



Leicester
City Council

**MEETING OF THE NEIGHBOURHOOD SERVICES AND COMMUNITY
INVOLVEMENT SCRUTINY COMMISSION**

DATE: THURSDAY, 7 DECEMBER 2017

TIME: 5:30 pm

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

Members of the Commission

Councillor Gugnani (Vice-Chair)

Councillors Bajaj, Cank, Cutkelvin, Fonseca and Khote

(1 Labour Group vacancy)

(1 unallocated non-grouped place)

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

Elaine Baker

For Monitoring Officer

Officer contacts:

Jerry Connolly (Scrutiny Policy Officer)

Elaine Baker (Democratic Support Officer),

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Further information

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

Elaine Baker, Democratic Support Officer on 0116 454 6355.

Alternatively, email elaine.baker@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

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1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed.

3. MINUTES OF THE PREVIOUS MEETING

Appendix A

The Minutes of the meeting of the Neighbourhood Services and Community Involvement Scrutiny Commission held on 25 October 2017 are attached and Members are asked to confirm them as a correct record.

4. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

To note progress on actions agreed at the previous meeting and not reported elsewhere on the agenda (if any).

5. CHAIR'S ANNOUNCEMENTS

6. PETITIONS

The Monitoring Officer to report on the receipt of any petitions submitted in accordance with the Council's procedures.

7. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer to report on the receipt of any questions, representations and statements of case submitted in accordance with the Council's procedures.

8. SOCIAL WELFARE ADVICE RE-PROCUREMENT UPDATE **Appendix B**

The Director of Finance submits a report providing an analysis of the recent Social Welfare Advice consultation, which took place between 31 July 2017 and 6 October 2017, and details of the preferred model for the future provision of social welfare advice. The Commission is recommended to note the analysis of the consultation and comment on the preferred model of future provision of social welfare advice.

9. LEICESTER CITY COMMUNITY SAFETY WORK **Appendix C**

The Director of Neighbourhood and Environmental Services submits a report briefing members on the City's work relating to the community safety agenda via the Safer Leicester Partnership and highlighting key areas that the Council and partners have identified as priorities to reduce crime and the fear of crime. The Commission is recommended to note and comment on this work and identify any additional steps that the Partnership can take to address these areas of work.

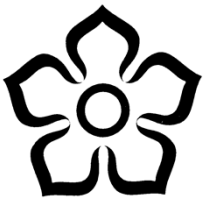
10. CAMPAIGN AGAINST DOMESTIC VIOLENCE

The Head of Community Safety will give a presentation on the work the Council is involved in as part of the campaign against domestic violence.

11. WORK PROGRAMME **Appendix D**

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

12. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
NEIGHBOURHOOD SERVICES AND COMMUNITY INVOLVEMENT SCRUTINY
COMMISSION

Held: WEDNESDAY, 25 OCTOBER 2017 at 5:30 pm

P R E S E N T :

Councillor Gugnani (Vice-Chair in the Chair)

Councillor Bajaj
Councillor Cank
Councillor Cutkelvin

Councillor Fonseca
Councillor Khote

In Attendance:

Councillor Master, Assistant City Mayor - Neighbourhood Services

* * * * *

28. APOLOGIES FOR ABSENCE

Although not a member of the Commission, Councillor Sood, (Assistant City Mayor – Communities and Equalities), submitted apologies for absence, as she regularly attended the Commission's meetings.

29. DECLARATIONS OF INTEREST

No declarations of interest were made.

30. MINUTES OF THE PREVIOUS MEETING

AGREED:

That the minutes of the meeting of the Neighbourhood Services and Community Involvement Scrutiny Commission held on 6 September 2017 be confirmed as a correct record.

31. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Vice-Chair reminded Members that, further to item 1 of the agreed matters

under minute 23, “Social Welfare Advice Re-Procurement”, a letter had been sent in response to the consultation, setting out the issues raised by the Commission. This letter had been circulated to all members of the Commission.

32. CHAIR'S ANNOUNCEMENTS

On behalf of the Commission, the Vice-Chair congratulated Councillor Malik, the former Chair of this Commission, on his appointment as an Assistant City Mayor and wished him well in his new role.

The Vice-Chair also thanked Councillor Waddington, who had recently ceased to be an Assistant City Mayor, for her regular attendance at this Commission, her contribution to debates at Commission meetings and her engagement with the Commission's work.

33. PETITIONS

The Monitoring Officer reported that no petitions had been received.

34. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that no questions, representations or statements of case had been received.

35. CHANNEL SHIFT UPDATE

The Director of Delivery, Communications and Political Governance presented a report summarising the Council's channel shift programme. The current key areas of activity were outlined, including the move to putting routine and high volume transactions on the Council's website and rationalising telephone contact.

The Director drew attention to the following points:

- MyAccount, customers' online portal in to the new Customer Relationship Management (CRM) system, had been operating for about a year. There currently were approximately 30,000 users, who could make approximately 70 different transactions through the system
- Feedback on MyAccount had been very positive and was being used to constantly improve customers' experience of the system;
- Self-service facilities were being installed in various locations across the city, in conjunction with the Council's Transforming Neighbourhood Services programme. These included those for self-scanning of documents;
- Automated transactions were those where an on-line request fed directly to the service concerned, so there was no requirement for someone to

complete a form and / or key the information in to an IT system. This was progressing well, with many previous inefficiencies being addressed;

- Future plans included consideration of introducing a “web chat” facility, potentially in 2018, through a telephony service;
- Monitoring of the measures being introduced showed a reduction in the number of telephone calls being made to the Customer Service helpline and a corresponding increase in on-line transactions;
- The efficiency of a process was measured by mapping the process currently being used, business opportunities this presented, the impact of channel shift on that particular process, and measurement after channel shift had completed of any savings made and changes in customer contact.

Members expressed concern that people who could not use computers were being disadvantaged. An example was given of a form that stated that people could do transactions by telephone, computer or face-to-face, but this was not reflected in the experience received in the Customer Service Centre for that enquiry. The Director asked for details to be provided, so that this could be followed up. Members expressed concerns that, where residents were not able to use ICT, the contact was being redirected through Councillors’ enquiries.

Members asked for confirmation of who was leading the programme at Executive level and whether a programme manager had been recruited. The Director confirmed that the City Mayor was the Executive Lead and a Programme Manager had started in this current week.

There also had been problems with forms being unavailable on-line. For example, school admissions were now processed on-line, but there had been problems with the forms not being available when people were trying to use them. The Senior Project Manager advised the Commission that this problem had been resolved, although Members were asked to notify officers if it happened again.

Members suggested that a further barrier to channel shift was the way in which self-service kiosks were being introduced. In one location it was known that no member of staff had been available to help people use newly installed kiosks for over two weeks. Staff in all locations with self-service facilities needed to take responsibility for the equipment and ensuring that it could be used by the public.

The Director confirmed that it was recognised that people using the new methods of transacting with the Council could need support in doing so. Mechanisms therefore had been put in place to provide this support. Members suggested that including telephones in the self-service locations could work against channel shift and asked whether consideration should be given to removing them. The Director agreed this was not in line with the vision and it would be something to consider going forward.

Members noted that the newly appointed Director of Digital Transformation and Smart Cities had undertaken some evaluation of issues where channel shift could facilitate a move away from face-to-face customer interaction. An audit of how customer contact was managed by services had been done across the organisation, covering 70 different service areas. This was helping to inform channel shift work going forward.

The Director of Digital Transformation also was considering how progress in channel shift should be measured in the future. Although the initial focus had been on MyAccount and the CRM system, a lot of customer contact was managed through other IT systems. A potential problem with incorporating these in to the channel shift programme was that some software suppliers did not want to work with the Council to provide a way of linking their system to MyAccount. Finding a way of making different systems work together therefore was problematic.

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

It was noted that some pages on the Council’s web site were out of date. For example, some links still went to items from a number of years ago, so it was requested that links be checked and updated. The Director of Delivery, Communications and Political Governance asked Members to advise her or the digital media team of any links that needed updating.

Members queried whether payment kiosks would be installed in all of the multi-service hubs that were being created across the city. The Director of Delivery, Communications and Political Governance undertook to find out, noting that payment kiosks could be targeted at sites where there previously had been Housing offices at which people could make payments.

The Commission also queried how well scanning facilities were being used at the self-service points and whether there were plans to extend these facilities to other locations. In reply, the Director of Delivery, Communications and Political Governance advised that consideration had been given to where these facilities should be located and it was felt that they should not automatically be installed in every location, but just used where a need was identified.

The Commission also queried how well scanning facilities were being used at the self-service points and whether there were plans to extend these facilities to other locations. In reply, the Director of Delivery, Communications and Political Governance advised that at present they had only been installed in the Customer Service Centre in Granby Street. Consideration was being given to where these facilities should be located and it was felt that they should not automatically be installed in every location, but just where a need was

identified.

The Director of Delivery, Communications and Political Governance also confirmed that data was available on how well the current self-service kiosks were being used. If the telephone at these points was being well used, careful consideration would need to be given to whether it should be removed to avoid it undermining channel shift. The volume of face-to-face contact also would need to be assessed, to help identify the number of people needing help and / or support and what sort of help / support they needed.

The Director of Delivery, Communications and Political Governance also confirmed that data was available on how well the current self-service kiosks were being used. Members also were interested in data which showed whether face to face contact was shifting to focus more on supporting the vulnerable and for more complex transactions, in line with the vision.

In response to a question, the Assistant City Mayor for Neighbourhood Services advised the Commission that the possibility of introducing card payments in all Council car parks was being considered.

In response to a further question, the Director of Digital Transformation and Smart Cities explained that the term “smart city” could mean different things in different places and part of her role was to identify what it could mean for Leicester in the future. Technology would play a key role in this, but the citizen experience and digital inclusion needed to be central.

AGREED:

- 1) That the Director of Delivery, Communications and Political Governance / Director of Digital Transformation and Smart Cities be asked to:
 - a) confirm what self-serve facilities it is proposed to install at St Barnabas library;
 - b) as part of the programme, consider whether provision of telephones in the neighbourhood localities undermines the channel shift principle and whether they are retained going forward;
 - c) consider ways of improving community inclusion in channel shift, for example by overcoming language barriers, this to include the possibility of training community “champions” to support others in the community in undertaking on-line transactions;
 - d) ensure that links on the Council’s website go to current pages;
 - e) advise Members whether self-service payment kiosks are to be installed in all of the Council’s multi-service hubs;

- f) advise Members of what data can be provided by the self-service hubs; and
 - g) provide a timeline of key milestones in the channel shift programme as soon as possible; and
- 2) That all Members be asked to advise either the Director of Delivery, Communications and Political Governance or the digital media team of any links on the Council website that do not go to current pages.

36. COMMUNITY LANGUAGES

The Director of Delivery, Communications and Political Governance submitted a report giving an overview of the Council’s approach to the provision of community languages, and in particular the role of the Community Language Service. The Vice-Chair reminded Members that this report had been requested at the meeting of this Commission held on 12 July 2017, (minute 11, “Portfolio Overview July 2017”, referred).

The Director of Delivery, Communications and Political Governance noted that it would not be possible to employ a team that spoke all of the languages for which services were provided. Some members of the team could interpret some languages, but if other languages were needed, freelance translators were used.

The Director of Delivery, Communications and Political Governance noted that it would not be possible to employ a team that spoke all of the languages for which services were provided. Some members of the team could interpret some languages, but if other languages were needed, freelance translators and interpreters were used. Most of the freelance workers were locally based, but for some much less common languages it was sometimes necessary to source them via a national database.

Work internal and external to the Council was undertaken, with charges being made for the latter. This work was undertaken on a reactive basis, as the high turnover of translators made it inefficient to provide training in specific tasks, such a form filling, or to have community “champions” for specific languages.

Consideration needed to be given to The Council’s Public Sector Duty to ensure there were no barriers to residents accessing the services they needed, as language could be a barrier. The Council’s Equalities team worked with services to help address this. On occasions challenges had been made about the languages used for information distributed in the city, but these challenges had not been upheld, as the Council’s use of community languages had been found to be good.

Members enquired whether the Council employed an officer dedicated to assisting refugees and others arriving in the city with no, or minimal, English language skills. In reply, the Director advised that this work was undertaken

across a number of service areas.

Members stressed the need to ensure that all documents were produced in plain language and abbreviations should be avoided, to help the general public's understanding of those documents. It was suggested that one example of a document not meeting those standards was the letter sent out with Council Tax information.

AGREED:

- 1) That the Director of Delivery, Communications and Political Governance be asked to identify whether one language predominates in the requests for interpretation and translation received by Children's Services teams; and
- 2) That the report be noted.

37. WORK PROGRAMME

The Commission noted that a draft scoping document had been prepared for a review of knife crime in the city. Officers had been requested to also prepare a report on actions being taken in the city on this issue. It was anticipated that the scoping document and report would both be considered at the Commission's next meeting.

Members suggested that information on work being done by the Council to address barriers created by language and IT skills be brought to the next meeting of the Commission. The Director of Delivery, Communications and Political Governance advised the Commission that consideration would be given to whether this fell within this Commission's remit, or that of Adult Social Care Scrutiny Commission, and a report would be presented to this Commission if appropriate.

Members noted that the Housing Scrutiny Commission would be considering a report on work being done to reduce the impact of the government's welfare reforms on city residents and asked that members of this Commission be invited to attend the Housing Scrutiny Commission for that discussion.

AGREED:

- 1) That the Director of Delivery, Communications and Political Governance be asked to determine whether consideration of the barriers created by language and IT skills falls within the remit of this Commission and, if it does, to present a report to its next meeting on what work the Council is doing to address these barriers;
- 2) That the Democratic and Civic Support Manager be asked to liaise with the Chair of the Housing Scrutiny Commission to request that members of this Commission be invited to attend the meeting of the Housing Scrutiny Commission at which consideration is to be given to work being done to reduce the

impact of the government's welfare reforms on city residents;
and

3) That this Commission's work programme be received and noted.

38. CLOSE OF MEETING

The meeting closed at 6.50 pm

***Neighbourhood Services and
Community Involvement
Scrutiny Commission***

***Social Welfare Advice
Re-procurement Update***

Lead director: Alison Greenhill

Date: 7th December 2017



Useful information

- Ward(s) affected: All
- Report author: Caroline Jackson
- Author contact details: Caroline.Jackson@leicester.gov.uk and 37 2501
- Report version number: V2

1. Purpose of report

1.1 This report provides an analysis of the recent Social Welfare Advice Consultation (SWA) which took place between 31/7/17 to 6/10/17.

1.2 It also provides details on the preferred model for the future provision of social welfare advice. (Option 3)

2. Recommendations

2.1 Members of the Neighbourhood Services and Community Involvement Scrutiny Commission are asked to note the analysis of the SWA consultation and to comment on the preferred model of future provision of social welfare advice. (Option 3)

3. Summary

3.1 The Council currently funds five voluntary sector (VCS) advice contracts and also one internal advice service, at a total annual cost of £978k per annum. The VCS contracts are due to end on 31/3/2018.

3.2 A public consultation was undertaken, concluding on 6/10/17, which has resulted in the development of a revised preferred model; details of this are included in section 6.5.

3.3 This report considers three models of advice provision, with Option 3 being the preferred model as it:-

- Meets the procurement aims (Appendix 1);
- Provides a more co-ordinated and stream-lined advice offer, with a clearer assessment, referral process and client journey;
- Focuses resources on specialist advice; and
- Has been developed in light of the SWA consultation responses.

3.4 The Advice Spending Review identified an indicative saving target of £0.5m per annum and this re-procurement exercise will contribute to this. However, the actual amount will be determined by the market response to the procurement exercise.

4. Demand overview

4.1 In light of the continued impact of continued public sector funding reductions, welfare

reform and legal aid reductions, the challenge is to provide a good quality advice service targeted at clients who are in priority need and/or crisis.

4.2 Triggers for demand include:-

- The cumulative impact of continued welfare reforms; particularly the roll out of Universal Credit anticipated in June 2018¹, for Leicester;
- Increased conditionality, and shorter Department of Work and Pensions benefit award periods, are necessitating the need for re-assessments, legal challenges and appeals;
- Continued need for support with form filling requiring free access to the internet and computers and also the skills to navigate the system;
- Uncertainty relating to British Exit of the European Union (BREXIT) has driven recent demand for immigration advice;
- City demographics, and the changing ethnic make-up of the city, particularly in relation to new arrivals, drives demand for language support.

4.3 Those people most at risk include those with changing circumstances e.g. moving into work from unemployment/sickness or in insecure employment; the working poor, benefit dependent and those in debt or with no savings buffer.

4.4 The advice sector reports seeing more complex cases, including those with mental health, disability, long-term illness and those in crisis and destitution.

4.5 Demand across the SWA contracts increased by approximately 37% during 2016/17, based on the number of issues responded to. (48,266 separate client issues) Demand for advice in relation to welfare benefits, debt, housing, employment and immigration accounts for 83.7% of total demand. We estimate demand will rise by a further 9.5% in 2018/19 and consequently we will be unable to help everyone that wants advice and need to focus on those with the most serious issues and impact.

5. Social welfare advice consultation evaluation

5.1 Proposals

5.1.1 The objective of the proposed model of provision was to achieve a more co-ordinated and stream-lined advice offer which improves both the client journey and the outcomes achieved.

¹ The roll out was originally due to take place in March 2018 however the Department of Work and Pensions has deferred until June 2018.

5.1.2 The four main proposals included:-

- Advice delivered through a partnership model, with a lead provider;
- Locating the main advice service in the Customer Service Centre, Granby St;
- Provision of outreach advice in the Council's eight multi-service hubs; and
- Helping people to help themselves, where they are able to.

5.2 Consultation responses evaluation

5.2.1 There were 649 responses to the consultation, comprising of 273 (42%) online and 376 (58%) paper responses. 73.19% responded as a Leicester resident and 5.86% as a VCS organisation. Five written responses were also received from the VCS and unions and comments were also received from members of the Neighbourhood Services and Community Involvement Scrutiny Commission.

5.2.2 The Project Team received 166 hand-delivered surveys, from the Welfare Rights Service, on the last two days of the consultation period; all having only answered the first question on the partnership model. Of these, 125 indicated that they did not support the partnership proposal. Up to this point, respondents were broadly in favour of the proposals; and receipt of these changed the final consultation outcome.

5.2.3 The largest ethnic groups consisted of White British at 32.82%, followed by Asian or Asian British - Indian (22.65%). 23.57% of respondents were aged between 45-54 years and 20.65% between 55-64 years. 47.3% of respondents were female, 34.67% male. 51.31% of respondents stated that did not have a disability and 21.11% stating they did. 60.71% of respondents identified as heterosexual.

5.2.4 In summary, the majority of respondents did not support the partnership model or locating the main city centre advice at the Customer Service Centre (CSC). There was a small majority who supported both the outreach advice proposal and the proposal to help people to help themselves.

5.2.5 Table 1 shows the headline findings in relation to the four main proposals. Full details can be found in the SWA Consultation Analysis Report in Appendix A.

Proposal	Yes		No	
	Number	%	Number	%
1. Partnership with a lead provider	188	28.97	451	69.49
2. Lead provider located in CSC	232	35.75	370	57.01
3. Outreach using the 8 Hubs	317	48.84	279	42.99
4. Helping people to help themselves	304	46.84	289	44.53

5.2.6 A summary of the rationale for main responses:-

a) Partnership with a lead provider

I. Key rationale for **not** supporting the proposal:-

- Retain the Welfare Rights Service in-house;
- Leave the advice offer as it is;
- Negativity in relation to the current lead provider;
- The model will not work;
- Reduced choice for clients; and
- Loss of specialisms.

II. Key rationale for supporting the proposal:-

- Easier to have one central point of contact;
- Services have been duplicated for too long;
- Clearer for customers;
- The model leads to efficiencies and higher effectiveness; and
- The Council can ensure all organisations are well co-ordinated.

b) Lead provider located in CSC

I. Key rationale for **not** supporting the proposal:-

- Not everyone can access the CSC;
- CSC is already busy;
- Difficult for those with mental health issues (anxious/worried);
- Advice should be based in communities; and
- Waiting times will get longer.

