Delivering integrated pathways of support around welfare and benefits	<p>Housing Leeds has used the learning from the multi storey flats project, which highlighted the improved outcomes which can be achieved through integrating financial and personal support, to establish a team of 16 specialist Housing Officers to co-ordinate support to tenants affected by Welfare reform. The team is offering additional support to affected tenants to review rehousing options, income maximisation, budget management, including management of debt, application for Discretionary Housing Payment, utility accounts, and accessing training and employment. Priority is being given to tenants affected by Universal Credit, the Benefit Cap and Under-occupation.</p>
Providing more accessible advice services to meet demand	<p>The Council's Advice Contract is now in its third year. The contract is being delivered by the Advice Consortium, whose members are Citizens Advice Leeds, Citizens Advice Chapeltown and Better Leeds Communities. The last 12 months of the contract was delivered after a successful reconfiguration of Citizens Advice Leeds which led to an overall increase in meeting demand. The Consortium has worked well with LCC to develop a service which has met increased targets. Through effective communication links between</p>

	<p>Commissioners at the Council and the Consortium, feedback is easily received and information relating to targets is regularly provided. This has meant that Year 2 results improved on the first year in terms of number of clients helped due to the service becoming more accessible.</p> <p>The table below shows how the number accessing advice has increased over the last 12 months.</p> <table border="1" data-bbox="954 424 1653 619"> <thead> <tr> <th></th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Telephone calls</td> <td>13,404</td> <td>14,573</td> </tr> <tr> <td>Face-to-face</td> <td>10,066</td> <td>14,714</td> </tr> <tr> <td>Surgeries</td> <td>2,736</td> <td>4,508</td> </tr> <tr> <td>Total</td> <td>26,206</td> <td>33,795</td> </tr> </tbody> </table>		2014/15	2015/16	Telephone calls	13,404	14,573	Face-to-face	10,066	14,714	Surgeries	2,736	4,508	Total	26,206	33,795
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<p>Developing proposals for greater devolution of welfare responsibilities to support the Core Cities' ambitions</p>	<p>The Government has not encouraged proposals for welfare devolution. However, the benefits of more locally delivered and designed welfare schemes will once again be developed for consideration by the new Prime Minister and the new Secretary of State for Work and Pensions.</p>															
<p>Tackling high cost lenders</p>	<p>Over the last 2 years considerable national and local work has been taking place. Since the introduction of the FCA's stricter regulation of the payday lending sector in January 2015 there have been mixed reports on its impact which suggests that it is too early to assess its effect on the market.</p> <p>For example, the Financial Ombudsman released their annual report which revealed that the number of complaints about payday loan companies soared by 178% in the year to March 2016. There were 3,216 complaints about short-term loans in 2015/16, compared to 1,157 the year before. The Ombudsman stated that this rise in complaints can be linked to the high level of publicity around payday loans, following FCA action. However, national Citizens Advice research (March 2016) found that 38% of payday firms have exited the market since tighter regulations came into place. Citizens Advice has also seen a 45% reduction in the number of clients with payday loan problems accessing advice. Although the number of clients with payday loan problems has fallen, the number and type of issues with payday loans per client has remained constant pre-and post-regulation. The FCA will undertake a review of the price</p>															

	<p>cap in 2017.</p> <p>At a more local level, the Council's aim for 2015/16 was to develop more locality-based campaigns to tackle debt and high cost lending through partnership with the national Illegal Money Lending Team.</p> <p>The Councils Communications team in collaboration with the Illegal Money Lending Team developed a DVD promotional video which tells the real life story of how a loan shark affected the life of a local Leeds resident. This DVD has been shared with frontline staff on training sessions to ensure staff are aware of the services and where to signpost clients who may be in need.</p> <p>Housing Leeds has delivered briefings to all Housing Officers from March – June 2015. Action days have taken place in areas where loan sharks are prevalent and promotional postcards were delivered to 400 properties. Loan shark posters have been displayed in all multi storey flats notice boards and postcards sent out with all arrears letters during July to coincide with school holidays, which is typically a very expensive time. Advertising has been included in the Leeds Homes magazine and all Tenants and Residents groups have displayed posters to raise awareness.</p> <p>In the last 12 months, the Loan Shark Team have reported a steady stream of information received from residents in Leeds where loan sharks are known to be operating. They also received 'Proceeds of Crime' funding during 2015/16 from a case in Gipton during 2013.</p> <p>During June/July 2016 training was delivered to all frontline staff within the Contact Centre to enable them to recognise and signpost appropriately.</p>
<p>Working with Leeds City Credit Union to provide affordable credit services</p>	<p>The total value of Credit Union loans to financially excluded customers for the quarter ending June 2016 totalled £1,279,436. These customers may have otherwise used high cost lenders.</p> <p>Executive Board received and endorsed a report in October 2015 setting out the long term strategic partnership between the Council and Leeds City Credit</p>

Union. The report contained details of initiatives the Credit Union has been working on in partnership with the Council in an effort to tackle poverty, along with future ambitions. Current initiatives included:

- Operating from the Community Hub and One Stop Centre network across the city, providing locally based financial services to those most in need.
- Launching two branches of “Your Loan Shop” on Roundhay Road and at the Compton Centre to compete directly on the high street with the high cost cash shops.
- Working with Housing Leeds 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.

Since October the following initiatives have been progressed;

- A new online payday product which offers a short term loan at affordable credit union rates.
- The new school savings club in primary schools across Leeds, using a web portal. As an incentive to encourage new clubs to open, £10 will be deposited into each account for Key Stage 2 pupils (Year 3). This is conditional upon the primary school agreeing to open and run a credit union school savings club. This initiative is currently being promoted via an animation which has been produced to show in schools. The club would make parents aware of the Credit Union.

The Credit Union has now also launched their new website, which is also mobile/tablet friendly and contains an improved calculator and online banking section. The new site includes new improved features such as a loan decisions tool and a membership form which integrates an ID check.