II. Key rationale for supporting the proposal:-

- Easier access;
- Central location;
- Easy for clients to locate;
- City Centre location; and
- Easy communication with Council services.

c) Outreach using the 8 Hubs

I. Key rationale for supporting the proposal:-

- Beneficial for people who can't get into town easily;
- Easier access for the local community;
- Advice in community locations will make it easier to access advice;
- Geographical location covers the whole city;
- Travelling into town will be avoided; and
- There will be no transport costs for clients.

II. Key rationale for **not** supporting the proposal:-

- Locations will mean it is further to travel;
- Difficult to access;
- Need more resources and staff;
- Reducing venues will make advice less accessible for those with mobility and access needs;
- Libraries are losing their original purpose; and
- Need advice in the Highfields area.

d) Helping people to help themselves

I. Key rationale for supporting the proposal:-

- Face to face advice will be reserved for the most vulnerable;
- There are people who can help themselves;
- This will promote self-sufficiency and empowerment;
- Promotes independence;
- Prevents dependency; and
- Will free up resources.

II. Key rationale for **not** supporting the proposal

- Lack of digital skills
- People are already helping themselves
- Lack of access to computers and the internet and long queues;
- Prefer face to face advice;
- Vulnerable groups will be disadvantaged
- Too complex for vulnerable clients.

5.2.7 We received one alternative proposal, from the Welfare Rights Service Team Leader, which suggested retaining a reduced in-house Welfare Rights Service (WRS), which would focus on the delivery of Tier 3 case work. Other responses included references to specific advice elements such as; leaving the advice service as it is, retaining the WRS and deferring procurement until the impact of Universal Credit is fully understood.

5.2.8 Respondents were mainly concerned about the negative impact on vulnerable groups who may not be able to navigate the proposed model. This included people with a physical disability, mental health issues and older people.

5.2.9 The most currently used advice categories were identified as welfare benefits, housing, debt and community care. Respondents said they may use the following advice categories in the future - welfare benefits; housing; debt and employment.

5.2.10 The most important factors, in relation to advice, were identified as face to face advice, being given the information needed to deal with issues, accessing advice in

local areas and being referred to the most appropriate advice service.

5.2.11 Respondents highlighted the following gaps in provision – specialist housing, debt, welfare benefit advice, mental health and discrimination advice and advice being located in existing services such as GP surgeries.

6. Options appraisal

6.1 Overview

6.1.1 The current advice offer is fragmented, with an unclear assessment and referral process, and merely recommissioning the current provision would not meet the procurement aims, nor improve the client journey or outcomes achieved.

6.1.2 We believe a co-ordinated and stream-lined advice offer, with an improved client journey, can be achieved through the adoption of one of the three options below.

6.1.3 All options will also help the Council to meet future legal obligations of the Council resulting from the Homelessness Reduction Act (2017) aimed at preventing homelessness, as the main advice provision will be co-located in the CSC with Housing Options.

6.1.4 Option 3 was recommended to the City Mayor's Briefing as the preferred option, taking into consideration the responses received during the SWA consultation.

6.2 Option 1 - Procure an Advice Partnership with a lead provider

6.2.1 This formed the basis of the public consultation and included replacing the five Voluntary and Community Sector contracts with one contract, which would also include transferring the Council's in-house Welfare Rights Service to the lead provider. This proposal was only supported by 28.97% of respondents. (See 5.2.5)

6.2.2 The offer also included:-

- Continued provision of general advice across 3 tiers (Appendix 2) and the current seven current categories of advice²;
- Specialist advice across welfare benefits, debt, housing and employment;
- Retention of outreach provision, home visits and fast track for clients;
- Signposting and assisted information for those who could help themselves;
- Locating the main advice provision in the Customer Service Centre³;
- Language support would be available across all services and Tiers;
- Digital support would be available across all services and Tiers 1 and 2 only.

² Welfare benefits, debt, housing, employment, community care, family issues and immigration.

³ This was not considered an appropriate location however this view may have changed if the proposals had highlighted that the advice service would be delivered separately from the first floor and not from the CSC main reception area.

Complex work at Tier 3 would be undertaken by specialist advisors. This would form part of the Universal Credit Support offer; and

- An additional outreach location would be identified in the Highfields area as per the findings of the SWA consultation.

6.2.3 This option would deliver the aims of the procurement exercise.

6.3 Option 2 – Procure an Advice Partnership, with a lead provider and retain an in-house specialist advice provision.

- The offer would be the same as in 6.2; however an in-house specialist welfare benefits advice provision would be retained.
- Although this option would achieve the main aims of the procurement exercise, it could result in two assessment and referral processes, managed by two divisions, impacting on the development and management of a co-ordinated advice offer.

6.4 Option 3 - Procure advice in lots and retain an in-house specialist advice provision.

- This option separates funding for general advice (Tier 1 and Tier 2) and specialist advice (Tier 3), focussing on a funded assessment and referral gateway.
- Clients would access the gateway through their advice need e.g. debt, housing etc.;
- Table 2 shows the proposed procurement model which would be in 'lots' rather than through a partnership, with a lead provider.

Lot	Overview	Tier
Lot 1	Advice gateway, assessment, generalist advice, information and guidance	1 & 2
Lot 2	Specialist Debt Advice	3
Lot 3	Specialist Housing Advice	3
Lot 4	Specialist Employment Advice	3
In-house	Specialist Welfare Benefits Advice	3

- This would result in a strategic change from procuring advice for specialist client groups, to procuring against advice categories and Tiers. (Appendix 2)
- Tier 1 and 2 advice would continue to include the following advice categories - welfare benefits, debt, housing, employment, community care, family issues and immigration. Tier 3 would include welfare benefits, debt, housing and employment.

- Discrimination advice would be embedded across all advice categories at Tier 1 and Tier 2 and in relation to the four advice categories at Tier 3.
- Successful provider(s) will operate under a partnership agreement with common objectives, and a single common assessment and referral pathway.
- The offer would include all other elements as in 6.2 and would meet the procurement aims;
- Option 3 responds to the concerns raised during the consultation in relation to the partnership model, protecting specialist services and retaining an in-house specialist welfare benefits advice provision.

6.5 Preferred option

6.5.1 Option 3 is recommended as the preferred option.

6.5.2 Table 3 shows the current and proposed advice provision and also our recommended proposals, in response to the consultation findings.

Table 3 – Current and proposed provision and recommended proposals

Elements of provision	Current provision	Consulted proposals	Recommended proposals
Co-ordinated advice offer	X	✓	✓
Location of main advice provision	Charles St	CSC Granby St	CSC Granby St
Outreach locations	10	8	9
Advice in Children’s Centres	✓	✓	✓
Tiers of advice	T1, T2 & T3	T1, T2 & T3	T1, T2 & T3
General advice	7 categories	7 categories	7 categories
Specialist advice	4 categories	4 categories	4 categories
In-house specialist advice provision	✓	X	✓
Home visits	✓	✓	✓
Fast track for clients in crisis	✓	✓	✓
Common assessment and referral process	X	✓	✓
Range of access channels	Mixed offer	✓	✓
People supported to help themselves	Mixed offer	✓	✓
One-stop directory of advice services	X	✓	✓
Accreditation ⁴	Mixed offer	✓	✓
Contract management – the number of contracts, service areas and the in- house advice provision	5 x contracts 1 x WRS 4 x divisions	1 x contract 1 x division	4 x contracts 1 x in-house 1 x division

6.5.3 Option 3 achieves the key aims of the procurement exercise and will provide a more

⁴ For details of accreditation see Appendix C.

co-ordinated and stream-lined advice offer with a clearer, client journey.

6.5.4 All providers will be required to join and contribute to an advice partnership of funded services, to ensure a co-ordinated and joined up advice offer.

6.5.5 This option will reduce contract management responsibilities at Tier 1 and Tier 2, but may increase this for Tier 3, depending on the number of successful providers in the new model.

6.5.6 The WRS currently have a Service Level Agreement to provide Tier 1 and 2 welfare benefits advice in Children's Centres. There will be no change to this provision, however it should be noted that as this service is funded by the Children, Young People and Schools Division; the service will cease if the funding is removed.

6.5.7 An analysis of the key risks and mitigating actions are included in Appendix 4.

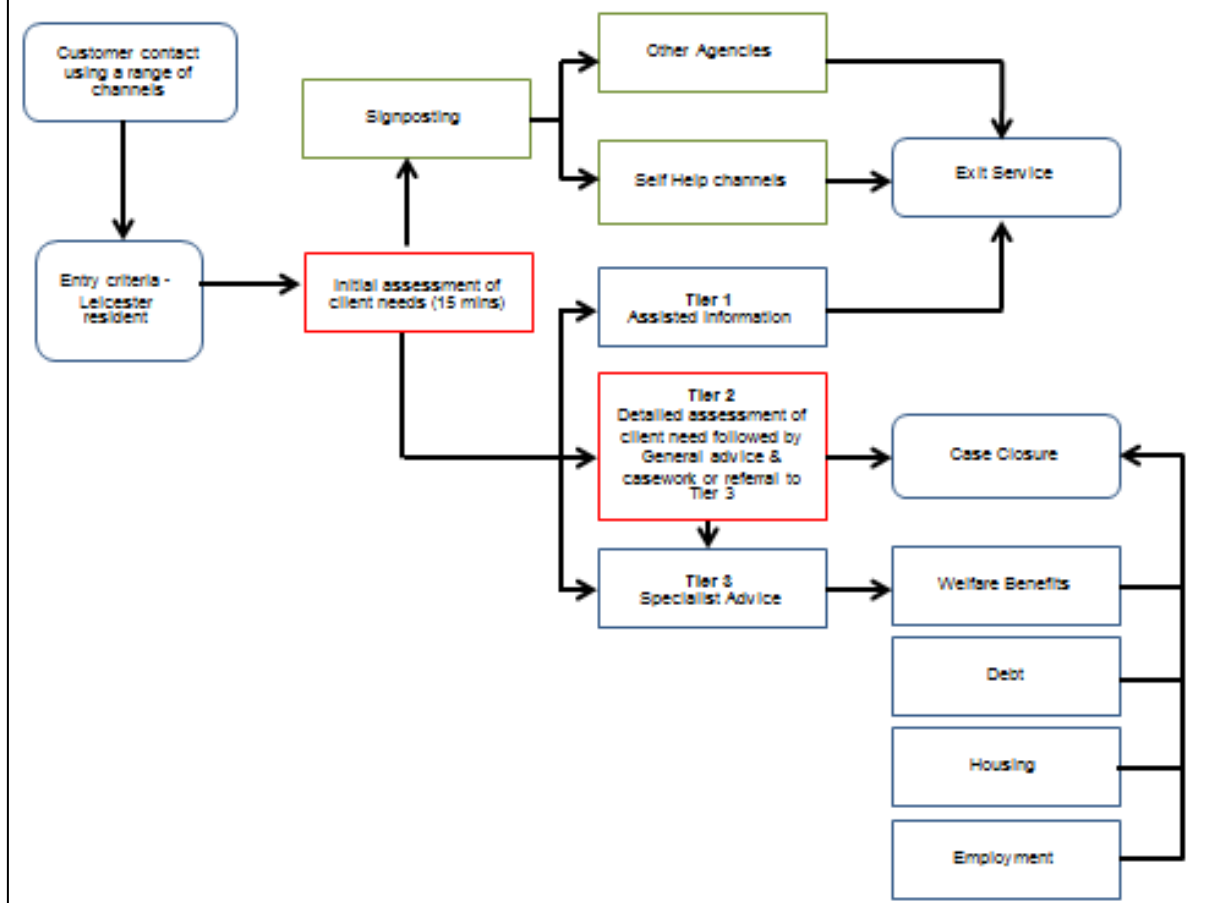
7. Access, crisis, and priority groups

7.1 The preferred model aligns advice services to the type and level of advice required, rather than to specific client groups. At present, there are advice contracts for older people, those with a disability and new arrivals. With the continued funding pressures, it is not possible to provide bespoke advice services for all the priority groups that may require them.

7.2 Therefore, clients will access the service according to their advice need including; housing, welfare benefits, low income, debt, employment or immigration issues, rather than their protected characteristic. These are explained further in the Equalities Implications set out in section 12.4 and also in the Equality Impact Assessment in Appendix 5. Clients will be prioritised according to the urgency and potential impact of their issue.

7.3 The diagram below shows the planned client journey where they will receive an initial assessment. They will then either be signposted to assisted information or online resources (Tier 1) or will be moved to Tier 2 for a more detailed assessment and either an appointment with an advisor or a referral to a Tier 3 specialist provider, depending on their advice need.

Assessment Gateway



7.4 The service will be accessed through a mix of self-referrals or agency referrals using a combination of digital and self-help tools; and also face-to-face appointments. Drop-in sessions will be available for clients in a crisis situation.

7.5 All options include a funded assessment process to be undertaken by skilled and experienced paid staff. This is to ensure that the initial assessment identifies those clients in immediate need or crisis, which typically involves a crucial or decisive situation, where there is an immediate risk and usually an urgent deadline for action. This would include, for example, those fleeing domestic violence or threatened with eviction.

7.6 Providing a suitable level of language assistance, during the initial point of contact, will ensure clients' needs for translation are fulfilled at Tier 1 during the assessment process. This will be achieved through the recruitment of a representative workforce; by encouraging people to bring their own interpreters to meetings or to act on their behalf through email and phone calls and through the use of translation services, where required.

7.7 There are people who will be able to help themselves if they are signposted to the correct information. We believe that approximately 20-30% of clients at Tier 1 can be directed towards self-help, resulting in more capacity at Tiers 2 and 3.

7.8 We realise a change in behaviour will take time to embed and we are proposing a phased approach to achieve this change, over the first three years of the contract.

7.9 All options focus on protecting advice services for those clients who are in priority need; particularly those with complex issues that may require Tier 3 intervention by specialist advisors.

7.10 We are currently determining these priority groups as part of the development of the specification and operating model, based on statutory guidance and legal precedent. Also, we will keep under review the current areas of deprivation to ensure the outreach advice service continues to meet local need.

7.11 An Equality Impact Assessment has been undertaken and is included at Appendix 5.

8. Current and forecasted financial implications

8.1 The current budget for the five VCS advice contracts and the Welfare Rights Service totals £978k per year.

8.2 The proposed procurement anticipates the delivery of savings; however the actual amount will be determined by the market response.

9. TUPE and redundancy implications

9.1 There are likely to be TUPE⁵ implications arising from the re-procurement of VCS contracts. A reduction in contract value may impact upon the success of any procurement exercise as employees of the current providers will transfer over on the same terms and conditions that they currently enjoy.

10. Next steps

10.1 Comments from this scrutiny meeting will inform the final decision on the preferred model of provision.

10.2 Once a model is agreed, the procurement process will commence. Initially, we will undertake soft market testing to gauge market interest. This will also enable questions to be asked, to help shape the potential scheme, and ensure it would be deliverable, once it is brought to the market.

10.3 Identification of the TUPE implications arising from the procurement of the agreed model, across the five VCS services and/or the in house specialist advice provision as appropriate.

10.4 We anticipate the new service will commence in October 2018. The amended procurement schedule is at Appendix 6.

⁵ TUPE - Transfer of Undertakings (Protection of Employment) Regulations 2006

11. Details of Scrutiny

11.1 The SWA Procurement Options Report was presented to Neighbourhood Services and Community Involvement Scrutiny Commission for comment on 24/8/2016.

11.2 A further report detailing the consultation proposals was presented on 6/9/2017.

Financial, legal and other implications

12.1 Financial implications

The options in this report seek to deliver savings towards the Social Welfare Advice Services spending review.

Colin Sharpe, Head of Finance, ext. 37 4081

12.2 Legal implications

There are no legal implications arising directly from the recommendations of the report. The comments of scrutiny will be fed in to the final decision report along with the product of consultation in order that they can be considered as part of the decision making process. Legal advice has been provided at all stages to date and legal support will be on-going.

Emma Horton, Head of Law (Commercial, Property & Planning) ext. 37 1426

Employment

There is the potential for all three options to have employment implications. If a decision is taken to proceed with any of the options set out in this report, it is important to ensure that further employment legal advice is sought as the process proceeds.

As part of these processes it will be necessary to ensure that meaningful consultation with staff has occurred.

Julia Slipper, Principal Lawyer (Education & Employment) Ext: 6855

12.3 Climate Change and Carbon Reduction implications

The major climate change impacts associated with the provision of the service relate to service users travelling for face-to-face meetings and the use of buildings. Option 3 as described in the report provides outreach advice in council hubs located in communities. This will reduce the need to travel and is environmentally preferable.

The proposal also makes better use of council buildings by re-locating city centre advice to the Customer Service Centre.

Mark Jeffcote, Environment Team (x372251)

12.4 Equalities Implications

Our Public Sector Equality Duty (PSED) requires us to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic as defined by the Equality Act 2010 (sex, sexual orientation, gender reassignment, disability, race, religion or belief, marriage and civil partnership, pregnancy and maternity, age) and those who do not.

In keeping with our PSED, we are required to pay due regard to any negative impacts on people with protected characteristics arising from our decisions (and this would include decisions on how we deliver our services) and put in place mitigating actions to reduce or remove those negative impacts.

In light of the impact of continued public sector funding reductions, welfare reform and legal aid reductions; the challenge is to provide a good quality Information, Advice and Guidance service targeted at clients who are in priority need and/or crisis. Customers may present with either a need for basic advice and information or they may have complex issues which they need help to resolve.

Those affected by the proposals will be people from across all protected characteristics, however there are some protected characteristics such as disability (including mental health), race (e.g. new arrivals), sex/gender and age which are most likely to be affected by proposed changes.

It is important for the successful providers awarded contracts to be responsive to existing and newly emerging communities; including managing language as a risk and defining at what level language support should be provided within the scope of all contracts. Successful providers in the new model must be able to demonstrate that they are able to meet the specific needs of people across the range of protected characteristics and that services are accessible and inclusive. This may be achieved, for example, via staff training and development (e.g. in disability awareness, LGBT awareness, cultural awareness etc.) and the provision of accessible information etc. Equalities related questions may be used within the tender process to identify those providers who can demonstrate an awareness and understanding of equalities related issues and equalities requirements may be specified within the contracts and monitored accordingly. The steps taken to ensure support for people from protected groups will help us to meet the aim of eliminating unlawful discrimination, whether direct or indirect.

In addition, it will be important to identify robust monitoring processes, in order to be able to identify the actual impact of any changes to service provision on those with specific protected characteristics and there must be the flexibility to respond by mitigating or removing any actual negative impacts which are identified following implementation of any changes, as required.

Surinder Singh & Sonya King – Equalities Officers - 37 4148/4132

12.5 Other Implications

None.

13. Background information and other papers:

NSCI Scrutiny Commission – SWA Procurement Options Paper – 24/8/2016

NSCI Scrutiny Commission – SWA Procurement Consultation Report – 6/9/2017

14. Summary of appendices:

Appendix 1 – Procurement aims

Appendix 2 – Tiers of advice

Appendix 3 – Accreditation

Appendix 4 – Risk analysis and mitigation

Appendix 5 – Equality Impact Assessment

Appendix 6 – Procurement timetable

Appendix A – Social Welfare Advice Consultation Analysis Report

15. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No.

16. Is this a “key decision”?

Yes

17. If a key decision, please explain reason.

Yes. The Spending Review Programme (SRP) for Advice anticipates indicative savings of £0.5m pa. The proposals in this report will contribute to these savings. There exists a significant body of Social Welfare Advice providers which may result in substantial public interest in the decision.