<p>Maximising the impact of the Social Inclusion Fund at a local level</p>	<p>A number of initiatives have been funded in line with the criteria approved by Executive Board in March 2014.</p> <p>From April 2015, 11 completed projects were monitored and evaluated. Three of the large projects funded resulted in securing a franchise opportunity for Ebor Gardens, provision of an online face to face advice service via Better Leeds Communities and job and training opportunities for disadvantaged groups via Business in the Community.</p> <p>Eight smaller scale projects were also funded via Leeds Community Foundation. An overall review of the programme shows that it achieved success and provided organisations with an opportunity to test new projects in a low risk way, without affecting their core business.</p> <p>In 2016 SIF has been allocated to council partnership projects with LCU. Once the large casino opens in November 2016, a proportion of SIF will need to be allocated to support services which help mitigate any potential harm from the new casino. In order to understand the potential impact, a research study is being carried out to assess the prevalence of problem gambling across Leeds and review available advice and support for problem gamblers.</p>
<p>Helping people into work</p>	
<p>Reconfiguring the employment and skills role within Community Hubs</p>	<p>Work has been taking place with the service design consultancy Stick People - learning from and carrying out user centred design research together.</p> <p>In the initial discovery phase we looked at developing the “pathway” for helping people into work using customer insight and feedback. Research was carried out at sites around the city, meeting service users and find out from them what they need when they are looking for work.</p> <p>Following these events the insight was used to develop customer personas based on real life examples, showing what complex issues our customers face - these contain a number of key employment effect factors: health & well-</p>

	<p>being, job readiness & skill level, motivation level, friends', family & social engagement & service usage.</p> <p>The evidence showed that a standard model for all customers' was not relevant as different customers have different needs in different areas of the city.</p> <p>This analysis has enabled us to change how we now manage our first contact with a customer, changing the focus to enable us to develop their own individual pathway into work with them. This approach is currently being piloting by jobshop staff to ensure best use of officer/service user time – once finalised it will be rolled out as a city wide model.</p>
<p>Delivering the new Council Tax Support scheme which has a clear focus on helping people into work</p>	<p>We are currently managing a caseload of 416 jobseekers within the Job Shops who are on the Council Tax Personal Work Support Package Scheme. Over 85 job outcomes have been achieved since the scheme went live in October 2015 and Community Engagement Officers are now exceeding the monthly target set of 17 job outcomes per month.</p> <p>A city-wide case management model has been implemented with Community Engagement Officers completing 6 review appointments with each customer over a 26 week period.</p> <p>In July 2016 we began inviting the 1,798 customers who are long term JSA cases to also take up the scheme prior to March 2017.</p> <p>Since the go live date of October 2015, a number of improvements to the scheme have been incorporated:-</p> <ol style="list-style-type: none"> 1. Appointments: A new appointment system on Sharepoint is to be deployed to replace the current spreadsheet / admin intensive system. 2. Customer contacts: A review of the invite letters and the website content has taken place to ensure the message is friendly and encouraging. The creation of an on line video to promote the scheme

	<p>is also now in place.</p> <p>3. Group Introductory meetings: We have replaced information from these meetings with the online video and from July will book customers in for a longer initial appointment with their community engagement officer to capture the customers' needs and agree what level of support will be offered.</p> <p>4. Triage Case Support: We are piloting a 'tiered-approach' to support. This will offer three levels of support that will complement each customer's situation – Eg: where a customer is already working well towards finding a job, then a lower level of support can be offered; where there is much more help required a higher level of support will be offered.</p> <p>5. Outcomes: We are looking to develop a process for measuring and collecting information about 'distance travelled' by customers in relation to improvement in their skills and personal outlook.</p>
<p>Working with Community Committees to ensure a localised focus on helping people into work</p>	<ul style="list-style-type: none"> • Work with schools has focused on easing the transition from school to work. This has included events designed to connect with the ambition of young people, broker opportunities with local organisations and promote apprenticeship offers • Local working with NEETs through third sector organisations with reach into very local communities employers locally on recruitment exercises, particularly associated with new business openings, e.g. Asda and Aldi local stores • Provision of job clubs at a variety of community locations • Engagement with key businesses to foster good relations • Engagement on local employment issues led by Community Committee champions for jobs and skills through Employment and Skills board partnership working • Publication of local job opportunities on social media and community

	<p>settings</p> <ul style="list-style-type: none"> • Committees work to connect local people to job shop services within community hubs—preparing them for opportunities as they arise • Support has been provided to the Cow Close Community Corner project- which provides Job Centre + and Money Advice services from their centre <p>Upcoming work will focus on:-</p> <p>Understanding need</p> <ul style="list-style-type: none"> • Improve the intelligence on those areas where the out-of-work claimant data indicates priority • Develop needs led evidence based Community committee themed events • develop a working protocol with Area Support Teams to better coordinate and target the collective resource within localities <p>Coordination and delivery</p> <ul style="list-style-type: none"> • continue to support and work closely with Community Committee Champions for Employment, Skills and Welfare • Steer partnership activity- particularly Employment and Skills boards <p>Communication and engagement</p> <ul style="list-style-type: none"> • improve the dissemination of information on local job opportunities from pipeline to recruitment • Disseminate information and outcomes from the locality Employment and Skills Boards • An effective partnership between the DWP and LCC is vital to ensuring smooth implementation and responding to emerging issues
<p>Creating an effective partnership with the Department of Works and Pensions that delivers an accessible and effective Universal Credit service</p> <p>Strengthening our partnership approach with Jobcentre plus and exploring</p>	<p>The Council now has a Delivery Partnership agreement which sets out the role of the Council in delivering support to those who need it in order to claim and manage their Universal Credit payments. There is also an effective secondment arrangement that sees an officer from Jobcentre plus working from the Community Hubs to help deliver the Personal Work Support Package element of the Local Council Tax Support scheme. The officer also provides an additional link to help resolve issues relating to Universal Credit.</p>