Statement of Aims for the 2017/18 Advice Procurement

1. To ensure the continued provision of good quality, affordable and accessible advice across the City.
2. To explore and work with the City's social welfare advice sector to remove duplication and improve the efficiency, accessibility and quality of generalist and specialist social welfare advice. Ensuring the appropriate level of advice is given by a suitably qualified provider, in accessible locations.
3. To determine the location, frequency, opening hours and delivery method of social welfare advice.
4. To improve contract standards utilising the Tier 1/2/3 model of social welfare advice. Where:
 - a. Tier 1 provides assisted information and signposting;
 - b. Tier 2 provides general advice and general advice with casework; and,
 - c. Tier 3 provides specialist advice.
5. To ensure that all advice providers are suitably qualified and appropriate.
6. To ensure that clients receive the required specialism or quality of advice, in accordance with an agreed referral framework.
7. To promote channel shift, wherever possible, at Tier 1, including self-help, in order to improve coordinated signposting and reduce face-to-face demand on advice services; whilst recognising that face-to-face advice is still required for those customers who are most vulnerable and those unable to readily access these services.
8. To meet the multi-cultural needs of our diverse City by being responsive to existing and newly emerging communities; including managing language as a risk and defining at what level language should be provided within the scope of all contracts.
9. To review contracts in light of new or existing national Government schemes that may have replaced the need for local advice; or, consider implementing new local advice contracts where national schemes are withdrawn.
10. To ensure all contracts have Key Performance Indicators which are agreed in advance of contract, monitored and reviewed on a regular basis.

Tiers of Advice

Tier	Overview	Detail
1	Assisted information and signposting	<ul style="list-style-type: none"> ▪ Involves giving clients the information they need, to enable them to know more and do more about their situation. ▪ Includes information about rights, policies and practices, national and local services and various agencies that can help them. ▪ The responsibility rests with the client whether to take any further action or not.
2	General advice and general advice with casework	<ul style="list-style-type: none"> ▪ Includes diagnosis of a client's enquiry and their financial circumstances, giving information and explaining their options and identifying further action to take. ▪ Some assistance is provided, for example contacting third parties (e.g. Council Tax Department or enforcement agents on the client's behalf, form completion and drawing up a budget.) ▪ This level of service may be provided either by self-contained interviews, following by the customer taking responsibility for further action. ▪ Or, ongoing casework support including all of the above and taking action on behalf other client, with the advice provider taking responsibility for follow-up work.
3	Specialist advice and tribunal representation	<ul style="list-style-type: none"> ▪ A specialist service accredited by the Financial Services Authority undertakes advice and casework at a level where detailed knowledge of law is required. ▪ This would involve intensive one-to-one support and casework up to litigation and advice on Court hearings, appeals, tribunals; including bankruptcy, insolvency, Debt Relief Orders and appropriate financial products.

Social Welfare Advice Accreditation

1. Organisations must hold the necessary accreditation that is required in order to provide Social Welfare Advice. Accreditations are a set of standards and requirements that assure the quality of advice services provided to clients by organisations that hold these standards.
2. In order to attain these standards, organisations must have demonstrated that they are:
 - Easily accessible;
 - Effectively managed; and
 - Employ staff with the skills and knowledge to meet the needs of their clients.
3. All service providers must be quality assured and hold the Advice Quality Standard (AQS).
4. Service providers who give specialist financial, debt and/or personal budgeting advice must have Financial Conduct Authority (FCA) accreditation or hold the Specialist Quality Mark (SQM), where appropriate, in order to cover the areas of law covered in the specification. All advisors delivering Tier 3 specialist advice within the contract must be qualified.
5. The lead service provider must also have registration or an exemption with the Office of the Immigration Services Commissioner (OISC) to provide immigration advice or services at level one.

Risk analysis and mitigation

Table 6 – Potential risks and issues linked to the proposed options

Risks and issues	Mitigation
Market may not respond particularly in light of the potential TUPE implications.	The preferred option drastically reduces the impact of TUPE implications with the retention of the WRS. There will be TUPE implications across the existing VCS advice contracts.
Model may not deliver the required service. Smaller/specialist providers may be lost and may not have an equal voice.	The preferred option responds to the consultation feedback and retains individual specialist contracts for debt, housing and employment and retains welfare benefit specialists. This will be further informed through the soft market testing and negotiation phase of the procurement process.
Moving some clients (20%) to self-help (Tier 1) will require a change of behavioural culture.	This is required to focus more resources at Tier 2 and Tier 3. A phased approach will be used over the first three years of the contract to allow culture change.
The demand for advice may outstrip provision particularly due to welfare reform and the BREXIT uncertainty.	We cannot predict future demand beyond our best estimates, hence the need to target resources at the most vulnerable clients.
Assessment may screen out those most in need as they may not be able to articulate their needs in one session.	Proposals include a funded reception and assessment process which will be undertaken by skilled and experienced paid staff.
Some clients may not be able to access the services they have been able to in the past, when you prioritise those who cannot resolve their issues, without assistance.	We cannot provide a universal advice service to everyone who wants advice and we must target resources at the most vulnerable clients. Those that can help themselves will be signposted to self-help resources.
Some clients will struggle to navigate the system due to being digitally excluded.	We anticipate approximately 30% of clients will need support which will be provided at various locations across the city e.g. libraries, CSC, Multi-Service Centres.
There are gaps in advice, across the city, and in categories such as employment, housing, debt and discrimination.	Welfare benefits, debt, housing, employment, family issues, community care and advice for new arrivals will be commissioned across Tier 1 and 2. Specialist advice will be available for welfare benefits, debt, housing and employment. Advice in relation to discrimination will be available across all the categories and Tiers of advice.
New arrivals and other vulnerable groups may fear using the CSC building as they appear 'official' and may consider the advice offer not to be independent from the Council.	The main advice provision would be located on the second floor of the CSC entrance, separate from the Customer Service on the first floor. Clients could also access outreach advice. Where there is a potential conflict of interest, cases would be referred to an alternate funded provider.
There is no outreach provision in Highfields.	The preferred option proposes an additional outreach location in the Highfields area.

Equality Impact Assessment (EIA): Service Reviews/Service Changes

Title of spending review/service change/proposal	Social Welfare Advice Re-procurement 2018-2025
Name of division/service	Finance – Revenues and Customer Support
Name of lead officer completing this assessment	Marie Galton
Date EIA assessment completed	7 th November 2017
Decision maker	City Mayor / Executive
Date decision taken	To be confirmed

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EIA sign off on completion:	Signature	Date
Lead officer	Marie Galton	7 November 2017
Equalities officer	Surinder Singh	9 November 2017
Divisional director	Alison Greenhill	9 November 2017

1. Setting the context

An initial Equality Impact Assessment (EIA) was submitted on 7th March 2017 identifying the potential impact of the proposed model of funded provision of social welfare advice. However, this did not include the Welfare Rights Service, which was only scoped into the exercise prior to the recent consultation which took place between 31/7/17 to 6/10/17.

As a result of the analysis of the consultation results, we are recommending amendments to our proposals and consequently we

have undertaken a revised impact assessment.

Background and demand

Although the Council does not have a statutory duty to provide social welfare advice, the challenges presented by high levels of deprivation and welfare dependency across the city, coupled with the cumulative impact of welfare reform, results in a continued need for free social welfare advice to ensure citizens are able to challenge legal decisions (e.g. welfare benefits).

Currently the five contracted VCS advice providers and the Welfare Rights service see a cumulative total of approximately 40,000 clients per year. However, we are anticipating a 9.5% increase in demand in 2018/19 mainly arising from the roll out of Universal Credit (Full Service). It has been difficult to establish accurate projections due to the lack of robust monitoring data available across the existing contracted providers. Data has been taken from the current five contracted social welfare advice providers, the Welfare Rights Service and the Social Welfare Advice Partnership. Additional requests were made to the advice sector but responses were limited.

Proposals

1) Advice provision

We will continue to provide generalist advice across all of the existing categories at Tier 1 and 2; including welfare benefits, debt, housing, employment, family, community care, consumer issues and immigration (OISC level1). Tier 3 specialist advice will be available in relation to welfare benefits, debt, housing and employment advice. This maintains the current advice provision across both the categories and tiers.

The consultation included a proposal to deliver social welfare advice through a partnership, with a lead provider, who could sub-contract any specialist advice as required. This proposal was not supported and we have amended our recommended proposal. (See table below)

2) Location of city-based and outreach advice provision

We proposed that the main advice provision would be located in the Council's Customer Service Centre, in Granby St. This proposal was not supported however, in retrospect, we feel we should have emphasised in the proposals that the main advice offer would be delivered solely from the first floor and not as part of the general CSC offer downstairs. We are still proposing that the main advice service is located in the CSC, as it is in a city-centre location, as is the main advice provision, and it is fully

accessible to clients, with lifts and hearing loops available.

We proposed that outreach advice would be provided across the city from the eight multi-service hubs and home visits will continue to be provided to those who are unable to leave their homes. Clients can request a home visit through the telephony provision. The robust initial assessment that will take place during the phone call, will allow advisors to identify whether the client requires a home visit. In response to the consultation findings, we are proposing identifying an additional location in the Highfields area, which has been identified as an area without funded advice provision.

3) Helping people to help themselves

We are proposing to support clients to help themselves, if they are able to, either by signposting them to online resources or appropriate assisted information. This proposal was narrowly supported by the majority. The aim is to break the dependency some clients have on advice services, while ensuring generalist and specialist advice is available to those clients who are unable to resolve their issues, without assistance. However, we understand that this change will need time to embed and so we are proposing a phased approach over the first three years of the contract, to lessen the impact on clients who are used to accessing advice rather using self-help channels.

The introduction of a robust assessment and referral process across all providers will ensure that those clients, who cannot resolve their issues alone, receive the support they need; particularly to challenge legal decisions. Clients will be prioritised in relation to the seriousness, urgency and potential impact of their issue.

Through discussions with the advice sector, we believe that between 20% and 30% of clients are repeatedly accessing advice services; either as a result of having a range of complex issues that they need continued support to resolve or through frequent engagement / disengagement with providers on the same issue, primarily due to often chaotic / crisis lifestyles and circumstances.

Access arrangements The table below summaries the current and proposed advice provision and also our recommended proposals, following the consultation exercise, and also the anticipated positive and negative impacts of each. Details of mitigation appear in section 6.

Elements of provision	Current provision	Consulted proposals	Recommended proposals	Potential impact of recommended proposals	
				Positive impact	Negative impact
Co-ordinated advice offer	X	✓	✓	<ul style="list-style-type: none"> ▪ Stream-lined advice offer ▪ One access and referral point ▪ Clearer client journey ▪ Easier to monitor client outcomes. 	<ul style="list-style-type: none"> ▪ Particular client group e.g. elderly, disabled and new arrivals may no longer be able to access their current provider and will have to adjust to a new process.
Location of main advice provision	Charles St	CSC Granby St	CSC Granby St	<ul style="list-style-type: none"> ▪ Central city location ▪ Co-located Council services enabling a joined up offer. Aligns to Using Buildings Better initiative. 	<ul style="list-style-type: none"> ▪ Some clients may be deterred from using the CSC location as they do not trust Council services ▪ Potential conflict of interest e.g. if challenging a council decision ▪ Suitability of CSC as it is already busy, with clients with different needs, and mixing these may create confusion and anxiety.
Outreach locations	10	8	9	<ul style="list-style-type: none"> ▪ Advice provision remains in the community ▪ Additional location will be identified in the Highfields area ▪ Co-located Council services enabling 	<ul style="list-style-type: none"> ▪ People may still need to travel to the Hubs within their area ▪ Council buildings may not be located in the areas of most need ▪ This is a reduction of 1 location

				<ul style="list-style-type: none"> a joined up offer ▪ Reduced need to access city advice and reduced travel costs ▪ Aligns to Using Buildings Better initiative. 	<ul style="list-style-type: none"> ▪ Libraries are too busy ▪ Libraries may not meet the needs of clients with complex needs.
Advice in Children's Centres	✓	✓	✓	No change in location or provision	No impact on the client however there could be an internal change in who will provide the advice.
Tiers of advice	T1, T2 & T3	T1, T2 & T3	T1, T2 & T3	No change	No change
General advice	7 categories	7 categories	7 categories	No change	No change
Specialist advice	4 categories	4 categories	4 categories	No change	No change
In-house specialist advice provision	✓	X	✓	No change	No change to the client however the service will be re-structured internally
Home visits	✓	✓	✓	No change	No change
Fast track for clients in crisis	✓	✓	✓	No change	No change
Common assessment and referral process	X	✓	✓	<ul style="list-style-type: none"> ▪ One access and referral point ▪ Clearer client journey ▪ Easier to monitor client outcomes ▪ Reduce repeat clients 	<ul style="list-style-type: none"> ▪ Some clients may not be able to articulate their needs in an initial assessment and may not receive the support they need (see section 6 for mitigating actions). ▪ One assessment process may not

					effectively identify clients' issues and needs <ul style="list-style-type: none"> ▪ Clients with language issues may not be able to navigate the system (see section 6 for mitigating actions).
Range of access channels	✓	✓	✓	<ul style="list-style-type: none"> ▪ Client choice on how to access information ▪ Less demand for face to face services. 	<ul style="list-style-type: none"> ▪ Client may access the service in a way that is inappropriate for their complex needs
People supported to help themselves	Mixed offer	✓	✓	<ul style="list-style-type: none"> ▪ 20% to 30% of clients will be supported to resolve their issues themselves through assisted information and sign-posting ▪ Reduced demand for assisted information. This will ensure resources are targeted at those clients needing specialist advice ▪ This will promote self-sufficiency and empowerment. 	<ul style="list-style-type: none"> ▪ Lack of digital skills may prevent clients self-helping (See section 6 for mitigating actions) ▪ Perception - those that can help themselves, are already doing so ▪ Lack of access to computers and the internet and long queues ▪ Many clients prefer face to face advice and are used to this ▪ This could be too complex for some clients with complex or language issues (see section 6 for mitigating actions).
Accreditation ⁶	Mixed offer	✓	✓	<ul style="list-style-type: none"> ▪ A consistent standard of advice provision 	None.

⁶ For details of accreditation see Appendix C.

2. Equality implications/obligations

Which aims of the Public Sector Equality Duty (PSED) are likely be relevant to the proposal

<p>Eliminate unlawful discrimination, harassment and victimisation How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p>	<p>Access to the service will be through a mix of self-referrals or agency referrals using a combination of digital information and self-help tools, face to face appointments and drop-in sessions.</p> <p>Outreach services will be provided across nine locations and home visits will be available to those who are unable to leave their homes but who require more than an on-line, email or telephone service.</p> <p>Fast track procedures will be in place to escalate support for those in crisis.</p> <p>The proposal to site the service in the Customer Service Centre in Granby Street will provide improved premises and access for disabled clients or those with a visual / hearing impairment.</p> <p>There are no barriers identified in relation to clients' protected characteristics however new arrivals may not be aware of the services available, how to access them or be able to articulate their needs due to language or cultural issues. They may also be mistrustful of perceived 'authority' linked to the use of Council buildings. Refer to Section 6 for more details.</p> <p>There are currently two advice contracts which include discrimination and harassment. The new model will embed these across all tiers and categories of advice.</p>
<p>Advance equality of opportunity between different groups How does the proposal/service ensure</p>	<p>This proposal ensures all clients have equal opportunity to access advice when they need it, using a range of digital, phone, email and face to face channels, which will include outreach sessions in some areas of the city and an option for those who are unable to leave their house/home to request a home visit.</p> <p>The service will be accessed through a mix of self-referrals or agency referrals using a combination</p>

<p>that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).</p>	<p>of digital and self-help tools; and also face-to-face appointments. Drop-in sessions will be available for clients in a crisis situation. Access to specialist appointments at Tier 2 and 3, which involves intensive face-to-face contact with an advisor, will help meet equality obligations, particularly for those clients with literacy, language and digital issues.</p> <p>The aim is to provide clients with the resources to challenge legal decisions, particularly in relation to welfare benefits.</p> <p>Clients will access the service based on the seriousness/urgency of their issue and also the potential of this and will be referred to the most appropriate provider. Existing priority groups with protected will be maintained. These groups are; people with a long-term illness or disability, people with mental health problems, older people (pension age), families and lone parents on lone incomes, carers, people moving into work or training, vulnerable young people particularly care leavers, new arrivals, and military personnel. Additional groups have been added such as those in receipt of welfare benefits and changing circumstances.</p> <p>The proposal also includes Personal Budgeting Support which gives people the skills to manage their finances effectively.</p> <p>This proposal forms part of the safety net to ensure clients receive the benefits they are entitled which can dramatically improve their financial situation and quality of life.</p>
<p>Foster good relations between different groups Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p>	<p>All protected groups have equal opportunity of access to the advice services however we need to ensure that these are widely advertised and communicated to ensure they have awareness of what assistance is available to them. Current and proposed advice services are inclusive, free and provide open access to those clients who need help to resolve their issues. Face to face outreach appointments, in community settings, is meeting need at a local level and may encourage further engagement as people become aware of what is available at their local multi-service hub.</p>

3. Who is affected?

The proposals could potentially impact on anyone seeking social welfare advice, particularly at Tier 1, where they may be signposted to assisted information or self-help channels. Also, those with a language, literacy or digital issues.

We are proposing to renew the priority groups to include people who are facing changing financial circumstances such as moving into work or training, those who are benefit dependent, those on low income and those in immediate crisis. Also the priority groups with protected characteristics - people with a long-term illness or disability; people with mental health problems; older people; carers with sole responsibility for a person; those being cared for and dependent on other people; young people with no support network; particularly care leavers; new arrivals; people who do not speak English as a first language and do not have a support network and military service personnel.

Our demographic profile is incomplete due to inconsistent monitoring across the contracted organisations, and also the large percentage of clients who did not disclose their details. The proposals could impact on clients who are unaware of the services available, how to access them particularly if they have language, literacy or digital issues.

The largest demographic group accessing advice services is those from a White background (74%), including 38.6% of these being from a European background. EEA nationals are impacted by the changes to the Right to Reside requirements and this has seen an increased need for this category of advice. The outcome of the BREXIT referendum caused an increase in demand for immigration advice due to the lack of clarity of what this meant for people.

Agencies provided anecdotal feedback that young people are disengaging from the welfare benefit system due to its complexity; and they are not accessing advice and are potentially falling through the gaps.

The main demographic groups accessing advice services are white, female, heterosexual, no religion or Muslim or Christian and experience a long term illness or disability or mental health issue.

<p>Disability 51.7% Long term illness 18.25% Physical disability 13.33% Mental health issues</p> <p>Gender 41.8% Male 58.2% Female</p> <p>Sexual Orientation 98.5% stated they were heterosexual</p>	<p>Religion and belief 40.84% No religion 23.6% Muslim 23% Christian</p> <p>Age 86.36% Working age 13.64% over 65 years</p> <p>Ethnicity 73.79% White of which 38.6% European 15.33% Asian or Asian British 9/76% Black or Black British</p>
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4. Information used to inform the equality impact assessment

What **data, research, or trend analysis** have you used? Describe how you have got your information and what it tells you. Are there any gaps or limitations in the information you currently hold, and how you have sought to address this, e.g. proxy data, national trends, etc.

It has proved difficult to establish a robust overarching statistical picture of need and demand for advice as there is no standardised method of data collection across the advice sector, making it difficult to undertake comparisons or identify trends. Data has been taken from the monitoring reports from our commissioned advice services to establish demand levels. Additional data has been provided by the Social Welfare Advice Partnership; however they are in the early stages of mapping and trend analysis so this has only presented a recent overview of demand. We also received anecdotal evidence during visits to the individual advice organisations and through the recent social welfare advice consultation.

We have used the data provided by our main commissioned provider, Citizens Advice LeicesterShire, to predict future demand as they see in excess of 30,000 clients per year, across all advice categories and tiers. Based on this data, we are predicting a

9.5% increase in demand in 2018/19.

We have also compiled a demographic analysis using the data provided by the commissioned advice services. However, this again does not provide a full picture as this information is not robustly collected across the agencies, compounded by a high proportion of clients not disclosing their demographic details. However, the results of this analysis mirror the demographic profile of clients accessing other front line services.

The specification for the re-procured service will include a more robust performance management framework which includes the continual collection of data across protected and priority groups. This will assist in the identification of need, any emerging issues and actions we could take to mitigate any future emerging negative impacts.

5. Consultation

What **consultation** have you undertaken about the proposal with current service users, potential users and other stakeholders?

A formal public consultation was undertaken between 31/07/17 to 6/10/17 where we consulted on four main proposals:

- Advice partnership with a lead provider;
- Locating the main advice service from the Customer Service Centre in Granby Street;
- Providing outreach advice across eight locations using Council Hubs; and
- Helping people to help themselves if they are able to do so.

A full analysis of the consultation results has been undertaken and this has led to a revision of the proposed model. There were 649 responses to the consultation, comprising of 273 (42%) online and 376 (58%) paper responses. 73.19% responded as a Leicester resident and 5.86% as a VCS organisation. Five written responses were also received from Unison, Unite, Age UK, the Advice Leicester Partnership and The Race Equality Centre.

The largest ethnic groups consisted of White British at 32.82%, followed by Asian or Asian British - Indian (22.65%). 23.57% of respondents were aged between 45-54 years and 20.65% between 55-64 years. 47.3% of respondents were female, 34.67% male. 51.31% of respondents stated that did not have a disability and 21.11% stating they did. 60.71% of respondents identified as heterosexual.

In summary, the majority of respondents did not support the partnership model or locating the main city centre advice at the Customer Service Centre. There was a small majority who supported the outreach advice proposal and a small majority who did not support the proposal to help people to help themselves.

In addition to this a stakeholder engagement event was held in August 2016 to open dialogue with the wider social welfare advice sector to identify the challenges faced and also the level of demand across the city and any emerging trends. Individual meetings were held with 21 advice agencies and sector wide calls for evidence were made using the VAL E-Bulletin to distribute this request. The main issues identified were about rising demand, resulting from the impact of welfare reform; the potential loss of specialist advice in the city, particularly amongst low income households; the rise in clients with complex cases requiring more than one appointment to resolve their issues and there were concerns that any reductions to funding would impact on their future viability.

6. Potential Equality Impact

Protected characteristics	Impact of proposal: Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected. Why is this protected characteristic relevant to the proposal? How does the protected characteristic determine/shape the potential impact of the proposal?	Risk of negative impact: How likely is it that people with this protected characteristic will be negatively affected? How great will that impact be on their well-being? What will determine who will be negatively affected?	Mitigating actions: For negative impacts, what mitigating actions can be taken to reduce or remove this impact? These should be included in the action plan at the end of this EIA.
Age⁷	Digital barriers May not be able to travel to advice provision Used to current providers May not be aware of what is available. May not be aware of their rights and responsibilities	Some older people (those that are digitally excluded) would be adversely negatively impacted if all advice were only available using digital channels. There is a perception that all young people are digitally literate. However some may need support to complete complex benefit forms that they would not be able to do	We have a range of ways to access the service with a fast track for priority clients and home visits for those unable to leave their home. We also have a face to face advice offer for those who are unable to help themselves. Outreach advice will be available in some local areas.

⁷ Age: Indicate which age group is most affected, either specify general age group - children, young people working age people or older people or specific age bands

	<p>May not be able to effectively articulate their needs during the assessment</p> <p>May need language support</p>	<p>on their phones/mobile devices.</p> <p>If people are unable to articulate their issues effectively during the assessment process, particularly if they have language issues, this could lead to serious consequences. For example; welfare benefits sanctions.</p>	<p>As young people are under-represented in accessing advice we need to ensure services are widely advertised and in the places where they are already using services, through a range of communication channels.</p> <p>We are proposing an initial assessment to identify immediate need. This would be followed by a more detailed assessment that is undertaken by the service the client is referred to.</p> <p>Our digital offer will include free Wi-Fi and access to computers in the Customer Service Centres and libraries/Hubs. Library staff and front of house officers in the CSC will direct clients to computers, should they have sufficient digital skills. However, if clients struggle with using online services, advisors will provide them with an initial face to face appointment at Tier 2. At the same time, advisors will also refer clients, where appropriate (and if clients are able to do so), to digital skill courses provided by the Adult</p>
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			Learning College and/or to external agencies such as Moneywise Plus.
Disability⁸	<p>Digital barriers</p> <p>May not be able to travel to advice provision May not be aware of what is available.</p> <p>May not be aware of their rights and responsibilities</p> <p>May not be able to effectively articulate their needs during the assessment</p> <p>May need language support</p> <p>Unable to physically access advice services</p> <p>May not be able to leave their home/house</p> <p>Tend to have specialist, complex needs which may require specialist Tier 3 intervention</p> <p>They are used to their current providers and locations</p>	<p>They may access online advice due to not being able to physically access advice locations and this could lead to serious consequences as they may access advice that is inappropriate for their circumstances.</p> <p>They may be anxious about accessing new providers and this may prevent them from accessing the advice service.</p> <p>If people are unable to articulate their issues effectively during the assessment process, particularly if they have language issues, this could lead to serious consequences. For example; welfare benefits sanctions.</p>	<p>Clients could request home visits through the telephony provision, where the advisor would identify the need for a home visit through the robust initial assessment e.g. if they are unable to access city centre and outreach services.</p> <p>We also have a face to face advice offer for those who are unable to help themselves, as well as a fast track route for clients who are in crisis.</p> <p>Accessible premises at the Customer Service Centre, Granby Street.</p> <p>Language support will be available through our language escalation procedure which ranges from language cards at reception (containing a range of languages, including BSL, so the client can point to the one they require), to translation support from Language Line. The communication materials</p>

			<p>will be in plain English, as per the Council's language and translation policy. However, some information could be translated using online translation resources.</p> <p>Outreach advice will be available in some local areas. We are proposing an initial assessment to identify immediate need. This would be followed by a more detailed assessment that is undertaken by the service the client is referred to.</p> <p>Ensure services are widely advertised and in the places where they are already using services, through a range of communication channels.</p>
Gender Reassignment⁹	No evidence to indicate gender reassignment is a barrier or that clients would be impacted as result of this.		None
Marriage and Civil Partnership	No evidence to indicate a marriage or civil partnership status would impact on clients accessing the advice they require.		None
Pregnancy and Maternity	No evidence to indicate that pregnancy or maternity would impact on clients accessing the advice they require.		Clients could request home visits through the telephony provision, where the advisor would identify the need for a home visit through the robust initial assessment e.g. if they

		<p>are unable to access city centre and outreach services.</p> <p>We also have a face to face advice offer for those who are unable to help themselves, as well as a fast track route for clients who are in crisis.</p>
Race¹⁰	<p>The proposals could impact on some clients who have English as a second language or are not proficient in the use of English. There may be an additional impact on these in terms of their awareness of available services or ability to access them. There may also be some barriers in regards to digital skills arising from language barriers, Some existing and newly emerging communities; including managing language as a risk and defining act. Some new arrivals may require access to advice in a timely manner and support in navigating the services available to them..</p> <p>Clients from a White ethnic background (73.79%) are primarily accessing social welfare advice services, although 38.6% are from a European background and may experience language and cultural issues. Residents from Eastern Europe have been impacted by welfare reform particularly in the changes to the Right to Reside rules.</p>	<p>We are proposing an initial assessment to identify immediate need. This would be followed by a more detailed assessment that is undertaken by the service the client is referred to.</p> <p>Ensure services are widely advertised and in the places where they are already using services, through a range of communication channels.</p> <p>Service providers can meet the language support needs of clients through staff and volunteer recruitment processes where there is a genuine occupational requirement in accordance with the Equality Act 2010 and by using a language service where required.</p> <p>Clients will be encouraged to</p>

		bring someone to initial appointments with them to help with interpreting. For confidentiality purposes, the advisor can use the language escalation policy to find a suitable advisor to translate, or use the Language Line for the session to enable the client to discuss all their issues.
Religion or Belief¹¹	No evidence to indicate that religion or belief is a barrier or would impact on clients accessing the advice they require.	None
Sex¹²	No evidence to indicate the sex of a client is a barrier or would impact on clients accessing the service. Our demographics show a fair split between males and females, with slightly more females accessing the service.	None
Sexual Orientation¹³	No evidence to indicate sexual orientation would impact on clients accessing the service.	None
Low income families and children in poverty	The proposals will not directly impact on the accessibility of advice services to low income families and children in poverty. However, if parents are unaware of the services available and how to access them in a timely manner, this could result in serious consequences such as; incorrect benefit awards and spiralling debt issues which could ultimately lead to the loss of their accommodation.	Services will be widely advertised using a range of channels and locations. The number of clients and outcomes achieved will be continually monitored to identify any mitigating actions required.
Carers	The proposals will not directly impact on the accessibility of advice to carers. However, they may not be able to leave the person they are caring for, to access face to face advice either locally or in the city centre.	Clients could request home visits if they are unable to access city centre and outreach services. There will also be substantial online

		resources and also access to email telephone and web resources.
Those dependent on carers	The proposals will not directly impact on the accessibility of advice to those dependent on carers. However, they may not be able to physically access face to face advice or online services.	Clients could request home visits if they are unable to access city centre and outreach services.
Care leavers	The proposals will not directly impact on the accessibility of advice to care leavers. However, they may not be aware of the services available or how to access them in a timely manner.	All providers will be required to advertise and raise awareness of their services through the use of social media and other communication channels and using a range of locations.
New arrivals	The proposals could impact on new arrivals as they may not be aware of the services available to them or how to access them, particularly if they have language, literacy and digital exclusion issues. Also they may not be able to effectively articulate their needs.	The proposals will not directly impact on the accessibility of advice services to new arrivals. However, if they are unaware of the services available and how to access them in a timely manner, this could result in serious consequences such as; delayed applications for entry clearance, leave to enter and leave to remain, and challenging legal decisions such as; welfare benefit awards.
Clients in receipt of welfare benefits	This proposal will not negatively impact on clients in receipt of welfare benefits. However, with the imminent rollout of Universal Credit Full Service, there is a potential for increased demand which could outstrip provision.	This client group have been identified as a priority group as they will be most impacted by the cumulative effects of welfare reform. They will be

		prioritised for face to face and specialist advice as required and fast tracked when in urgent need.
Serving and ex-military personnel	The proposals will not directly impact on the accessibility of advice services to serving and ex-military personnel.	However, this group can access additional advice from Soldiers, Sailors, Airmen and Families Association (SSAFA), the British Legion and other military organisations.
People moving into work or training	The proposals will not directly impact on the accessibility of advice services to people moving into work or training, or with changing circumstances. However, if they are unaware of the services available and how to access them in a timely manner, this could result in serious consequences such as; incorrect benefit awards, sanctions and debt issues.	This client group have been identified as a priority group as they will be most impacted by the cumulative effects of welfare reform. They will be prioritised for face to face and specialist advice as required and fast tracked when in urgent need.
Single clients	Single clients often do not meet eligibility criteria for support. This proposal enables all clients to access advice services regardless of eligibility for public funded support.	However, if they are unaware of the services available and how to access them in a timely manner, this could result in serious consequences such as; incorrect benefit awards, sanctions and debt issues.
<p>7. Other sources of potential negative impacts</p> <p>Are there any other potential negative impacts external to the service that could further disadvantage service users over the next three years that should be considered? For example, these could include: other proposed changes to council services that would affect the same group of service users; Government policies or proposed changes to current provision by public agencies (such as new benefit arrangements) that would negatively affect residents; external economic impacts such as an economic downturn.</p>		

The cumulative impact of welfare reform including the full roll out of Universal Credit, the Benefit Income Cap and changes to the Right to Reside requirements for EEA nationals.

Uncertainly in relation to the BREXIT proposals.

8. Human Rights Implications

Our proposals provide equal access of opportunity and do not affect fundamental human rights as they relate more to socio-economic issues.

9. Monitoring Impact

The specification for the service will include a robust performance management framework which is outcome focussed and includes demographic monitoring against protected characteristics and our named priority groups. This will enable us to identify, monitor and mitigate any emerging trends and disproportionate impacts on particular groups. Assessing performance will be included in quarterly contract management meetings and also site visits throughout the life of the contract.

10. EIA action plan

Please list all the equality objectives, actions and targets that result from this Assessment.

Equality Outcome	Action	Officer Responsible	Completion date
We have a clear understanding of how our proposals are impacting the residents of Leicester, including those with protected characteristics.	Outcomes identified during this exercise will be included in the contract and specification. We will develop a robust performance monitoring and management framework that all providers will be required to meet.	Contract Manager, Revenues & Customer Support.	Ongoing throughout the life of the contract – to September 2025.
We are able to identify and respond to disproportionate impacts resulting from our proposals.	Monitor and mitigate any emerging trends and disproportionate impact on particular groups.	Contract Manager, Revenues & Customer Support.	Ongoing throughout the life of the contract – to September 2025.

Appendix 6

Social Welfare Advice Indicative Procurement Timetable						06/11/17
No.	Description	Objectives	Owner	No. of days	Start Date	End Date
0.1	Public consultation and result		SWA	50	31/07/17	06/10/17
0.2	Public consultation evaluation		SWA	5	09/10/17	31/10/17
0.3	Report to the Executive		SWA	30	09/10/17	23/11/17
0.4	Scrutiny		SWA	1		06/12/17
0.5	Draft Soft Market Test Document		SWA, PG			21/12/17
0.6	Issue SMT to market	Carry out market research and judge feasibility of delivery model	SWA, PG	30	22/12/17	21/01/18
0.7	Hold SMT briefing session	Presentation, Q&A and one to ones	SWA, PG	1		11/01/18
0.8	Evaluate SMT responses		SWA, PG	7		28/01/18
1	Specification complete	Describe as is and to be service	SWA, PG		28/01/18	11/02/18
2	Model Contract complete (dependant on 1)	LCC position statement re mandatory and negotiable terms and conditions	EH, SWA, PG	7		18/02/18
3	RFP (Request for Proposal) Docs complete	Finalisation of draft service description, T&Cs, evaluation methodology	SWA, PG, EH	1		19/02/18
4	RFP Docs sign off	HOP review	NB	4		23/02/18
5	RFP Docs issue via open advert	Issue via e-tendering system/advertisement period. Start of confidential talks re individual proposals	PG	50	23/02/18	14/04/18
6	Supplier Briefing and one to ones	Explain requirements, Q&A re service, contract and procurement exercise.	SWA, PG, EH, Bidders	4		02/03/18
7						
8	Q&A responses from Supplier Briefings and one to ones	Respond to queries to enable good proposals	SWA, PG, EH	6		08/03/18
9	Proposals Deadline	Supplier outline solutions described and priced	Suppliers			14/03/18
10	Circulate proposals to evaluators		PG	1		15/03/18
11	Evaluate Proposals	ID strengths, weaknesses and score proposals	SWA, PG	14	15/03/18	29/03/18
12	Invitation to discuss proposals	Produce letter and statement of positives and negatives including initial	SWA, PG	7		05/04/18
13	Discussion/Negotiation of Proposals	ID strengths, weaknesses of proposals and discuss desired amendments	SWA, PG, EH, Bidders	3		08/04/18
14	Issue position statement	Provide record of meetings and strengths and weaknesses of proposals	SWA, PG, EH	5		13/04/18
15	Finalise ITT	Finalisation of actual service description, T&Cs, evaluation	SWA, PG, EH	14		27/04/18
16	ITT sign off	HOP authorisation	NB	3		30/04/18
17	Issue ITT (Invitation to Tender)	Load on e-tendering system, advertisement period	PG	21	30/04/18	21/05/18
18	Clarification questions deadline	Questions re ITT from suppliers to LCC	Tenderers	7		07/05/18
19	Clarification responses deadline	LCC response to Tenderers' queries	SWA, PG, EH	7		15/05/18
20	ITT Return Deadline		Tenderers	1		21/05/18

10	Circulate proposals to evaluators		PG	1		15/03/18
11	Evaluate Proposals	ID strengths, weaknesses and score proposals	SWA, PG	14	15/03/18	29/03/18
12	Invitation to discuss proposals	Produce letter and statement of positives and negatives including initial	SWA, PG	7		05/04/18
13	Discussion/Negotiation of Proposals	ID strengths, weaknesses of proposals and discuss desired amendments	SWA, PG, EH, Bidders	3		08/04/18
14	Issue position statement	Provide record of meetings and strengths and weaknesses of proposals	SWA, PG, EH	5		13/04/18
15	Finalise ITT	Finalisation of actual service description, T&Cs, evaluation	SWA, PG, EH	14		27/04/18
16	ITT sign off	HOP authorisation	NB	3		30/04/18
17	Issue ITT (Invitation to Tender)	Load on e-tendering system, advertisement period	PG	21	30/04/18	21/05/18
18	Clarification questions deadline	Questions re ITT from suppliers to LCC	Tenderers	7		07/05/18
19	Clarification responses deadline	LCC response to Tenderers' queries	SWA, PG, EH	7		15/05/18
20	ITT Return Deadline		Tenderers	1		21/05/18
21	Circulate Tenders to evaluators		PG	1		22/05/18
22	Evaluate Tenders	Evaluate offers, identify running order and MEAT	SWA, PG, EH	14	22/05/18	05/06/18
23	Finalise clarification Qs	Gather questions re. Tenders	SWA, PG, EH	6		11/06/18
24	Clarification Qs to Tenderers	Issue via e-tendering system		0		11/06/18
25	Clarification As from Tenderers		Tenderers	7		18/06/18
26	Circulate Clarification As		PG	0		18/06/18
27	Validate Evaluation Scores	Check whether obvious omissions and mistakes corrected have a bearing on	SWA, PG	4		22/06/18
28	Finalise Evaluation Scores	Take validation amendments into account if necessary	SWA, PG	7		29/06/18
29	Draft DPC		MG, PG	2		01/07/18
30	DPC Approvals	Authorisation of the proposed contract award	NB, CS, AG	4		05/07/18
31	Contract Award Notification	Communicate intent to award	PG	1		06/07/18
32	Standstill - voluntary (if required/prudent)	Allow tenderers to get feedback on the outcome and challenge the process if they have grounds to	PG	10		16/07/18
33	DPC Approvals post standstill	City Barrister authorisation of the contract award	KA	3		19/07/18
34	Contract Award Confirmation	Letter to Tenderers stating that standstill has passed and award is to be finalised	PG	0		19/07/18
35	Contract Finalisation	Compilation of contract	SWA, PG, EH	5		24/07/18
36	Contract Issue	Send contract to Service Provider/invite them in to sign	EH, MG	0		24/07/18
37	Contract start	Date the contract starts				24/07/18
38	Mobilisation	Service transfer, set-up	MG, SWA, Contractor	90		22/10/18
39	Service Commencement	Go live date	MG, SWA, Contractor	91		23/10/18

Social Welfare Advice Consultation Analysis Report



26th October 2017



1. Background to the consultation

- 1.1 The Council currently funds social welfare advice (SWA) through five external Voluntary and Community Sector (VCS) contracts and also through the internal Welfare Rights Service (WRS).
- 1.2 As the VCS contracts are due to end at the end of March 2018, this provided an opportunity to review how advice is currently delivered and accessed.
- 1.3 The consultation ran for 10 weeks from 31st July 2017 to 6th October 2107. Responses were accepted up to 16th October to allow for postage delays.

2. Purpose of the consultation

2.1 The purpose of the consultation was to obtain views on a number of proposals which would result in a new model of advice provision.

2.2 Also, to identify if there is a potential to make savings through the development of a co-ordinated advice offer.

2.3 The main proposals included:-

- Advice provision through a partnership, with one organisation taking the lead;
- Locating the city-based advice provision in the Customer Service Centre;
- Basing the outreach advice service in the council centres / hubs; and
- Encouraging people to help themselves, if they are able to.

2.4 The consultation asked respondents to identify any gaps in current advice provision, the potential impact on advice clients, suggestions for improving the proposals and potential ways for the Council to save money.