<p>integration/co-location with Community Hubs</p>	<p>The roll out of Universal Credit has been put back by a year and DWP's target date for completion of the rollout is now 2022.</p>
<p>Focussing our work on priority groups (e.g. mental health) to help those furthest away from the labour market</p>	<p>This is a challenging piece of work which must take a variety of factors into account- such as the often intermittent nature of mental ill health, the complexity of the support services available and the range of partners involved. However, it is already clear there is scope and ambition to bring services and support together in a more flexible and cohesive offer for the city.</p> <p>Employment and Skills will maximise opportunities to connect health and employability agendas through improved sequencing, resourcing and coordination of services for those with mental health issues. Conversations with partners will be required to explore opportunities for co-commissioning.</p> <p>Citizens and communities will continue to support HR to develop and coordinate work experience offers across all directorates for priority groups</p> <ul style="list-style-type: none"> • Work with mental health partners to offer flexible, supportive work experience opportunities. This could be for those returning to any kind of workplace or those who need a new environment in which to fully recover and regain resilience. • 2 Workers are now employed via Leeds Mind to work with residents who have low level mental health problems. The workers work from Dewsbury Road, Armley and the Reginald Centre Community Hubs. • Work with colleagues from Children's Services and HR to better connect Care Leavers to Council work experience and employment opportunities. This could comprise either a discrete programme or a flexible response on an individual basis. • Further develop a Care Leaver focused offer informed by evaluation of the Ready for Work programme pilot

	<ul style="list-style-type: none"> • Support offenders through exploring a partnership with the city's Work Programme providers where there is a day 1 eligibility offer for those released from custody
<p>Strengthening local accountability and being more responsive to the needs of local communities</p>	
<p>Working effectively with community committees, local members and the third sector to prioritise and tackle local issues</p>	<p>The new arrangements for community committees and community engagement have been a significant step towards a more inclusive, more responsive and smarter approach to decision-making in local areas. Community committees have given local elected members the opportunity to look at key local issues, local needs, and aspirations. Elected members have taken the opportunity to show local leadership on a whole range of issues, including:</p> <ul style="list-style-type: none"> • Bringing together communities from different backgrounds- through activities to encourage and engage dialogue between residents such as big lunches and conversation dinners • Taking local environmental action including leading the response to flooding in communities • Considering community safety issues including domestic violence, and anti-social behaviour • The Youth Activities Fund has approved £651,470 of grant funding, to support a wide range of new projects to engage and support young people. This has included promoting a range of activities and job opportunities. • Addressing key concerns for older people- including job opportunities for the over 50s and trialling an app to address social isolation in Horsforth • Promoting health priorities initiatives around health inequalities and the best start <p>Partnership initiatives have frequently utilised the wellbeing fund, wider funds and in kind contributions to bring a range of symbiotic services together and develop new interventions.</p>

	<p>This inclusive local approach has increased participation from a wide range of people, provided an opportunity for voices to be heard, and led to local action. The participation in community committees has been actively increased in a number of ways;</p> <ul style="list-style-type: none"> • The attendance of diverse groups has been facilitated through the provision of transport • Working with third sector organisations to encourage their members to attend and to support their participation
<p>Create a culture of effective partnership working to support the delivery of stronger and more cohesive communities</p>	<p>A city wide study of community development practice across Leeds has been undertaken to identify the common principles. A number of projects are underway which seek to build more cohesive communities; these include Neighbourhood Improvement Boards (NIBs) have been established across the city. All Boards are well attended by public sector, third sector and other partners. Meetings use an open forum approach- enabling local residents to discuss concerns with service providers.</p> <p>Through Neighbourhood Improvement Boards we are establishing a performance culture that provides for neighbourhood level analysis in our inner city priority neighbourhoods most affected by poverty, to:</p> <ul style="list-style-type: none"> • Learn about effective working with communities on the matters that matter to them. • Examine the impact that commissioned services are making • Explore the strength of community engagement and capacity for change, and • Develop a new social contract with neighbourhoods and communities • Each NIB has an action tracker which outlines their thematic priorities, into which the NIPs feed in their local 'Plan on a Page'
<p>Working with the Young Foundation, Joseph Rowntree Foundation and third</p>	<p>The Young Foundation, with support from Leeds City Council, scoped and delivered a programme of work to:</p>