2.5 Respondents were asked to prioritise the seven categories of advice, in order of importance to them and also to tell us if they have either accessed any of the advice categories or if they thought they may do so in the future.

2.6 The consultation also provided a number of statements about what good advice includes and respondents were asked to prioritise these.

3. Consultation methods

3.1 Communication and promotion

3.1.1 The consultation was promoted using a range of communication channels:-

- Targeted emails to Members, Council Directors, Heads of Service, staff, 25 advice providers, key statutory and VCS partners with a request to promote the consultation to all staff, volunteers and clients. This also included all Council employee groups;
- Posters and copies of the leaflets and the survey (5000) were distributed to a range of Council, agency and community facilities including 16 libraries, 22 children's centres, 3

housing offices, 3 food banks, 62 GP surgeries, 27 RSLs, 27 advice providers, 3 Customer Service Centres and 17 community buildings;

- Use of social and digital media including Facebook, Twitter, FACE, Hot News (Revs and Customer Support), Your Leicester, Social Welfare Advice Partnership and Landlord Forum e-bulletins;
- The Project Team offered to attend Council team/service meetings and also external partner/stakeholder meetings. Feedback from these meetings has been included in the main consultation feedback.

3.2 Survey

3.2.1 The survey was undertaken using the Council's Consultation Hub. 4,500 paper copies of the survey were also distributed to a range of Council, partner agency and community buildings as in 3.1.1 above and also provided to Members. Additional paper copies were available upon request.

3.2.2 Partner advice agencies and Council staff assisted clients who required language support. One request was received through the CSC for language assistance to complete the survey. One paper survey was returned in Gujarati and this was translated into English and the content recorded.

3.2.3 Large print copies were also available upon request. 1 client asked for this assistance.

3.2.4 Mosaic staff supported the We Think (the Disability Advocacy Group) to complete the survey.

3.2.5 A copy of the survey appears in Appendix A.

3.3 Engagement

3.3.1 Fourteen meetings were held or attended as part of the consultation which included contracted advice providers, contract managers, Social Welfare Advice Partnership, CSC Managers, Library Managers and the We Think Disability Advocacy Group. The Director of Adult Social Care met with the Welfare Rights Service on three occasions. Full details are listed in Appendix B.

3.3.2 The Project Team asked the advice sector to help facilitate focus groups, which they were happy to attend. A small number of focus groups were held by providers in response to this request and the project team were invited to attend 1 client focus group. Very few agencies responded to the request for the project team to meet with their clients.

3.3.3 The Project Team held sixteen sessions in the Customer Service Centre in Granby Street to support customers to complete the survey and to answer questions in relation to the proposals. One session was also held at the Leicester Adult Education Centre.

3.3.4 Individual meetings were held with the five VCS advice providers, in scope, and separate meetings were held with their contract managers.

3.3.5 The Director of Adult Social Care met with the Welfare Rights Team on three occasions during the consultation.

3.3.6 Regular updates have been provided to the advice sector through the Social Welfare Advice Partnership and also the Social Welfare Advice Network.

3.3.7 The Project Team offered to meet with individual non-funded advice providers and other agencies however no requests were received.

3.3.8 A report was presented to the Neighbourhood Services and Community Involvement Scrutiny Commission and issues identified have been incorporated into the consultation analysis.

3.4 **Written submissions received**

3.4.1 The Council received five written submissions in response to the consultation from Age UK, Unite Community, The Race Equality Centre, Advice Leicester Partnership and Unison. A Freedom of Information request was received from Unison.

4. Overview of consultation responses

4.1 There were 649 responses to the consultation comprising of 273 (42%) online responses and 376 (58%) paper responses.

4.2 The main demographic characteristics appear below. Full details appear in Appendix C.

a) Ethnicity

Largest ethnic group - White British at 32.82%, followed by Asian or Asian British - Indian (22.65%).

b) Age

23.57% of respondents were aged between 45-54 years and 20.65% were aged between 55-64 years.

c) Gender

47.3% of respondents were female, 34.67% were male.

d) Religion

Main religions identified - Christian 19.5%, Muslim 16.95%, Hindu 10.17% and no religion 12.94%.

e) Disability

51.31% of respondents stated that did not have a disability, with 21.11% stating they did.

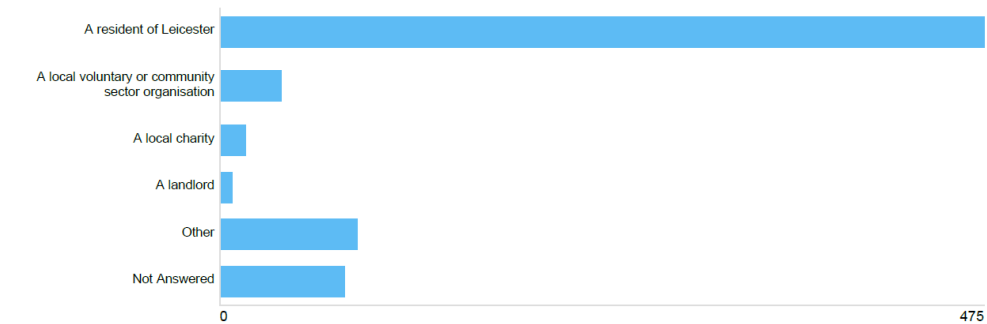
f) Sexual orientation

60.71% of respondents identified as heterosexual. 20.18% preferred not to answer.

4.3 Respondents were asked to say in what role they were responding. 73.19% responded as a Leicester resident and 5.86% as a VCS organisation. 11.86% did not answer this question.

Question 11: About you

About you



Option	Total	Percent
A resident of Leicester	475	73.19%
A local voluntary or community sector organisation	38	5.86%
A local charity	16	2.47%
A landlord	7	1.08%
Other	85	13.10%
Not Answered	77	11.86%

5. Summary of the consultation findings and key headlines

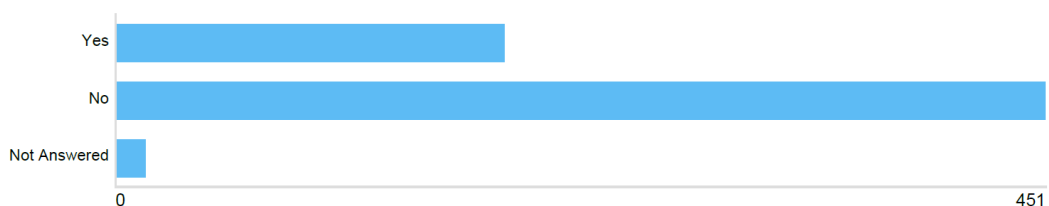
- 5.1 The majority 69.49% (451) of respondents did not support the partnership proposal and of these 68% provided a rationale for this.
- 5.2 The majority 57.01% (370) of respondents did not support the location proposal and of these 68.1% provided a rationale for this.
- 5.3 A small majority 48.84% (317) of respondents supported the outreach proposal and of these 64.9% provided a rationale for this.
- 5.4 There was a fairly even split between those supporting 46.84% (304) and not supporting 44.53% (289) the proposal to help those to help themselves. 66.7% provided a narrative rationale.
- 5.5 Evaluation of the consultation responses has primarily been based on the rationale (narrative answers) provided for each of the questions.

6. Consultation findings

6.1 Proposed advice partnership, with a lead provider

Question 1: Proposed advice partnership

Do you support proposal - advice partnership with lead organisation



Option	Total	Percent
Yes	188	28.97%
No	451	69.49%
Not Answered	14	2.16%

- a) 69.49 % (451) of respondents did not support this proposal
- b) 68% (437) provided narrative responses

6.1.1 Key issues identified by those **not** supporting the partnership proposal and these have been ranked in order of importance:-

Retain the Welfare Rights Service in-house at LCC
Leave the advice offer as it is
Current lead provider negativity (CitAL)
The model will not work / concerns about lead provider capacity
Reduced choice for clients
One phone line won't work
This is about cutting services and will lead to job losses
Loss of places to access services
Will result in the loss of specialisms
Qualifications and experience will be lost
There will be a conflict of interest when clients are seeking advice about a Council decision
Vulnerability access
LCC should be the lead provider
The quality of advice will not be maintained
There will be more people accessing services, resulting in longer queues for phones, computers and appointments
Reliance on volunteers
Increased footfall – will one organisation cope?
You need to increase provision

6.1.2 Additional issues identified in engagement sessions:-

- Clients will need to travel further and many are not able to afford to pay for transport;
- Will not meet the needs of vulnerable people e.g. those with mental health issues;
- People with learning disabilities need routine in terms of location and staffing and are not able to go to new locations alone and find changing rules difficult. Also, concern about people getting lost in a generic assessment process;
- Concern about the provision of appropriate communication for specialist groups;
- People with learning disabilities are not able to articulate their needs immediately.

6.1.3 Key issues identified by those supporting the partnership proposal:-

Easier to have one central point of contact
Services duplicated for too long
Clear to customers
The model leads to efficiencies and higher effectiveness
Council can ensure all organisations are well co-ordinated
Simpler to obtain information
Stream-lines and joined up, cohesive approach

Will lead to an overall saving
Right advice at the right time for clients
Less confusing for service users and professionals
Easier with services all under one roof

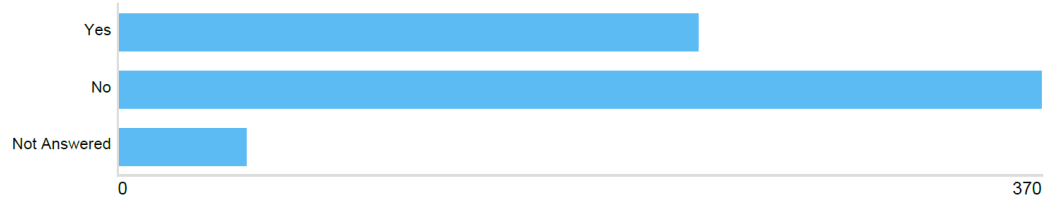
6.1.4 Additional issues identified in engagement sessions:-

- There will be more effective communication;
- Duplication will be reduced through a one-stop shop / not multiple agencies;
- Better client journey through one point of access;
- Support the proposal but maintain home visits;
- The Council will be able to manage the Partnership.

6.2. Location of the main advice provision in the Customer Service Centre.

Option	Total	Percent
Yes	232	35.75%
No	370	57.01%
Not Answered	51	7.86%

Question 2: Location of main advice provision
Do you support proposal - locate main advice in CSC



Option	Total	Percent
Yes	232	35.75%
No	370	57.01%
Not Answered	51	7.86%

- a) 57.01 % (370) of respondents did not support this proposal
- b) 68% (410) provided narrative responses

6.2.1 Key issues identified by those **not** supporting the location proposal:-

Not everyone can access Customer Service Centre
The Customer Service Centre (CSC) is already busy
Difficult for those with mental health issues – anxious/worried
Advice should be local and based in communities
It is already overcrowded
Waiting times will get longer (already 15-30 minutes)
Not enough space/too small
Issue of advice service being viewed as independent from LCC

Overwhelming/Intimidating
Not accessible for disabled (physical)
Isolated/vulnerable/disabled outside city cannot access the centre
Most vulnerable (sick/elderly) will not be able to either afford to come into town
Heavy handed culture of channel shift in Customer Service Centre

6.2.2 Additional issues identified in engagement sessions

- Risk management and health and safety issues;
- Safeguarding issues when mixing client groups;

- Lack of trained and knowledgeable staff;
- There will be a lack of services for the most vulnerable e.g. mental health;
- Some clients do not trust official buildings and so will not use them;
- It is not a good environment for people to talk about their issues;
- Lack of language support available;
- Advice should be provided in communities;
- The service should be located elsewhere;
- Cost of reconfiguration – who will pay for this?

6.2.3 Key issues identified by those supporting the location proposal:-

Easier access
Central location
Easy for service users to locate
A range of services under one roof
City centre location
Easy communication with council services
Saves money /costs minimised
One stop shop
Other services already located there
Easier to refer

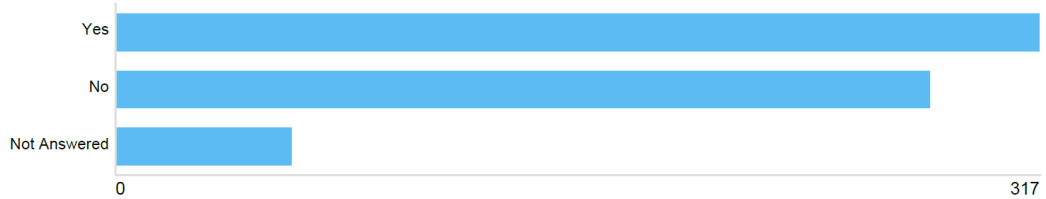
6.2.4 Additional issues identified in engagement sessions:-

- Good transport links to the city centre;
- Options for self-service.

6.3 Outreach advice provision in 8 Council buildings

Question 3: Outreach advice

Do you support proposal - locate outreach advice in council buildings



Option	Total	Percent
Yes	317	48.84%
No	279	42.99%
Not Answered	60	9.24%

a) The responses were fairly evenly split however 48.84% agreed with the outreach proposal.

b) 65% (387) of all respondents provided narrative responses.

6.3.1 Key issues identified by those supporting the outreach proposal:-

Beneficial for those who can't get into town easily
Easier access for local community
Advice in community locations will make it easier to access advice
Geographical location covers all city
Travelling into town will be avoided
No transport costs

6.3.2 Key issues identified by those **not** supporting the outreach proposal:-

Longer to travel
Difficult to access
Need more resources and staff
Reducing provision will make services less accessible for those with mobility and access needs
Libraries are losing their original purpose
Need advice services in Highfields
Clients may not be able to access new venues as they are not in localities where people can access
Keep home visits
None in my area
Do not reduce current provision/locations
No explanation to why reducing to eight and which two are reduced
Need more provision with the impact of Universal Credit

6.3.3 Additional issues identified in engagement sessions:-

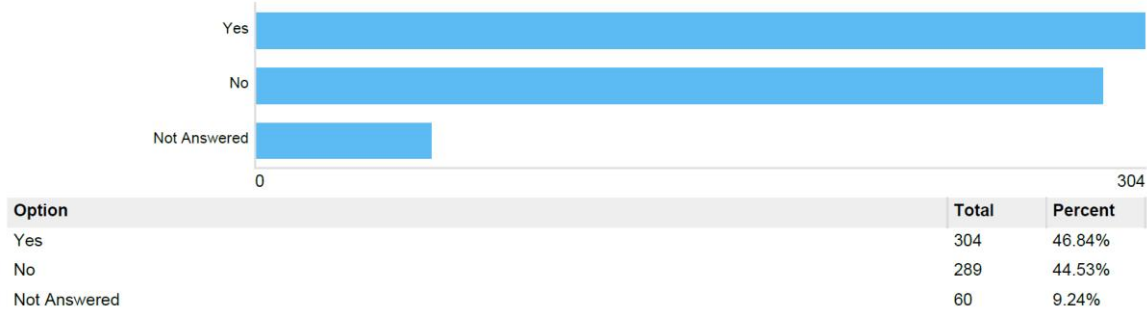
- Need advice in other locations and community facilities not just using existing Council buildings;

- More pressure on library staff;
- Library staff need upskilling;
- This isn't outreach; it is just delivering from existing premises. Outreach is delivered from where people are, not where the Council offices are;
- Current outreach is not well publicised.

6.4 Helping people to help themselves

Question 4: Helping people to help themselves

Do you support proposal - encourage people to help themselves



a) The responses were fairly evenly split however 46.84% (304) agreed with the proposal to help people to help themselves.

b) 67% (396) provided narrative responses.

6.4.1 Key issues identified by those supporting the proposal to help people to help themselves:-

Face to face advice will be reserved for most vulnerable
There are people who can help themselves
Will promote self-sufficiency and empowerment
Promotes independence
Disabled need focused support
Prevents dependency
Will free up resources
Elderly need focused support
New arrivals need focused support
Less costs when focusing resources on the most vulnerable

6.4.2 Additional issues identified in engagement sessions

- This will ensure that vulnerable people are looked after;
- Help those who need it most, especially with digital support;
- This will ensure cases are closed;
- Those that can help themselves, should;
- Ensure language support is available;
- As long as face to face advice is available for those who need it.

6.4.3 Key issues identified by those **not** supporting the proposal to help people to help themselves:-

Lack of digital skills / capability
People are already helping themselves
Lack of access to computers and the internet and long queues to use them
Prefer face to face
Vulnerable groups will be disadvantaged e.g. elderly, disabled, those with mental health
Too complex for vulnerable clients
Complex issues cannot be self-helped
Welfare benefits is complex
Language barriers will prevent those from accessing online services

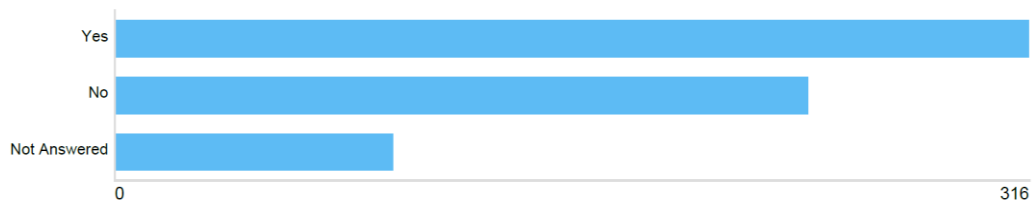
6.4.4 Additional issues identified in engagement sessions:-

- How do you identify who is vulnerable;
- Those who are signposted may make mistakes with severe consequences.

6.5 Suggestions for improving our proposals

Question 5: Do you have any suggestions to improve our proposals for advice?

Suggestions to improve proposals



Option	Total	Percent
Yes	316	48.69%
No	239	36.83%
Not Answered	96	14.79%

- a) 48.69% (316) of respondents agreed with the proposal to help people to help themselves.
- b) 60.9% (338) of all respondents provided narrative responses.

6.5.1 Suggestions for improving the proposals:-

Keep the current model as it is
WRS expanded as they are already skilled
More advisors available and more face to face provision
Service needs to be locally based
Language Support
Further Training for CSC workers
Leave the LCC provision as it is
Some people need face to face advice
Help and support those who need it
Clear advertisement/easily readable

Delay until you see Universal Credit effects
Support built in for those who have physical and mental disabilities
Don't have a lead organisation but working in co-operation
CitAL cannot lead as they don't help
Foster a consortium approach for smaller organisations to be retained

6.5.2 Additional issues identified in engagement sessions:-

- Need to increase specialist advice;
- Need more and telephones;
- Suggest one core agency to work with working age and one to work with elderly;
- Locally based services;
- More training for people to increase their skills;
- Fund existing agencies;
- Develop a partnership for Tier 1;

- Need clear advertising and information;
- Increase home visits;
- Council advice service submitted an alternative proposal.

6.6 Potential impact on people who need advice service arising from the proposals

6.6.1 Potential Positive impact

Increased and effective communication
Vulnerable people can benefit
People in need can help themselves
One stop shop
Better service
Specialist advice
Efficiency
More accessible local services
Easy access to information
Increased language support

6.6.2 Potential Negative impact

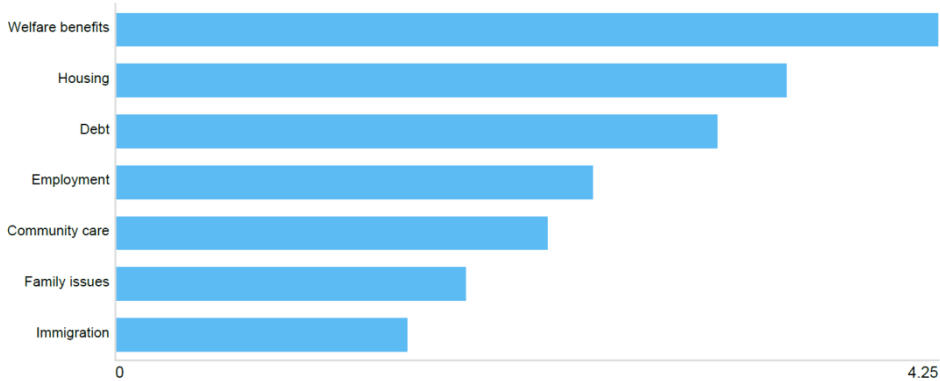
Vulnerable clients will not be able to access services if there are no specialist services
Disabled people suffer
Poor individuals will lose out
Long queues – inconvenience
Communication will be affected
Less access to services in city centre
Language barriers

Money is not being spent on all services; just a few
 The roll out of Universal Credit will result in the need for more help for clients
 'Cuts' will reduce support for clients
 Elderly people will be disadvantaged by the need to use digital services

6.7 Categories of advice

Question 7: Categories of advice

Ranking of 'Ranking advice categories in order of importance'



6.7.1 Many people did not answer this question, only prioritised a few options or rated them all as equally important.

6.7.2 The most currently used advice category was identified as welfare benefits, followed by housing, debt and community care.

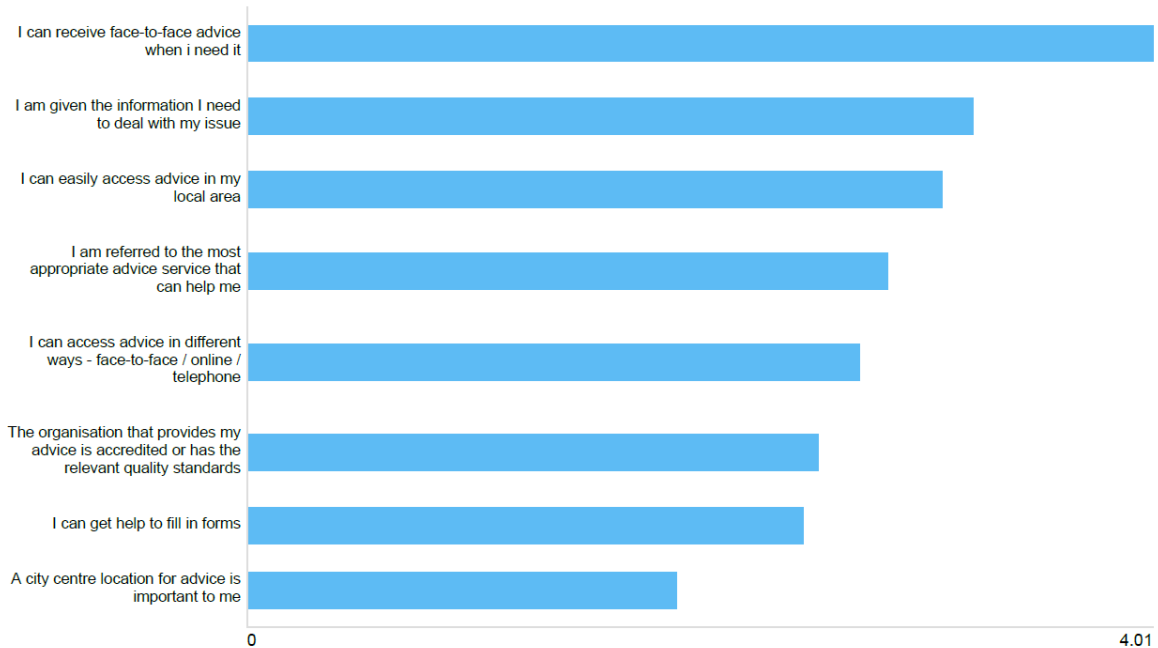
6.7.3 Respondents identified the potential future use of welfare benefits, followed by housing, debt, employment and community care.

Category of advice	Used in the last year %	May use in the future %	Not answered %
Welfare Benefits	44.84	42.06	43.61
Housing	30.05	27.89	57.16
Debt	22.03	27.12	65.02
Community Care	18.49	25.73	67.8
Employment	18.34	26.81	65.02
Family Issues	12.17	22.5	73.5
Immigration	12.02	16.33	78.12

6.8 Important factors for good advice

Question 8: Important factors for good advice services

Ranking of 'Ranking statements about advice in order of importance'



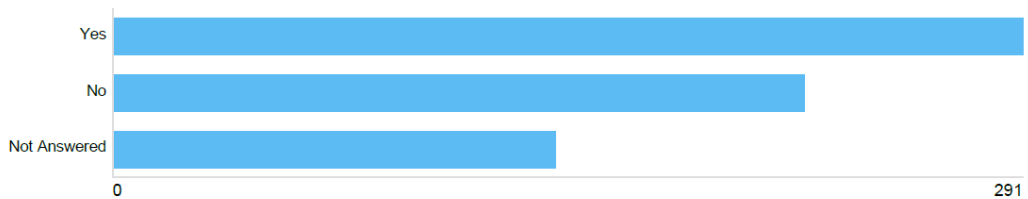
6.8.1 The top three factors in relation to advice provision included:-

- Face to face advice, when I need it 27.58% (179)
- Given the information I need to deal with my issue 15.25% (99)
- Advice is available in my area 10.79% (70)

6.9 Gaps identified in relation to current advice provision.

Question 9: Do you think there are any gaps in current advice services?

Gaps in current advice services



Option	Total	Percent
Yes	291	44.84%
No	221	34.05%
Not Answered	141	21.73%

6.9.1 There were 300 (58.6%) narrative responses to this question.

6.9.2 Gaps identified:-

More specialist Housing advice/advisors
More specialist Welfare Rights advisors/services
Mental health advice not comprehensive
Form filling help

Retain and increase locations for specialist advice e.g. Food Banks/GP surgeries
Need more specialist debt advisors
More staff
Discrimination advice services
Advice is underfunded
Improved Immigration advice services
Wait times too long to utilise services

6.9.3 Additional issues identified in engagement sessions:-

- The existing provision of SWA is inadequate – this includes form-filling to representation at Courts and Tribunals;
- Cumulative impact of cuts is reducing available provision;
- Demand is being driven by the increased complexity of legislation;
- Consumer advice and discrimination advice is missing;
- Form-filling;
- Gaps in the provision of publicly funded and accredited advice services are being filled by services which have no remit or expertise in social welfare law;
- Support individuals with the introduction of UC;
- There is an increasing demand from older people for good quality advice and information;
- New arrivals face language barriers, stigma and discrimination, whilst coming to terms with a new way of life in the UK. They need a service that includes translation, advocacy and crisis management;
- Immigration at Tier 2;
- Specialist employment advice’
- Mental health advice is not comprehensive;
- More specialist debt advisors;
- Increase outreach locations to include GP surgeries, food banks etc.

6.10 Other comments

a) Not in support of the proposed model of provision:-

Council should be preparing for U.C
Need to retain/ increase advice provision
Council should utilise underspend to provide services
Proposals represent a false economy
You are dressing this up to disguise cuts
Increase welfare rights provision/funding
Need better inter-departmental working to save money and improve service
Advice services have important positive impact currently

b) Additional issues identified in engagement sessions

- Another thread of the safety net is being removed;
- The Council has thrown money at VCS organisations and this has not worked;
- Do not base your decision on the lowest bidder;
- WRS has access to Liquid Logic for Care Plans and O/T assessments;
- CSC is not the best place;
- Communication already takes place between advice agencies;
- Focus on the client;
- Adopt a consortia approach;
- Will need consistent training to maintain quality;
- ALP referral process still in place, use that;
- Lead provider will take all the funding and easy cases;
- You are underestimating how long it will take for clients to achieve channel shift;
- It will only be as good as the lead provider is;
- The importance of an effective and robust initial assessment is vital;
- The inclusion of WRS and reduced funding is a threat to access to justice;
- Loss of local community services.

c) Positive comments

A more rounded proposal
A more consistent approach
Retains home visits
Use one database
Managed by one service and one Contract Manager

6.11 Issues raised in written submissions

1) Partnership model

- Support the Partnership in principle but need more information;
- This is not a partnership but a contractual arrangement between the Council and the lead provider. Under this proposal the Council’s legal power would only extend to the main provider;
- The model will not guarantee the existing specialist local provision is maintained with a loss of specialist knowledge and experience particularly for specific groups like refugees/racial minority communities;
- Concerns about the capacity of the lead provider to cope with increased demand, at a reduced contract price;
- Need to retain specialist services to meet the need of particular client groups;
- A single point of access will lead to long queues to access services, particularly for people who face barriers;
- Reducing the number of telephone lines will not work;

- The model will limit choice and will require a robust needs assessment to avoid clients being shunted between services;
- A single point of access reduces time available to listen to clients;
- Concerns about an conflict of interest particularly where two clients have a dispute and both could not be assisted by the same organisation;
- WRS is currently able to liaise with Social Services to access care and mobility assessments. This will be severed if they are included;
- Need clear monitoring requirements that the lead provider would have responsibility for;
- What happens when the lead provider fails and there is no alternative;
- No assurance of more or the same number of advisors;
- Retain specialist services for older people;
- Some people and communities find mainstream services problematic;
- How will the model work in practice and how will it meet local need?

2) Location of advice in CSC

- CSC is already busy with long queues;
- People with complex needs will be discouraged from accessing the service e.g. those with mental health issues and the elderly;
- Lack of space and adequate resources, to ensure privacy and confidentiality;
- Lack of independence and impartiality;
- Retain SWA city locations, people are used to them, particularly elderly people;
- Not a good environment for those who have mental health issues, elderly etc.;
- People will find it difficult to walk to the CSC if they have health issues which may result in them not accessing services;
- Self-serve options will not work;
- Advice and support needs need to be available where clients go already; e.g. food banks, Dr's surgeries;
- The Council's role as landlord and commissioner creates a potential conflict of interest.

3) Outreach provision

- Council buildings cannot meet the needs of all people who need SWA advice;
- Decrease in the number of venues will mean some people will not access services as they cannot travel to the designated buildings;
- Advice needs to be located where people already go to;
- A suitable venue should be identified in the Highfields area;
- The proposed locations are in the right place but should include access to phones and the internet.

4) Helping people to help themselves

- People who can help themselves, don't use advice services;
- Self-help is not an option for people with SWA problems;
- People will be at risk of making mistakes particularly where they have complex issues;
- Access to information is limited by lack of proficiency in English, poor health etc.;
- Lack of access/skills to complete forms online;

- Face to face triage interview with an advisor is best to identify issues;
- Channel shift has increased number of people accessing Tier 1 support;
- More people are accessing advice agencies as council services close;
- What services will be left to refer to;
- Some advice agencies are helping clients to become more independent e.g. English and employment support;
- People can be signposted to the wrong information;
- New arrivals need intensive support to navigate the system;
- Services are needed for specific groups and they need venues that are familiar to them;
- Many elderly people are digitally excluded and need help to complete online forms, which often requires a home visit;
- Older people are supported to live independently such as learning digital skills, however many clients are becoming more frail, with complex issues and need face to face support;
- Many older people will not be able to help themselves and benefit from a holistic approach;
- Who will decide who is vulnerable and who has complex needs;
- Clients should be supported to support each other.

5) Suggestions to improve the proposals

- Reductions in funding to the WRS will impact on the availability of advice, casework assistance and representation for welfare benefits;
- Need to acknowledge the impact of the loss of funding and welfare reform (UC in particular) on the demand for advice services;
- Specialist advice in specialist venues;
- Leicester needs to provide advice to support the integration and resettlement of new arrivals/refugees;
- Leave advice services as they are;
- There should be more advice provision.

6) Potential impact on people who need advice services?

- Funding cuts will reduce provision, which will affect access to advice and will result in people not getting the help they need. This will impact on other services and is a false economy;
- People using advice services face barriers in accessing advice e.g. language, I.T. skills making it difficult to people to use on-line services;
- Those who will be most impacted include those people needing advice, learning difficulties, new arrivals, mental health and physical health issues, learning difficulties;
- Austerity and welfare reform has a disproportionate impact on the poorest people and has a disproportionate effect on racial minority communities;
- Roll-out of UC will impact just as a threatened collapse of advice provision is proposed;
- Services need to be tailored to meet need;
- Limited access to appropriate information;
- A reduction will restrict or deny access to justice for many people;
- WRS reports a 100% increase in the number of appeals, compared to 2016;
- Reduction in WRS funding compounds the losses of advice provision in the city.

7) Categories of advice

- Clients often have complex and multiple issues;
- Prioritisation may lead to the commissioning of services which lack the necessary remit and capacity to identify and tackle interlinked problems;
- Consumer advice and discrimination, harassment or bullying for reason of race, is absent;
- Welfare Benefits, Community Care, Housing and Debt.

8) Statements about advice services

- Good advice is legally accurate, timely and effective in resolving problem/s;
- Includes an assessment of the nature of problems and applicable remedies and the expected outcome;
- The statements focus on access rather than quality;
- Face to face advice when I need it; I can get help to fill in forms, city-centre location;
- Accredited services.

9) Gaps in advice provision

- Included in section 6.9.2 above.

10) Other Comments

- Proposed cuts will only exacerbate the impact of recent cuts to other frontline services;
- Further cuts will be a false economy and will impact on other services;
- Reduced provision will exacerbate the city's growing problems;
- Consultation documents provided little detail and background evidence;
- Existing services are struggling to meet demand;
- There will be a loss of jobs;
- Who will decide who needs advice most?
- Use money to maintain current advice provision and fill the gaps in specialist advice;
- Links to the ASC consultation have not been identified;
- Leicester is an Asylum Dispersal Area;
- Race inequalities still exist and are barriers for racial minority communities. Race discrimination has increased since BREXIT;
- The proposals do not explicable pay due regard to communities of interest that fall under the Equality Act 2010,
- Haven't explained why the current model is not working,
- People do not trust the Council, so invest in the VCS.

7 Issues identified during the consultation

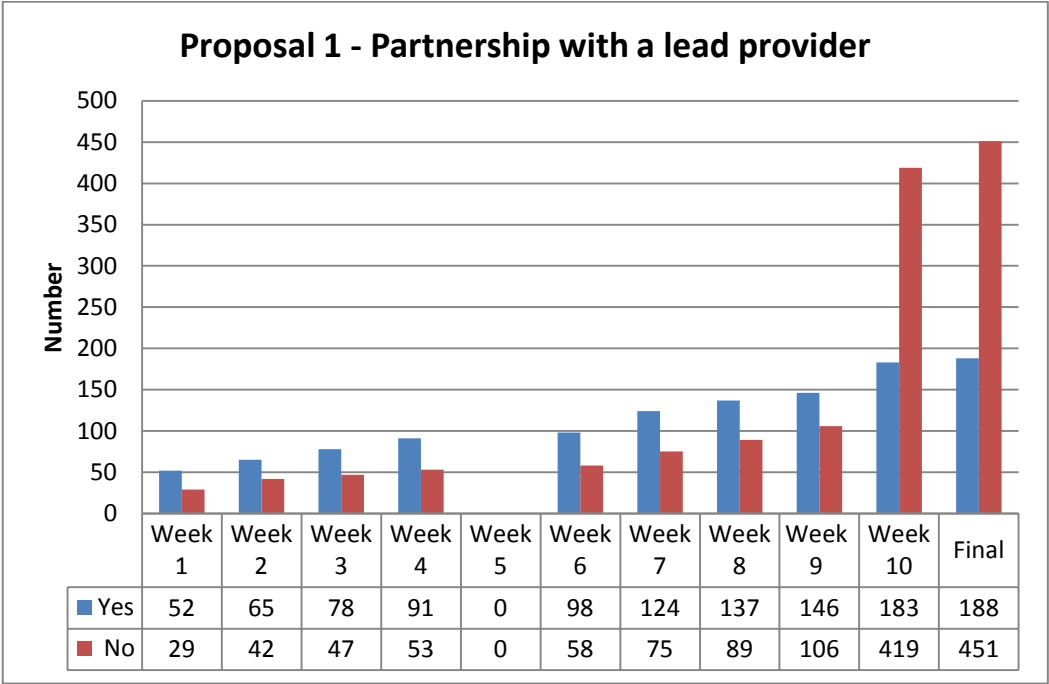
7.1 Partners highlighted that the survey was complicated, difficult and took a long time to complete, especially for clients.

7.2 The consultation leaflet and survey was not easy to translate for clients.

7.3 In relation to the outreach question, it was felt a map showing the locations would have helped people to give a more informed answer.

7.4 The Project Team received 166 surveys on the last two days of the consultation period, with only the first question on the partnership model being answered, with no narrative comments. Of these, 125 indicated that they did not support the proposal.

7.5 The graph below illustrates the responses received in relation to the partnership proposal, on a week by week basis. It clearly shows a shift in support for the proposal in the final week.





We are proposing to change the way we provide social welfare advice in Leicester. This consultation sets out our proposals and asks for your thoughts.

What is social welfare advice?

Social welfare advice relates to welfare benefits, debt, employment, housing, community care, immigration and family issues.

People either need basic advice and information or they have complex issues which they need help to resolve. Although the council is not required to fund the majority of this advice by law, we feel this is an important service for local residents.

Why are we consulting?

The council continues to face funding reductions and we need to make savings of £40 million by 2020. We currently fund advice through five voluntary sector agencies (Age UK Leicester Shire & Rutland, Citizens Advice LeicesterShire, Mosaic: Shaping Disability Services, Somali Development Services and The Race Equality Centre). We also fund one council advice service: the welfare rights service. The voluntary sector contracts will end in spring 2018, which gives us an opportunity to look at new ways of providing advice while making savings.

What will stay the same?

We want to ensure that vulnerable city residents can access the advice they need. Under the proposals, advice services will continue to provide free, independent and confidential advice to those people who need it most.

General advice will be available across the following categories: welfare benefits, debt, employment, housing, community care, immigration and family issues. More specialist advice, which includes representation at appeals and tribunals, will continue to be provided for welfare benefits, debt, housing and employment.

Under the proposals, advice services will continue to provide:

- free, independent and confidential advice to those people who need it most
- general and specialist advice, including appeals and tribunals work
- a fast track service for clients in crisis or immediate need of advice
- advice across the existing seven categories including: welfare benefits, debt, employment, housing, community care, immigration and family
- outreach advice in community locations
- home visits for people who need advice but are unable to leave their home.

What we are proposing to change

Last summer we spoke to the social welfare advice sector to understand the demand for advice, the challenges faced in the city, and to gather expert opinion on the way forward. We held an advice seminar in August 2016 and we also held meetings with 21 organisations. Feedback received has helped to inform and supports our belief that a partnership of advice agencies working together, with one agency taking the lead, would provide a co-ordinated advice service. All partners would use the same access and referral arrangements.

- To contract with one organisation to provide social welfare advice services across the city. Advice will be delivered through a partnership, with one organisation taking the lead. This will ensure that people access the right advice service first time.
- The city-based main advice provision will be located in the council's Customer Service Centre at York House, 91 Granby Street.

- Advice is currently provided across the city, using ten council and community buildings. We propose to deliver this from eight council centres, where a range of services will be available.
- All advice organisations will be required to have the appropriate qualifications they need to provide the correct advice to local residents.
- We will support some people to help themselves by giving them basic information, signposting to other services or online support. They will have free access to computers and wi-fi in our Customer Service Centre and in city libraries, leaving more appointments available for vulnerable clients with complex issues.

Will I still be able to get advice?

Some people are able to help themselves if they have the right information. However, people in crisis will continue to receive face-to-face support to resolve their issues.

How you can give us your views

This consultation is open from 31 July to 6 October 2017.

This information and questionnaire are available online at consultations.leicester.gov.uk

If you cannot answer the questions online, fill in this form and return it to any city council library or the Customer Service Centre. You can also post it to:

Freepost RTRE-HTRJ-CSSJ
Revenues and Customer Support Service
Social Welfare Advice Consultation
York House
91 Granby Street
Leicester
LE1 6FB

Further information

Information on social welfare advice is available on our website:
leicester.gov.uk/benefitsadvice

What happens next?