<p>sector partners to identify new opportunities to provide services and tackle inequality</p>	<ul style="list-style-type: none"> • Build a deeper understanding of the nature of inequality in Leeds • Bring citizens, private, public and third sectors to identify and develop new and innovative ways of addressing inequality • Improve access to external funding. • Build capacity across the council, communities and the 3rd sector in Leeds; • Help change the relationship between local government and citizens • Start to redefine the local social contract <p>This partnership approach sought to;</p> <ul style="list-style-type: none"> • Drawing experience and expertise developed in areas outside of Leeds • Adopt an asset based community development approach that recognised the thriving Third Sector in Leeds and the success of its entrepreneurial business <p>A survey and in-depth focus groups took place across the city; this was supplemented by further ethnographic research in the selected neighbourhoods Harehills, Kirkstall and Cottingley. This sought to understand more about families and communities in this area; from issues they faced services they accessed and decisions they made.</p> <p>An ‘accelerator’ programme for social innovations/innovators was delivered by the Young Foundation from October 2015. This offered support (training or funding) to great ideas to address inequality from local communities. The selection criteria sought ideas which could demonstrate;</p> <ul style="list-style-type: none"> • Potential for significant impact on inequality in Leeds • Potential to scale this impact across the city • A sustainable business model • Motivation of a team or lead entrepreneur to drive the venture forward
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	<p>The research has produced a comprehensive set of data about Leeds, as well as more specifically in Kirkstall, Harehills and Cottingley (the three study areas). The extended engagement has served to bring people together united by an interest in creating lasting social change in their community. Ongoing work with LCC and the Third Sector is to take place in 2016/17 to identify further projects and funding to support the social innovation and locality work</p>
<p>Establishing high standards for cross-council safeguarding</p>	<p>It is recognised that some citizens in Leeds are more vulnerable to exploitation and abuse and/or violence and this can be associated with conditions that promote poverty and inequality (although not exclusively). The Council's cross organisational work is focussed on raising the awareness of, and understanding by, non-social care staff, and reflects that everyone in the Council has a personal responsibility to take steps to safeguard people. Specific cross council safeguarding work has highlighted female genital mutilation, modern day slavery, child sexual exploitation and preventing terrorism and violent extremism. In relation to the recent focus in Rotherham around child sexual abuse the Council continues to review its policies with regard to taxi and private hire licensing to ensure they are robust, and there are clear processes in place to ensure only fit and proper persons are granted licences. Since the last update report amendments have been made to the council's 'Fit and Proper' Person Assessment for UK citizens, UK citizens with limited residency, non UK – EU citizens, non EU citizens, and asylum seekers/refugees. These changes were made to enhance the vetting process for applicants to minimise the risk of fraudulent documentation being submitted in support of their licence application.</p>
<p>Providing integrated and accessible services</p>	
<p>Rolling out a network of community hubs across the city and delivering integrated housing, welfare, library and advice services in community hubs</p>	<p>4 further Community hubs have opened at Pudsey, Kippax, Horsforth and Moor Allerton with another, Rothwell, due to open over the Summer of 2016. This has enabled the housing offices at Kippax, Horsforth and Moor Allerton to move their enquiries to Community hubs.</p>

	<p>A business case for the next phase on Hub developments was approved by Executive Board in June 2016 and on delivery will see 19 Community Hubs across the city. Work on the phase 3 schemes has started at it is hoped to have the next business case ready for approval by the end of this financial year.</p> <p>Further to the above we have expanded the range of service and partners in the Community hub network. Examples are Money Buddies, NHS wellbeing e.g. smoking and obesity, Bike Library, Leeds City College courses including ESOL, and IT skills, Community Café, access to the Police.</p> <p>We have also introduced a light touch approach for all stand-alone Libraries to add Job vacancies, Apprenticeship opportunities, Credit Union services and Money advice.</p> <p>Examples of impact Community hubs have on their community:</p> <ul style="list-style-type: none"> ➤ Job Shop introduced at Horsforth Library after getting requests from local people for help with updating their CV. Job Shops are run by the Council and help people prepare for work. A resident who came to the CV workshop had been off work a year due to illness. His CV was updated, he took up voluntary work, he was helped to tax credits as his wife working, and he was helped with debt. This resident has subsequently set up his own gardening business. ➤ Some Job vacancies with the Council go for recruitment to the Job Shops first of all. This means that the Council can match these jobs to residents it is working with via the Job Shops. The job vacancies in Libraries across the City are currently filled this way. ➤ We have 2 team members from MIND delivering services in Community hubs to help people with mild mental health issues into work.
Creating spaces that support social	We are including social zones in the Community hub developments. This is a

<p>inclusion and offer the opportunity to discover, relax and learn as well as supporting literacy through a love of reading</p>	<p>pleasant place people can sit and chat, can read, and can use the free Wi-Fi. We also now have drinks machines and public toilets so people are encouraged to stay longer. Events are ongoing with regard to Book clubs, Storytimes, Rhymetimes, Summer reading challenge to encourage a love of reading. We are also introducing new events for people to join in. Examples of this include fun activities (e.g. the chess club at The Reginald Centre), Coffee mornings, Jobs fair and Health fairs across the community library network.</p>
<p>Delivering the centres of excellence model within the corporate contact centre, including the delivery of a fully integrated council tax service. 3 Centres of Excellence as follows:</p> <ul style="list-style-type: none"> ○ Care and Safeguarding ○ Welfare and benefits ○ Environment & City Infrastructure 	<p>The 3 centres of excellence now provide a more joined up approach to customer service which is built around the needs of customers. Customer Service Officers (CSOs) are being multi-skilled around related services so that they can identify broader services that may be relevant to customers who make contact with the contact centre.</p> <p>Some of the specific activities undertaken within each of the Centres of Excellence include:</p> <ul style="list-style-type: none"> ● Council Tax integration within the Welfare and benefits Centre of Excellence has resulted in the co-location of council tax specialists within the contact centre, improving the quality of work at first contact. In addition, a jointly recruited team who cover both telephone and admin tasks for Council Tax has led to improvements in work processing, and enabled more to be done at first point of contact. ● Innovative partnership working is taking place in the Care & Safeguarding Centre of Excellence as partners from Customer Services, Adult Social Care, Children’s Services, Domestic Violence, the Police, and NHS have come together to create a joined up service for the residents of Leeds. Multi agency work and appropriate information sharing takes place to protect and help the most vulnerable in our communities. An example of joined up working is where the police alert customer services of domestic violence incidents where children have been present, who then contact schools so that teachers are aware and can support the child/ren in their school day.

	<ul style="list-style-type: none"> • The environment & city infrastructure centre of excellence is more 'transactional' and links closely with our digital agenda. We have worked closely with partners to improve processes around the needs of our customers. We have developed the website around broader service needs, where appropriate, to make it easier for customers to find relevant and related services. An example of this is in Adult social care where we mapped the reasons customers rang us and how they got the information they needed, and then applied this to how we presented information on the website.
<p>Delivering integrated pathways under a think family approach to address vulnerability issues, including safeguarding, drugs and alcohol and domestic violence</p>	<p>The number of services/functions provided within the Care & Safeguarding Centre of Excellence based at Westgate Contact Centre continue to grow, bringing together more services and partners with the relevant skill sets to improve the quality and types of help that can be provided for citizens or families in need.</p> <p>Detailed below are the services currently provided within the Care & Safeguarding Centre of Excellence.</p> <ul style="list-style-type: none"> • Integrated Registered Team (2nd line) A team of registered Social Workers filtering safeguarding cases. • Single Point of Urgent Referral Team (SPUR) Dealing with community health and social care discharges from hospital and urgent community referrals for services. The team also process police custody referrals where there is a request for a Doctor or Nurse. This services is provided for the whole of Yorkshire and Humberside. • Front Door Safeguarding Unit The team is made up of a range of organisations, currently including Police, Children's Social Work, Health (LCH and LYPFT), Substance

	<p>Misuse Services (DISC and CRI), LCC Housing Services, Leeds Domestic Violence Services, Probation (CRC and NPS), Adult Social Care, West Yorkshire Fire and Rescue Service, Leeds Anti- Social Behaviour Team, Youth Offending Service, Education and Families First. Their primary role is to provide a faster and more co-ordinated response to domestic violence cases.</p> <ul style="list-style-type: none"> • Duty and Advice Team (Childrens') A team of qualified social workers available to discuss with other practitioners any concerns they may have about a child. Leeds Community Healthcare is also represented in this team. • West Yorkshire Police Work with the Front Door Safeguarding unit -Police Officers from the Leeds Safeguarding Unit are co-located as part of a Partnership Vulnerability Unit (PVU). • Leeds SPA Mindmate Work with the Front Door Safeguarding hub - A single point of access for GPs and other professionals to refer children and young people to mental health services to receive timely support by the right person and service. • Customer Services Officers take first point of contact for Adult Social Care, Children's Services, School Admissions, Registrars, Leeds Housing Options (homelessness) and disability parking permits.
<p>Developing a digital inclusion strategy which supports and helps citizens and communities in Leeds to get on-line</p>	<p>A recent Scrutiny Inquiry into Digital Inclusion in Leeds has set the scene for further cross council work to ensure citizens are included digitally and are able to engage with the council and with communities. Customer Services is working through these recommendations with colleagues in ICT and Libraries to determine the appropriate way forward.</p>

	<p>With colleagues from ICT and Libraries, plus representatives of the private, public and third sector, Customer Services recently attended the ‘100% Digital – making Leeds a digital literate city’ event, the objective of which was to help shape the strategy and plans for making Leeds a 100% city. Also highlighted and praised was the work already being done, and the impact that this is having.</p> <p>The results from the most recent SOCITM Better Connected survey (source: Go ON UK Digital Exclusion heatmap) indicated that Leeds’ likelihood of overall digital exclusion was low, so good progress is being made.</p>
<p>Driving customer self-service through digital channels by delivering the Council’s new Customer Contact Platform and a benefits e-claim solution</p>	<p>Our MyLeeds customer account has been live since May 2015, and in the last 12 months 4,700 residents have registered. During this time, 23,000 requests for service (45% of total) have been made online (some anonymous). The services which are currently available are environmental action (including large item collection) and Highways. Customer contact via phone and emails has not reduced as much as expected yet, and we are investigating why customers continue to contact us by traditional channels rather than relying solely on self-service so we can continually improve the customer experience of self-serve.</p> <p>We are working with other services to add them to MYLeeds, with Waste and Registrars in the pipeline, followed by Council Tax and Benefits, Housing, Adult Social Care and other council services.</p> <p>Customers continue to go to our website, which received a four star rating (the highest possible) from the Society of IT Managers (SOCITM) who test every local authority website. Out of a total of 416 sites tested, 44 councils (11%) were awarded 4 stars. We received over 7.6 million visits in year to end of July 2015, or 24 visits per household. We know not everyone finds the information they are looking for, but we are continually reviewing customer feedback and improving the website.</p> <p>The Benefits e-claim has experienced delays, but is being worked on now. We</p>

<p>Developing a coherent branding and marketing approach for all our Citizens@Leeds activities to support improved community engagement:</p>	<p>hope to be in a position to launch the e-claim this year.</p> <p>A new 'your community' logo has been developed along with a strapline that sets out the aim of the approach. This is shown below. The intention is to develop the brand so that customers and communities will recognise the brand and associate it with the places which provide support and services to help build individual and community resilience and through which citizens can engage with the council and other relevant agencies.</p> <div data-bbox="862 438 1120 555" data-label="Image"> </div> <p>“Bringing people together to make a difference for local people and their communities”</p>

Section 2 – case studies

Leeds City Credit Union Working in Partnership with Housing Leeds.

Case study 1: Mr Y had suffered from depression for a number of years and struggled with daily activities, his financial position suffered because of his illness. Following a referral from Bramley Housing Office, LCU made an appointment to see Mr Y. He was extremely anxious when he came to the appointment and said he wasn't very good with things like this. He soon became more comfortable and started to explain why he had such a high level of rent arrears and other priority bills. He hadn't had a supply of gas or electric for over 2 years due to getting behind with payments to his pre-paid meter and not having enough income to pay the arrears and get back in front.