We will look at all the responses and will publish the results of our findings online at consultations.leicester.gov.uk

This will help councillors to make a decision on the proposals before the end of the year.

OUR PROPOSALS

Question 1

We currently fund six organisations to provide advice (five independent voluntary sector organisations and one council service). After discussions with advice providers, we propose to change this delivery model by contracting a single, lead organisation, with the intention of providing an improved, co-ordinated and quality advice service for local residents. This will ensure that people access the right advice service first time. Advice would be delivered through a partnership, with one organisation taking the lead.

Do you support the proposal for advice to be provided through a partnership, with one organisation taking the lead?

Yes No

Please explain why

Question 2

We are proposing that the city-based main advice provision will be located in the council's Customer Service Centre at 91 Granby Street. This service will have its own designated area within the building.

Do you support the proposal to locate the council's main advice provision in the Customer Service Centre?

Yes No

Please explain why

Question 3

The council also currently provides advice in ten areas in the city in a range of council and community buildings. We will continue to provide outreach advice; however we are proposing that this will be delivered from eight council centres where a range of services will be available. Seven of these locations have been identified: St Matthews Centre, Pork Pie Library & Community Centre, New Parks Centre, Beaumont Leys Library, BRITE Centre, Hamilton Library & Community Centre and Belgrave Library. The final location in the east of the city is still to be confirmed.

Do you support the proposal to locate outreach advice in these council buildings?

Yes No

Please explain why

Question 4

We will support people who can help themselves by giving them basic information, or by signposting them to other services or online support. They will have free access to advice online. Computers and wi-fi are available free to use in our Customer Service Centre and in libraries. We will be encouraging more people who can help themselves to do so.

Do you agree we should encourage those who can help themselves to do so? This means we can dedicate face-to-face advice to vulnerable clients with complex issues.

Yes No

Please explain why

Question 5

Do you have any suggestions to improve our proposals for advice?

Yes No

If yes, please provide details

Question 6

What impact do you think these proposals will have on people who need advice services and why?

WHAT DOES GOOD ADVICE LOOK LIKE TO YOU?

Question 7

The council funds seven categories of advice in Leicester.

Which categories of advice do you think are most important? Please number them in order of priority with 1 being the most important and 7 being the least important. Please tell us which categories of advice you have used in the past, and which categories you think you might use in the future.

Category of advice	List in order of importance 1-7	Tick (✓) the categories you have used in the last year	Tick (✓) the categories you think you might use in the future
Welfare benefits			
Debt			
Employment			
Housing			
Community care			
Immigration			
Family issues			

Question 8

We would like to know what you think good advice is and why this is important to you. This gives us an opportunity to set common standards for good advice for the city.

Below is a list of statements about advice services. We want to know which are most important to you. Please number them in order of priority with 1 being the most important and 8 being the least important.

You can add your own statement below.

Statement	List in order of importance 1-8
I can receive face-to-face advice when I need it	
I am given the information I need to deal with my issue	
I can easily access advice in my local area	
A city centre location for advice is important to me	
I can access advice in different ways – face-to-face / online / telephone	
I can get help to fill in forms	
I am referred to the most appropriate service that can help me	
The organisation that provides my advice is accredited or has the relevant quality standard	

Add your own statement about good advice services here:

HELP US TO IMPROVE ADVICE SERVICES

Question 9

Do you think there are any gaps in current advice services?

Yes No

If yes, please tell us what these are and give any suggestions for filling this gap

Question 10

Other comments

Do you have any other comments or suggestions on the above proposals or about how the council could save money?

Question 11

About you

Are you responding to this survey as: (please tick all that apply)

- A resident of Leicester
- A local voluntary or community sector organisation
- A local charity
- A landlord
- Other – please specify

What is the first part of your postcode? For example: LE3, LE19

EQUALITIES MONITORING

In order to meet your needs and improve services we need to know a bit more about you. Please help us by completing this form. This information is confidential.

1) Ethnic background

Asian or Asian British

Bangladeshi Indian Pakistani

Any other Asian background (please specify)

Black or Black British

African Caribbean Somali

Any other Black background (please specify)

Chinese

Chinese

Dual / Multiple Heritage

White & Asian White & Black African White & Black Caribbean

Any other heritage background (please specify)

White

British European Irish

Any other White background (please specify)

Other ethnic group

Gypsy / Romany / Irish traveller

Any other ethnic group (please specify)

Prefer not to say

2) Age. Are you...

under 16 16 - 24 25 - 34

35 - 44 45 - 54 55 - 64

65 - 84 85+ Prefer not to say

3) Gender. Are you...

Female Male Trans man Trans woman

Prefer not to say

Other (please specify)

4) Sexual orientation. Do you consider yourself to be...

Bisexual Gay Lesbian Heterosexual

Prefer not to say

Other (please specify)

5) How would you describe your religion or belief?

Atheist Bahai Buddhist

Christian Hindu Jain

Jewish Muslim Sikh

No religion Prefer not to say

Other (please specify)

6) Disability

The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment, which has a substantial and long term effect (it has lasted or is expected to last at least 12 months) and has an adverse effect on the person's ability to carry out normal day to day activities.

People diagnosed with HIV infection, cancer or multiple sclerosis automatically meet the disability definition under the Equality Act 2010 from the day they are diagnosed.

Do you consider yourself to be a disabled person? Yes No Prefer not to say

Thank you for completing this monitoring form. Please return it with your completed questionnaire. The information you have provided will be kept in accordance with terms of the Data Protection Act 1998 and will only be used for the purpose of monitoring. Your details will not be passed on to any other individual, organisation or group. Leicester City Council is the data controller for the information on this form for the purposes of the Data Protection Act.

Appendix B

Social Welfare Advice Consultation July to October 2017 - Engagement Meetings

Date	Organisation / Group	Services	Venue
29/08/2017	Somali Development Services	Funded IAG service in scope	Somali Development Services
29/08/2017	Citizens Advice LeicesterShire	Funded IAG service in scope	Citizens Advice LeicesterShire
31/08/2017	Social Welfare Advice Partnership engagement event	9 external organisations and 2 internal services who attended	Attenborough Hall City Hall
05/09/2017	Mosaic: Shaping Disability Services	Funded IAG service in scope	Mosaic office
01/8/17, 31/8/17 25/09/17	Monthly meetings between ASC Director and Welfare Rights Service	Internal Council service in scope	York House
13/09/2017	CSC Manager's Meeting	Revenue and Customer Support	York House, Viewing Room
13/09/2017	Team Meeting - Libraries	Libraries	BRITE Centre, Braunstone Avenue
20/09/2017	SWA Contract Managers Meeting - Consultation	5 funded external IAG services in scope	York House
21/09/2017	The Race Equality Centre	Funded IAG service in scope	The Race Equality Centre office
02/10/2017	Learning Disability Advocacy Group – We Think- Mosaic	Facilitated by Mosaic's Advocacy Co-ordinator	BRITE Centre
4/10/2017	Age UK	Funded IAG service in scope	Age UK, Humberstone Gate Office
5/10/2017	Leicester Adult Education College	Learning Services	Belvoir Street

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Appendix C

Demographic Profile of Respondents

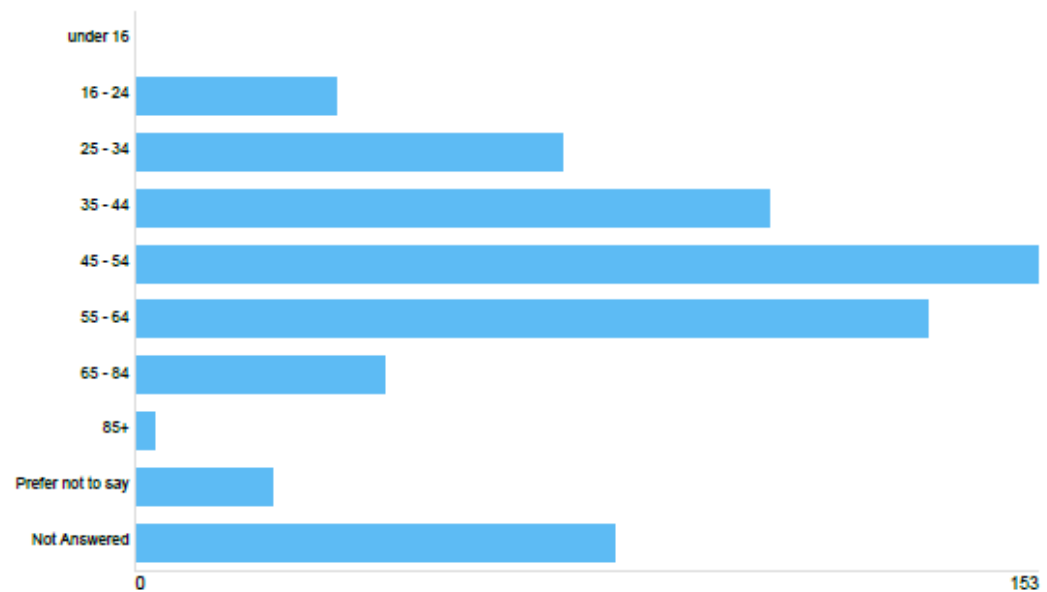
a) Ethnicity

Option	Total	Percent
Asian or Asian British: Bangladeshi	19	2.93%
Asian or Asian British: Indian	147	22.85%
Asian or Asian British: Pakistani	19	2.93%
Asian or Asian British: Any other Asian background	14	2.18%
Black or Black British: African	32	4.93%
Black or Black British: Caribbean	14	2.18%
Black or Black British: Somali	28	4.01%
Black or Black British: Any other Black background	1	0.15%
Chinese	2	0.31%
Chinese: Any other Chinese background	0	0%
Dual/Multiple Heritage: White & Asian	5	0.77%
Dual/Multiple Heritage: White & Black African	3	0.46%
Dual/Multiple Heritage: White & Black Caribbean	1	0.15%
Dual/Multiple Heritage: Any other heritage background	8	1.23%
White: British	213	32.82%
White: European	18	2.47%
White: Irish	7	1.08%
White: Any other White background	7	1.08%
Other ethnic group: Gypsy/Romany/Irish Traveller	1	0.15%
Other ethnic group: Any other ethnic group	5	0.77%
Prefer not to say	32	4.93%
Not Answered	77	11.86%

b) Age

Question 14: Age:

Age

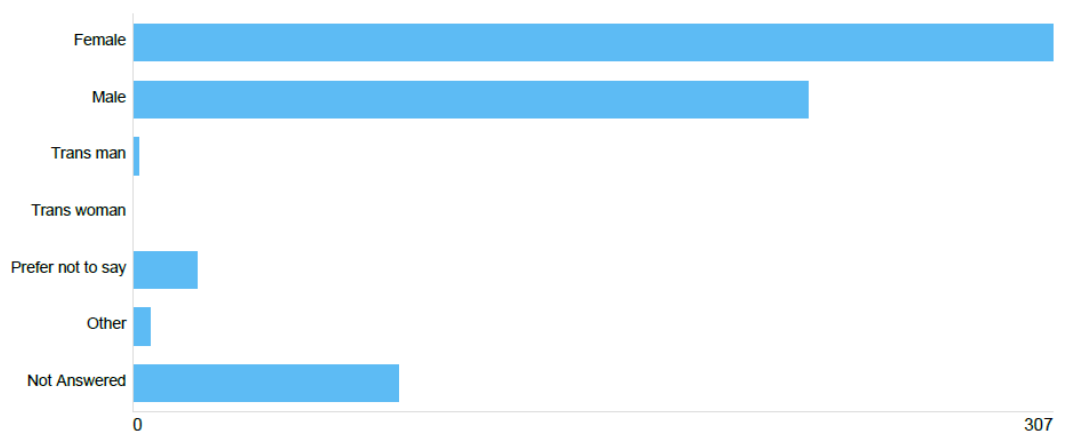


Option	Total	Percent
under 18	0	0%
18 - 24	34	5.24%
25 - 34	72	11.00%
35 - 44	107	16.40%
45 - 54	153	23.57%
55 - 64	134	20.85%
65 - 84	42	6.47%
85+	3	0.48%
Prefer not to say	23	3.54%
Not Answered	81	12.48%

C) Gender

Question 15: Gender:

Gender

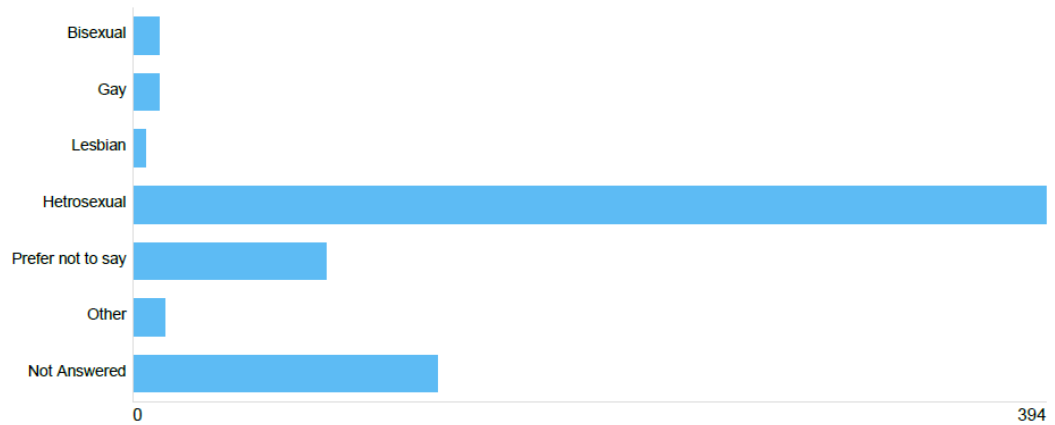


Option	Total	Percent
Female	307	47.30%
Male	225	34.67%
Trans man	2	0.31%
Trans woman	0	0%
Prefer not to say	21	3.24%
Other	6	0.92%
Not Answered	88	13.56%

D) Sexuality

Question 16: Sexual orientation. Do you consider yourself to be ...

sexuality

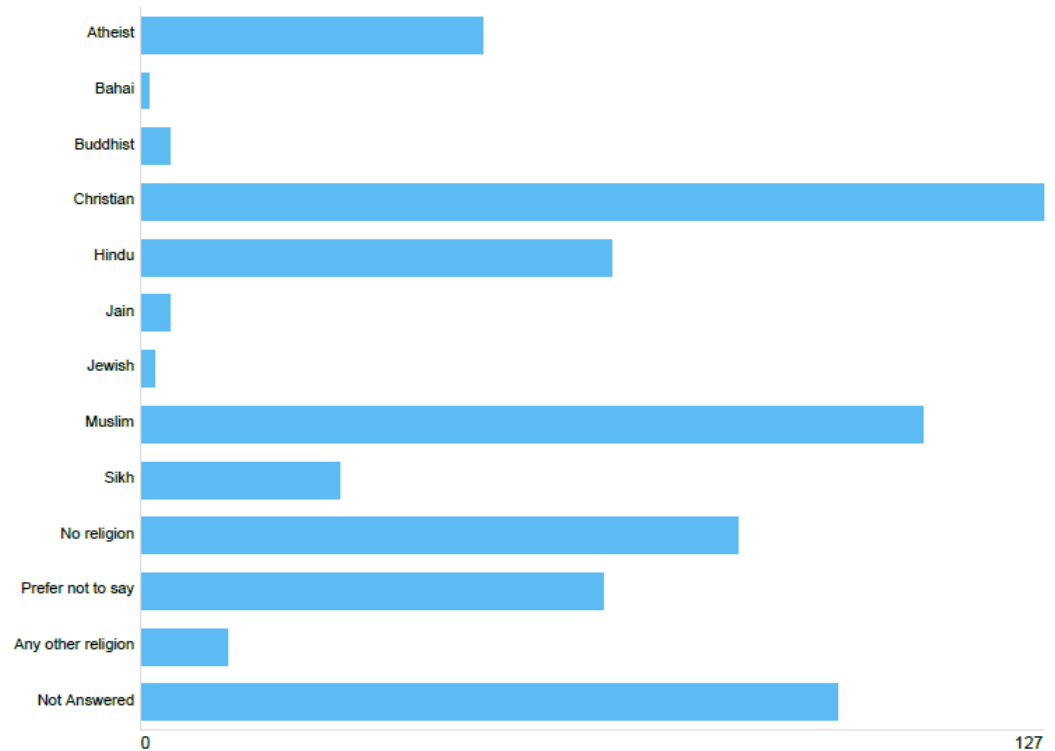


Option	Total	Percent
Bisexual	11	1.69%
Gay	11	1.69%
Lesbian	5	0.77%
Hetrosexual	394	60.71%
Prefer not to say	83	12.79%
Other	14	2.16%
Not Answered	131	20.18%

E) Religion

Question 17: How would you define your religion or belief?

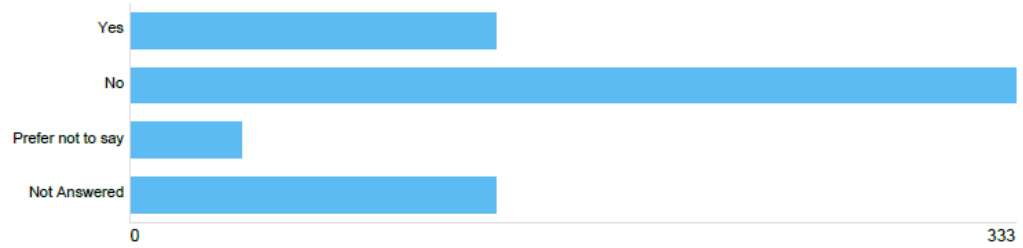
religion



F) Disability

Question 18: Disability

Q7



Option	Total	Percent
Yes	137	21.11%
No	333	51.31%
Prefer not to say	42	6.47%
Not Answered	137	21.11%



Leicester City ***Community Safety Work***

Decision to be taken by: Neighbourhood Services &
Community Involvement Scrutiny Commission

Decision to be taken on: 7th December 2017

Lead director: John Leach

Useful information

- Ward(s) affected: All
- Report author: Daxa Pancholi
- Author contact details: 0116 454 0203
- Report version number plus Code No from Report Tracking Database: 1

1. Purpose of report

- 1.1 To brief members on the City's work around the community safety agenda via the Safer Leicester Partnership.
- 1.2 Furthermore, the report highlights key areas that the Council and partners such as the police, have identified as priorities to reduce crime and the fear of crime.

2. Summary

- 2.1 Leicester City's community safety partnership called Safer Leicester Partnership (SLP), brings together responsible authorities to identify key priorities and associated work areas that need partnership input/support in order to provide a co-ordinated multi-agency community safety response.
- 2.1 This report outlines the strategic / policy and programmes of work undertaken within a partnership context.

3. Recommendations

- 3.1 It is recommended that members of the Scrutiny Commission note and comment on this work and identify any additional steps that the Partnership can take to address these areas of work.

4. Report:

- 4.1 The 1998 Crime and Disorder Act established partnerships between local authorities, the police and police authorities, fire service, probation service, health authorities, the voluntary sector, and local residents and businesses. These partnerships, termed community safety partnerships (CSPs) are therefore in each local authority.
- 4.2 The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour (ASB), drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them. This work is then translated into a partnership plan which is intended to clearly present the areas of work that the partnership is seeking to address. See appendix 1, the Safer Leicester

Partnership's partnership plan for 2017-18.

4.3 The objectives/ priorities for the Partnership for 2017/18 are as follows;

- To Reduce Overall Crime & Anti-Social Behaviour
- To stop people becoming terrorists or supporting terrorism.
- To Reduce the Incidences of Domestic & Sexual Abuse
- To Reduce Re-Offending – Adults & Young People
- To Effectively Manage Issues in Relation to Adult & Child Sexual Exploitation (CSE)

4.4 The SLP receives funding from the Police and Crime Commissioner (PCC) in the form of a Partnership Locality Fund (£239k for 2017/8) to deliver programmes which meet Partnership and PCC priorities. The Council acts as the accountable body for this funding and therefore ensures that the spend is as per the requirement of the PCC's contract with the City Council.