Earlier in the year his father had passed away leaving his sister and himself some money. His sister paid for the electric to be put back on for him from these funds and he had been able to continue to pay the weekly amount allowing him to keep warm. LCCU applied to the water trust and they awarded him a grant for the full amount of arrears which was over £450. Mr Y was over the moon and rang to tell us his good news. Mr Y successfully applied for Housing Benefit to be backdated on his rent account leaving a much smaller amount outstanding, DHP (Discretionary Housing Payment) was also applied for and was granted. Mr Y has been paying his rent arrears through his bill paying account and this is now reducing. He said: "I want to say thank you very much for all your help it has turned my life around, things are well and it's mostly down to you Thanks again"

Case study 2: Mr A was seen by a Tenancy Management Officer who quickly identified that he had no food and hadn't eaten for a few days, it was also identified that he was in desperate need of help with his finances. He had rent arrears of nearly £500. He lived alone in a three bedroom property that had been his family home, he was going to be affected by the under occupancy charge and as his income was only £87.00 per week this would mean him having to pay approximately £20.00 per week for this charge. He was in arrears with council tax, water rates, gas and electric and had no TV licence and only left him with £15.00 per week for food. He was still coming to terms with the loss of his wife and had not been paying his priority bills. He had a large overdraft and also a large loan that he had stopped paying some months before. A Housing Leeds financial inclusion officer visited Mr A and organised a food parcel. He was put forward for the rent assist fund, his application was successful and so this meant that his rent account was cleared. He opened a LCU budgeting account. Mr A was offered a new home which was a one bedroom bungalow. LCU wrote to the bank on his behalf sending them a full income & expenditure and asking them to accept token payments against both accounts, this was accepted and will be reviewed every six months. Mr A now pays his bills through his bill paying account.

Case study 3: A couple were struggling with numerous debts. Both had been in a serious car accident and now receive benefits. They were struggling to budget for priority bills and rent arrears starting to grow. Both were extremely anxious leading to further health issues. Leeds Credit Union (LCU) attended several appointments with the couple including 2 home visits (due to their injuries making it difficult for them to travel) to tackle all their debts and open them a Bill Paying account. Both have now been paying into the LCU bill paying account for 7 months and have cleared their rent arrears to LCC. A non-dependent charge is now paid

through the Bill Paying account. Their health has improved knowing that they have cleared their rent arrears and can budget for all priority bills in the future.

Local Welfare Support Scheme

The scheme is designed to provide emergency support. The instances below show a range of emergencies that customers find themselves having to deal with and how the local support schemes help.

Case study 4: Customer called to ask for help. The customer had been given custody of his 3 small girls following their removal from their mother. The customer collected his children but needed food, beds and bedding and help with fuel which we provided. We maintained contact with the customer and helped again with food when there was a delay in paying his DWP benefits and again when, following a period of part-time working, he lost his job. In total we supported the customer on 5 separate occasions while he dealt with this significant change.

Case study 5: One customer had been the victim of a violent street robbery which had resulted in brain injuries. They were also a victim of harassment and hate crime (an arson attempt on house) and, as a result had to move home. Customer did not have a cooker at the new home and instead had been cooking in his garden on a bonfire. Once we became aware of the case we provided a cooker, sofa and a bed and carpeting to help furnish the new home.

Case study 6: 60+ year old lady who was being financially abused by her family and was isolated in the area and said she had no friends. We assisted her with food & fuel following the latest abuse and made a safeguarding referral to Adult Social Care. We also rang Morley Elderly Action group where they arranged to visit her home and for her to come to any of the daily activities they run. We spoke to this lady again following the meeting she had with one of the workers and she advised she was especially looking forward to playing Bingo with the group.

Case study 7: There was an elderly gentleman who approached our scheme to request help with an electric cooker. For several weeks he had been visiting his wife in hospital as she required some treatment which would potentially save her life. He had been trying his best to save money from his pension credits and state pension (for fear of not being able to afford to visit) by parking up outside Leeds City Centre and walking nearly 1.5 miles every day to visit her as it would save him around £15 a day in parking. His wife however wasn't well enough to withstand the operation as she had dropped down in weight so much so she no longer had the use of her legs. The hospital advised she was ok to return home with her husband and was given a specific type of food which would help her gain enough weight so that she could get through the operation without risk of her life. He needed the electric cooker as his had broken some time ago, but due to the amount of money he had spent over the last few months, he simply couldn't afford to replace it meaning he couldn't cook the food his wife needed. We provided him with an electric cooker and also a large store card payment so that he could purchase the food he and his wife needed.

Case study 8: Not all cases are referred to us – sometimes we go and find the cases. A member of staff saw an article in the Big Issue from one of the Big Issue sellers in Leeds, who after many years of sofa sleeping, had finally got his first tenancy in private rented sector and

he was paying council tax for first time. In the article he stated that he still needing basic household items for his tenancy. We contacted Big Issue to make contact, arranged speedy assessment of his Housing Benefit and Council Tax Support speedily and also provided him with plates, cutlery, towels, etc.

Case study 9: a key element of the support provided relates to connecting the customer to other areas of support and addressing more than just the emergency need. One customer contacted us for a fridge freezer and flooring for his lounge and flooring. The customer, however, had complex needs and needed more help. A referral was made to Leeds Housing Options who undertook a visit to who provided additional support including help with decorating and support in terms of budgeting, employment and lifestyle issues. The customers issues with Council Tax were also addressed and additional support from a 3rd sector agency was arranged to help with debt issues.

Helping people into work

Case study 10 – Job Shops A 22 year old care leaver “C”, was referred to Hunslet Job Shop by her support worker for extra help and guidance. C was working in a low paid job that she had no real interest in. However, she was very keen to find employment in care/support worker roles with young adults, where she felt she could put her own negative experiences to good use. Her lack of confidence, particularly when it came to going for interviews was holding her back from achieving her goals.

Through working closely with C the Job Shop worker helped her to increase her confidence, gave her detailed guidance on support on interview techniques, including mock interviews and also helped her to identify key transferable skills and how to reference them in her interview. Thanks to this help C was able to secure a full time support worker position.

Case Study 11 – Job Shops An unemployed lone parent “S” dropped in to Hunslet Job Shop to seek advice for herself and her 16 year old son “L”. Although S had wanted to move into work for some time, she had been prevented from doing so because of bad advice given by another agency regarding family tax credits. Her son L didn’t know where to start looking for job/apprenticeship opportunities.

S registered with the Jobshop and compiled her CV. She was referred to the LCC website as it was identified that she had experience as a non-teaching assistant, she successfully applied and gained a position in a local special school. Her son L was supported to successfully apply for a vacancy as an apprentice at a BMW garage (it had emerged during a careers guidance session at the Jobshop that L had a previous interest in motor cars).

As a result of this a family that had been struggling financially now had both members in sustainable careers that gave them both increased confidence and self-esteem as well as the financial gains.

Case Study 12 – Job Shops A 55 year old divorcee “H” had previously lost her job of 15 years due to family illness and bereavement and marriage breakdown. She was also experience multiple debt problems resulting in her selling her car to pay mortgage arrears.

However, her debts were still mounting leading to stress and health problems. Her confidence and self-esteem were at rock bottom. She was referred to Hunslet Jobshop through the Council Tax Support Personal Work Support Programme.

As a result of her contact with the Jobshop, she was referred to Money Buddies who helped her put together a budget plan and to negotiate affordable weekly payments to her creditors. She was encouraged to approach her GP for help and her support with her depression. The Jobshop managed to secure 'Stay Well this Winter' pack. As well as this H was given support and guidance with her CV and interview techniques she eventually successfully gained a position with Santander bank meaning she could come off benefits.

Case Study 13 – Closer working with the NHS at the Reginald Centre The Reginald Centre Community Hub already has good links with the NHS, as Westfield medical practice, Lloyd's pharmacy, Child and Adolescent Mental Health Services (CAHMS), Dentist, Health Education facilities and NHS back offices are all co-located in the centre.

The Reginald Centre and NHS are taking a 3 tiered approach using the Integrated Healthy Living system model developed by Public Health as part of the Healthy Living Breakthrough project to further their partnership working:

Tier one – providing activities and clubs which provide health benefits to prevent and combat low level mental health issues. These are funded and run by various private and public sector organisations and examples are as follows:

- Granted £10,000 by Yorkshire Bank to establish 'Bike Libraries' across several community hub sites. These include Reginald Centre, Moor Allerton, St Georges Centre and will include Dewsbury Road and Compton Centre in the near future. This is part of the Tour de Yorkshire legacy and is to encourage local residents to take a more environmentally and physically healthy mode of transport.
- Leeds Get Active funding has been acquired for Zumba, Chapeltown military fitness and yoga to be delivered at the Centre by a member of the community for a 12 week period. These activities are in addition to Chess, Dominoes and Oware clubs; giving the Reginald Centre a timetable of activities across four evenings and Saturday morning. The Centre has also received funding from Table Tennis England for the purchase of its own table tennis table. Regular groups will now run and customers will be able to reserve time for free throughout the week
- Worked closely with the Community Committee to access several pots of funding such that the Centre now has a Community Defib in place (MICE money), an outdoor Chess set (Wellbeing Fund) and outdoor games for young people (Youth Activities fund).
- In partnership with Black Health Initiative, a third sector organisation, a formal lease has been drawn up for them to deliver a community café from the ground floor of the Reginald Centre. The café will be run by a group of volunteers. In this space a further timetable of community activities is being planned by the Community Health Champions, initially this will include a Dementia Film Club.
- The Centre is working toward the establishment of a community health champion model – aiming to identify community leaders, and volunteers from within the local community

that can run groups/activities/clubs from the community Hub so we can deliver on a sustainable basis. This also helps to attract members of the community in as the sessions are run by someone local that is trusted. Currently, four Community Health Champions have been recruited to run activities in the Reginald Centre, to which, 45 clients have participated in the activities. Of this, 66% of participants return for a second time and 38% are regular weekly attendees. Initial evaluation of a session attended by 10 clients showed 80% strongly agreed it was an opportunity to meet others in their community, 80% strongly agreed attending activates helped with their self-confidence and 100% strongly agreed they had a positive experience.

- Work has been ongoing to establish a North Leeds Debt forum – this has in excess of 20 local agencies in attendance and we have established an outcomes based accountability action plan which will ensure the group delivers meaningful work moving forward.

Tier two – the Reginald Centre has successfully co-located the Connect Well Social Prescribing service within the Community Hub. This generates £7500 toward overall rental costs of the centre. Social prescribing is about connecting primary care centres to community based, non-medical interventions. This is to relieve the pressure on GP practices and manage patients out to their community. To date there have been 215 referrals to the service with 185 patients taking up the service. Many of these patients have been referred across to the Community Hub team for help with housing/finance and to access clubs/activities that we are running. The principle reasons for referral to the service are outlined in the table below.

Reason for Referral to the Connect Well Service	No of Referrals	
Need emotional support	80	37%
Feeling stressed or anxious	80	37%
Feeling lonely or isolated	95	44%
Need advice on health, housing or finance issues	61	28%
Want to find out about local groups and activities	57	27%

Other services co-locating within the Reginald Centre and linked to the Connect Well Social Prescribing Service alongside the work of the Community Hub, include:

- Northpoint who are providing Cognitive Behavioural Therapy sessions 3 days a week which generates £800 pounds a month income for the Centre.
- Work Place Leeds who are working with people with low level mental health to help them access work and are also training the Hub staff in the skills needs to help clients into work when mental health difficulties are their main barrier.

Tier three – Funding has been secured from the Council and North Leeds CCG for a Project Development Worker to be employed, whose role is to connect the health services in the North Leeds area to services on offer in the Community Hub through the Social Prescribing team.

To-date, the Wellbeing coordinators based from the Reginald Centre have attended team meetings, shadowed Hub staff and have spent a half day experiencing a Community Hub 'Customer Journey'. The Social prescribing database is now established to include areas to record when a patient has been referred into the Community Hub and any service we provide. This will help us to track success for the lifetime of the service. The project development worker will produce a high level report at the end of the 12 month contract which will be submitted to the CCG chief officers for each area of the city. The aim of this is to influence the inclusion of community hubs into any future city wide commissioning that may take place.