4.5 Within the SLP, a structure exists which includes a number of multi-agency delivery groups (in line with the objectives outlined above at 4.3) which work together to agree and deliver programmes of work. This work is supported through the Council's community safety service.

4.6 Outlined below are some of the key strategy, policy and process development work that the SLP has undertaken in the last 12 months;

a) Development & Establishment of Public Spaces Protection Orders (PSPO) around:-

- Street drinking & new psychotic substances (NPS); established a consultation process to assess and consider feedback around the introduction of a PSPO covering concerns around the use of these substances. Following the consultation, the new PSPO will be introduced in December 2017 as part of wider work seeking to help tackle street drinking and NPS use.
- Currently a consultation process around begging has just been completed and the results are being analysed prior to consideration through the Council's decision making processes.

b) Development of programmes of work to help deal with those with street lifestyle issue such as begging, street drinkers and rough sleepers; working with partners to identify those with entrenched issues and agreeing ways to better support individuals away from this behaviour. This work is also, looking at proportionate mechanisms around enforcement should their behaviour be linked to anti-social behaviour.

c) Development of an ASB policy in conjunction with Leicester, Leicestershire and Rutland (LLR) multi-agency community safety colleagues, in order to further confirm how ASB is tackled and addressed through an incremental approach.

- d) Process developed to effectively review domestic homicides, this work was initially progressed in line with the DHR Guidance in August 2013. As our learning around this agenda has changed, we further changed and developed the process during 2016-17.
- e) Working to get a further informed understanding of the domestic and sexual abuse (D&SA) landscape by undertaking a strategic needs assessment; which will inform the D&SA strategy.

4.7 Outlined below are some of the key initiatives and projects that the SLP has undertaken/supported in the last 12 months;

- a) Knife crime work – a multi-agency group that identifies those who are “at risk” of committing or perpetuating behaviours linked to knife crime in order to put in place practical initiatives to help tackle this issue.
- b) Celebrate Safely – campaign established to share the key crime prevention messages linked to celebratory events such as Diwali, Christmas etc.
- c) Private sector rogue landlord work– multi-agency work established to deal with issues related to the poor management of private sector dwellings.
- d) Night time economy – multi-agency meeting to tackle issues related to crime and ASB in the city centre in the evening and at night.
- e) Domestic Homicide Reviews – carried out two domestic homicide reviews in order to prevent domestic violence and homicide and improve service responses for all domestic violence and abuse victims and their children by developing a co-ordinated multi-agency approach to ensure that domestic abuse is identified and responded to effectively at the earliest opportunity.
- f) Vehicle Crime Campaign – work carried out to inform members of the public on the steps that can be taken to avoid becoming a victim of car crime.
- g) Established a new project to deal with adolescent to parent violence, in order to deal with the increase in this area.
- h) Undertaking a D&SA awareness campaign to ensure that victims and witnesses are better able to report incidents.

5. Financial, legal and other implications

5.1 Financial implications

There are no significant financial implications arising from this briefing report

Colin Sharpe, Head of Finance, ext. 37 4081

5.2 Legal implications

S17 Crime and Disorder Act places a duty on the Council and relevant authorities to exercise its various functions with due regard to the likely effect of the exercise of the functions on and on the need to do all that it reasonable can to prevent:

- Crime and Disorder in its area (including anti-social and other behaviour adversely affecting the local environment)
- The misuse of drugs, alcohol and other substances in its area; and
- Re-offending in its area

S17 requires the Council to exercise its functions paying 'due regard' to the need to prevent crime and disorder in its area. In addition, Part 6 of the Anti-Social Behaviour Crime and Policing Act 2014 requires the policing bodies to prepare a Community Remedy Document and sets out a requirement for local agencies to respond to complaints about anti-social behaviour.

Feizal Hajat
Qualified Lawyer , Legal Services
Ext 37 6881

5.3 Climate Change and Carbon Reduction implications

There are no climate change implications.

Mark Jeffcote
Senior Environmental Consultant
Tel 37 2251

5.4 Equalities Implications

Community safety is an area of concern for all communities and one that can affect the quality of life for individuals and entire communities.

The responsible authorities are tasked with working together to protect local communities, residents, businesses and visitors from crime and to help people feel safer. The impacts of reduced crime and disorder and the creation of a safer environment benefits people from across all protected characteristics and can help to improve community confidence.

Surinder Singh
Equalities Officer
Tel 37 4148

5.5 Other Implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

Section 17 Crime & Disorder Act: implications with regards to the duty of local

authorities to consider the impact of their decisions and actions on crime and disorder in the local area.

Daxa Pancholi,
Head of Community Safety,
Ext 37 0203

6. Background information and other papers:

n/a

7. Summary of appendices:

8. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a “key decision”?

No

10. If a key decision please explain reason



Safer Leicester Partnership Plan 2017- 2018

INTRODUCTION

The vision of the Safer Leicester Partnership is:

“To ensure that all citizens of Leicester and visitors to the City feel safe within their communities and benefit from an improved quality of life and well-being as a result of partnership action to reduce crime and substance misuse”

Safer Leicester Partnership brings together a number of agencies and organisations; and is responsible for reducing crime, disorder and substance misuse. It is Leicester’s statutory Community Safety Partnership. The Partnership includes the Leicester City Council, Leicestershire Police, Leicestershire Fire & Rescue Service, Community Rehabilitation Company, National Probation Service, City Centre Management, Leicester Clinical Commissioning Group, Chamber of Commerce and the voluntary sector.

GOVERNANCE

Role of SLP Executive is to provide empowered and effective leadership with;

- Focused membership, including the Assistant City Mayor with responsibility for Community Safety and representatives from responsible authorities, community and voluntary sector.
- Chair and Vice-Chair appointed from one of the Community Safety Partnership responsible authorities.
- Commitment to annually review service delivery, structure and Terms of Reference.

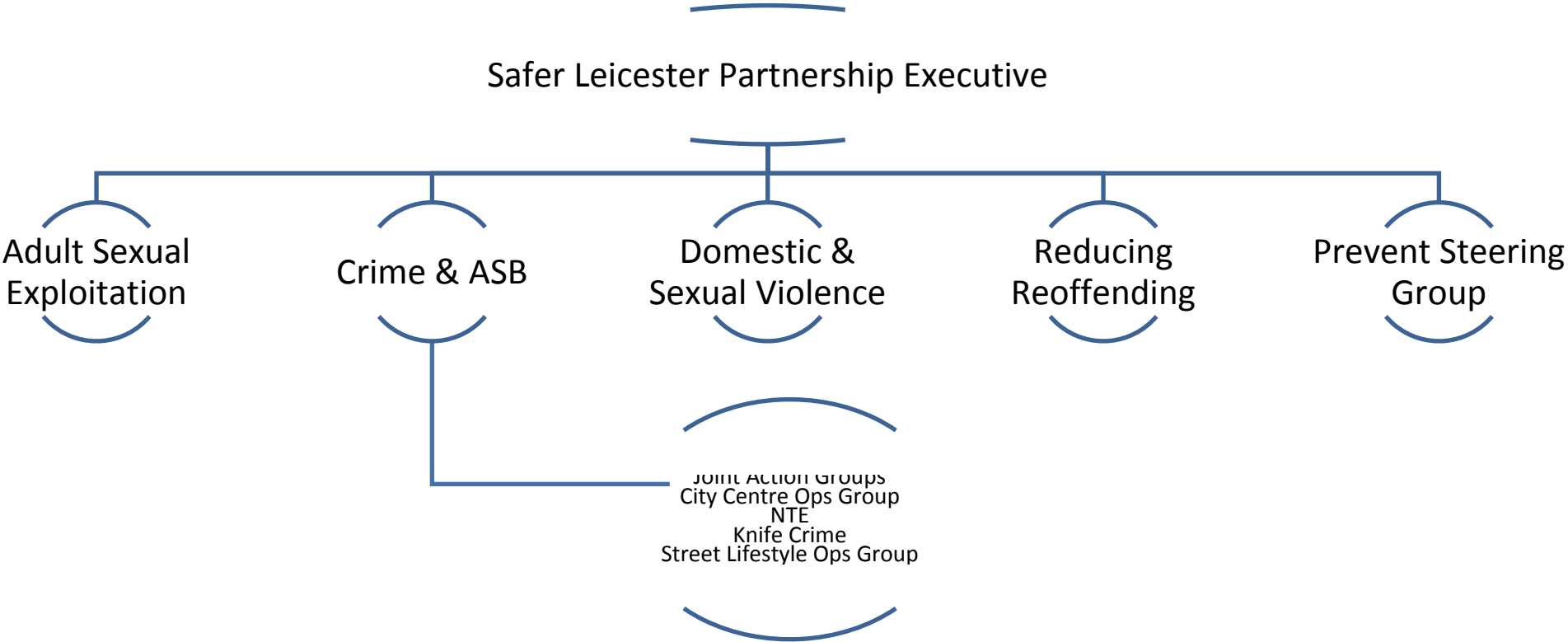
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OBJECTIVES/ PRIORITIES 2017/8 (carried from 2016/7)

- To Reduce Overall Crime & Anti-Social Behaviour
- To stop people becoming terrorists or supporting terrorism.
- To Reduce the Incidences of Domestic & Sexual Abuse
- To Reduce Re-Offending – Adults & Young People
- To Effectively Manage Issues in Relation to Adult & Child Sexual Exploitation (CSE)

Safer Leicester Partnership Structure

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NB Domestic Homicide Reviews (DHR) and Child Sexual Exploitation (CSE) agendas are co-delivered with the Local Adult Safeguarding Board (LSAB) and the Local Children’s Safeguarding Board (LCSB)

Safer Leicester Partnership	Chair	Contact Details
Safer Leicester Partnership Executive	Cllr Piara Singh Clair	Piara.SinghClair@leicester.gov.uk
Delivery Group	Chair(s)	Contact Details
Adult Sexual Exploitation	Liz Rodrigo (Public Health)	Liz.Rodrigo@leicester.gov.uk
Crime & ASB	C/Insp Jed Keene (Police)	Jed.Keen@leicestershire.pnn.police.uk
Domestic & Sexual Violence	C/Insp. Simon Cure (Police)	simon.cure@leicestershire.pnn.police.uk
Prevent Steering Group	John Leach (Leicester City Council)	john.leach@leicester.gov.uk
Reducing Re-Offending	Tbc	Tbc

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SLP ACTION PLAN 2017/ 8

OBJECTIVES/ PRIORITIES 2017/ 8

To Effectively Manage Issues in Relation to Adult & Child Sexual Exploitation (CSE)

Outcome	Performance Indicator	Programmes & Initiatives	Resources (Funding & Staffing)	Communication Campaigns & Events
To protect individuals & communities from risk, harm & exploitation within the sex industry	To increase the awareness of this sector	<ul style="list-style-type: none"> • Working with colleagues to identify good practice from other cities, • Project to identify kerb crawlers 	Input from; <ul style="list-style-type: none"> • Public Health • CrASBU Input of a graduate from Leicester University to identify scale of problems/ issues in the city.	
To increase awareness of CSE	To increase the numbers of referrals for CSE	CSE Coordinator, CSE Triage Car, Faith & Communities CSE Champion Lead, CSE School Prevention, Warning Zone, , Forensic Psychology, Parenting Support, CEASE Pledge, CSE Hub.	Additional £1.23 m funding from OPCC for LLR Staffing additional £200k from LCC to LLR CSE Hub	

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To Reduce Overall Crime & Anti-Social Behaviour

Outcome	Performance Indicator	Programmes & Initiatives	Resources (Funding & Staffing)	Communication Campaigns & Events
To reduce the number of victims of Total Crime	No of total crimes	Alleygating Programme Celebrate Safely Vehicle Crime Campaign Community Safety Campaigns & Crime Prevention Products City Centre Operations Group	<ul style="list-style-type: none"> • Alley gate Programme LCC £50k, OPCC £15k • Initiatives to reduce crime and ASB OPCC £78k • LCC & Partner staffing input • LCC & Chamber of Commerce £30k for grants to businesses • Leicester Anti-Social Behaviour Unit • LCC – Community Safety Team 	<ul style="list-style-type: none"> • Celebrate Safely • Knife crime campaign • Violent Crime Campaign • Darker Nights Campaign
To Increase the level of satisfaction of services dealing with ASB	Increase % of users satisfied with anti-social behaviour service	Street Lifestyle Group Knife Crime Group Violent Crime Group	<ul style="list-style-type: none"> • Braunstone Blues OPCC £25k • Reassurance Campaign OPCC £25k • Street Lifestyle Co-ordinator OPCC £40K 	

To stop people becoming terrorists or supporting terrorism

Outcome	Performance Indicator	Programmes & Initiatives	Resources (funding and Staffing)	Communication Campaigns & Events
To increase awareness of the Prevent Strategy and Channel	% increase in appropriate referrals made to Prevent and Channel (and corresponding decrease in NFAs)	WRAP training Bespoke briefings to partners and communities CARE training run by St Philips Centre Community Resilience to Radicalisation Initiative (PCC funding, LLR initiative (£103,501)) Three posts funded via the Home Office; <ul style="list-style-type: none"> • Upstanding Neighbourhoods • Respect programme • Street Vibe Initiative 	<ul style="list-style-type: none"> • LCC 'Prevent Champions' trained to deliver training within their own departments • Prevent Coordinator to deliver training and community briefings • Appointment of Prevent Education Co-ordinator (Home Office Funded) • Appointment of Community Co-ordinator to undertake counter-extremism work (Home Office Funded) 	

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To Reduce Re-Offending

Outcome	Performance Indicator	Programmes & Initiatives	Resources (Funding & Staffing)	Communication Campaigns & Events
Reducing adult reoffending amongst priority and enhanced cohort	% age reduction in re-offending	Integrated Offender Management Programme EnGage		
Reducing youth re-offending (PCC)	% age reduction in youth re-offending Reduction in first time entrants	YOS Reducing reoffending interventions YOS and Youth Service Targeted Youth Support	Youth Offending Service partnership Youth Service Staffing & Commissioned Activities	

To Reduce the Incidences of Domestic & Sexual Abuse

Outcome	Performance Indicator	Programmes & Initiatives	Resources (Funding & Staffing)	Communication Campaigns & Events
Increase the number of people accessing domestic violence services across Leicester City	Increase the number of calls to the police (incidents/crimes)	Re-commission Services (joint domestic and sexual violence services) <ul style="list-style-type: none"> • LLR Helpline, Outreach, Independent Sexual and Domestic Violence Advisors. • Safe Home Service • Children, Young People & Family Service • DV Perpetrator Service 360 DV Project	OPCC - £12k (towards child on parent initiative) DV Communication Work OPCC - £2k LCC - £692k Public Health £75k City specific dedicated Domestic Violence Coordinator (LCC Funded) Additional funding to UAVA OPCC £17k	“Wrong” campaign Sexual violence/ abuse campaign
	Increase the number of contacts to IDVS project (web, email, helpline etc.)			
Effectively manage Leicester City DV perpetrators to reduce harm caused	Reduce the offending of DV perpetrators through IOM	Sexual Assault Referral Centre (SARC)		
To ensure that DHR are effectively commissioned and that learning is obtained from the review process	Learning is drawn out and shared with practitioners to improve our approach to work in a DV context No of DHR's	Commissioning of DHRs as they are required Robust oversight of the DHR process and subsequent action plans DHR links with serious case reviews	OPCC - £16k (contribution towards DHR work, not PLF). LCC – Adult Safeguarding Team OPCC - £25k (contribution to Board post to conduct DHR)	

*PCC denotes where the SLP priority aligns to that of the OPCC

PERFORMANCE MANAGEMENT

The SLP Delivery Groups will each identify Key deliverables from the overall priorities identified above which will be addressed within this financial year. Performance will be managed and progress tracked at the Safer Leicester Partnership Executive meetings.

Performance Management Framework

The aim of the performance framework is to;

- Focus activity on key community priorities
- Target high priority issues/risks and threats
- Recognise that some areas of work/actions require a greater level of attention than others
- Continually improve the services we deliver and the way they are delivered
- Ensure robust, accurate and timely information, which produces meaningful measures of how we are performing in comparison to trends/others
- Promote cross agency and department working to ensure timely, effective, sustainable outcomes and best use of resource

Neighbourhood Service and Community Involvement Scrutiny Commission

Work Programme 2017-18

Meeting date	Meeting items	Actions Arising	Progress
12th July 2017	<ol style="list-style-type: none"> 1. Portfolio Overview 2. Leicester City Council Service Plan for Food Law Regulation 2017/2018 3. Spending reviews 4. Work programme 		
6th September 2017	<ol style="list-style-type: none"> 1. TNS East & Central 2. Social Welfare Advice consultation 3. Response to written questions presented to July meeting 4. Spending reviews 5. Work programme 		
25th October 2017	<ol style="list-style-type: none"> 1. Channel Shift Update 2. Community language service 3. Work programme 		
7th December 2017	<ol style="list-style-type: none"> 1. Social Welfare Advice re-procurement 2. Community Safety 3. Domestic violence campaign 4. Spending reviews 5. Work programme 		
24th January 2018	<ol style="list-style-type: none"> 1. Language and IT skills 		
28nd March 2018	<ol style="list-style-type: none"> 1. Community Involvement 2. Gambling impact task group report update on recommendations 3. Update on spending reviews 4. Channel shift 		

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Appendix D

21st November 2017

Neighbourhood Service and Community Involvement Scrutiny Commission

Work Programme 2017-18

FORWARD PLAN / SUGGESTED ITEMS		
Topic	Detail	Proposed Date
Apps and digital offer	Love Leicester app and digital inclusion	
Budget		
CAB		
Children Services (TNS)	Children services (TNS and using buildings better)	
City Warden Service	Communication of role to public/powers. Proposal from July 2017 meeting	
Cleansing Services review		
Communications Strategy		
Cold calling and doorstep loans	Proposal from July 2017 meeting	
Community Asset Transfer		
Community Safety	Public Spaces Protection Order (New Psychoactive Substances & Street Drinking): broad review	October 2017?
Council tax reduction:	Public consultation with interested parties (eg SWAP) Re DHP discretionary housing payment) and CSG (crisis support grant)	Alison Greenhill to schedule in context of policy review
Emergency food: City's Food Banks	Overview and forthcoming developments Update report on volunteering numbers on food banks Voluntary action LeicesterShire	
Enforcement	Residents parking	
Fly tipping	Data from each ward City Wardens service	
Food Action Plan	Emergency food survey	
Gambling Impact Task Group report		
Knife crime	Task group review	To be confirmed
Libraries	Which community groups use this space?	
Language and IT skills		
Neighbourhood Policing and Community	Government's modern crime prevention strategy	

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Safety		
Payday Lenders		
Private Landlords.		
Regulatory Service review		
Social Welfare Advice Partnership	Report on advice provision and Council's response SWAP representative to be invited Single male claimants seeking help and crisis support	
Standards review		
Taxi Drivers	Child Safety/ screening process/ air quality	
Taxi Penalty System	12 month review – recommendation from NSCI August 2015	
The Furniture Bank Pilot Scheme: Evaluation & Future Options	Evaluation of pilot scheme and future options	
Trading Standards	Legal highs	
Using Buildings Better	Overview of the programme	
Voluntary and Community Sector	Voluntary Action Leicestershire	
Ward Community meetings		
Waste Management	Biffa contract 2028 Recycling figures and orange bags. Flats and terraced houses. Jan / March.	
Welfare reform	Briefing Impact and roll-out.	
Community Language Service	Briefing (requested at meeting on 12 th July 2017)	
halal desk top study	Briefing (requested at meeting on 12 th July 2017)	
Cold calling and doorstep loans	Request from members	Scoping document to be prepared?
KEY DECISIONS		
Community capacity spending review.	Published 24 th April 2017	Previously consulted on 25 th Jan 2017

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