Community Committees - Being responsive to the needs of local communities

Case study 14: social isolation among older people has been recognised as a key issue by the Inner South Community Committee, a problem which becomes significantly worse during the winter months. In partnership with the council's health service, the committee has invited local organisations to apply for £8000 funding to carry out targeted work in the winter with older, isolated people. Five local organisations were successful and have undertaken a variety of targeted winter warmth projects, including delivering purpose-made wellbeing packs made up of extra bedding and hot meals. Importantly his approach enabled workers in the neighbourhood networks to make contact with older people who may be lonely or socially-isolated over the winter months.

Case study 15: following a review of census data and consultation with key partners, the Heights and Bawns estates were identified as the priority neighbourhoods in the outer west. Draft plans were developed identifying actions, elected member champions have progressed on behalf of the partnership. Within a relatively short space of time there have been some key initiatives, including a range of events in the area with local residents, where they were able to address their concerns and aspirations. The events have been a great opportunity for volunteers to get more involved in their community by being involved in the planning and delivery. West Leeds Extended Services – a council service providing support to children and families beyond the school day - and Leeds Youth Services have held three well-attended fun days of activities for children and young people. To keep the partnership going the Outer West Community Committee has committed £11,000 funding for a full-time community development worker to work in the Heights, Bawns, Gambles and Swinnow estates.

Case study 16: Community Action To Change Harehills (CATCH) is a charity set up by passionate local residents to help improve Harehills and work with young people to offer them better life chances. Since 2011, CATCH has worked with hundreds of young people in Harehills to provide social and sporting activities and educational workshops. These are helping reduce crime and antisocial behaviour and encourage people from different communities to get to know each other in one of the most deprived and diverse communities in Leeds. Over the last 12 months, the Inner East Community Committee has worked together with West Yorkshire Police and CATCH to find a new home for the charity in the heart of Harehills. The charity now has a new base in Hovingham Park in a building donated by the

police on land leased by the council. Funding to install the building, connect it to utilities and to make it more appealing was granted by local councillors and the Inner East Community Committee.

The new facility, which opened for business in June 2016, has been primarily used to continue CATCH's work providing activities for young people from different backgrounds. However it has also developed a wider partnership approach, providing some additional much-needed community space for other groups and partners to deliver services.

Appendix 3: **Citizens@Leeds – Priorities for 2016/17**

Ambition and Approach: The Citizens@Leeds programme supports the council’s ambition for Leeds to be the best city and for Leeds City Council to be the best council in the UK. Through our Citizens@Leeds approach we will ensure that: essential services are provided in an integrated and accessible way to those most in need of services, support and advice; those requiring financial assistance have quick and easy access to financial advice and cost effective credit facilities; those seeking employment and/or training have easy access to advice, support and awareness of training and employment opportunities and; that we are better connected with the citizens of Leeds.

Our Core Outcome: To improve the quality of life for all our residents, particularly those who are vulnerable or experiencing poverty.

Objectives and priorities for 2016/17:

<p>Helping People out of Financial Hardship: Tackling the financial challenges of poverty, deprivation and inequality with a focus on:</p> <ol style="list-style-type: none"> 1. Delivering financial support schemes which support the most vulnerable. 2. Delivering integrated pathways of support within welfare and benefits services, community hubs and the corporate contact centre. 3. Reviewing advice services with a view to making efficiencies and meeting demand. 4. Developing solutions that increase financial resilience 5. Maximising the impact of the Social Inclusion Fund at a local level including working with community committees. 6. Preparing for and mitigating the full impact of welfare reform and Universal Credit on both the city council and on residents in Leeds. 7. Reviewing the Council Tax Support scheme including the introduction of a hardship fund. 	<p>Helping People into Work: Helping people into work by providing easy access to advice, support and awareness of training and employment opportunities with a focus on:</p> <ol style="list-style-type: none"> 1. Continuing to deliver the new Council Tax Support scheme which has a clear focus on helping people into work. 2. Working with Community Committees to ensure a localised focus on helping people into work. 3. Creating an effective partnership with the Department of Works and Pensions that delivers an accessible and effective Universal Credit service. 4. Strengthening our partnership approach with Jobcentre plus and exploring integration/co-location with Community Hubs. 5. Ensuring that our approach to volunteering provides opportunities to develop the skills required for work. 6. Making stronger links between the council’s job shop services and clients and employment opportunities in Leeds City Council. 7. Utilising community hubs to maximise matching employment opportunities with local people.
<p>Strengthening local accountability and being more responsive to the needs of local communities: Supporting and enabling local people and communities to engage and interact with the council on issues that are important to them with a focus on:</p> <ol style="list-style-type: none"> 1. Working effectively with community committees and local members to prioritise and tackle local issues. 2. Increasing the community use of, and interactions with, the Community Hubs and ensuring they meet local need. 3. Working effectively with third sector partners to support the delivery of stronger and more cohesive communities. 4. Developing a new approach for community cohesion and integration including tackling extremism in all its forms. 5. Reviewing the taxi and private hire fleet to ensure there is a wide range of vehicles which meet customer access requirements. 6. Providing the strategic lead for migration in the city. 	<p>Providing accessible and integrated services: Creating integrated access to council and partner services that places the customer at the centre of what we do and meets their needs with a focus on:</p> <ol style="list-style-type: none"> 1. Rolling out a network of community hubs across the city. 2. Delivering integrated housing, welfare and advice services in community hubs. 3. Delivering the centres of excellence model within the corporate contact centre, including the delivery of a fully integrated council tax and benefits service. 4. Delivering integrated pathways around vulnerability issues, including safeguarding, drugs and alcohol and domestic violence. 5. Delivering a digital centre of excellence at the contact centre and improving the council’s website. 6. Delivering a benefits e-claim solution that becomes the principal method for claiming benefits. 7. Undertaking a council wide review of licensing and

7. Delivering the 2016 local elections and PCC elections and the EU referendum.	regulatory functions to assess scope for improved integration.
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