
SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 13th March, 2019 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

J Akhtar	-	Little London and Woodhouse;
B Anderson (Chair)	-	Adel and Wharfedale;
J Bentley	-	Weetwood;
H Bithell	-	Kirkstall;
A Blackburn	-	Farnley and Wortley;
D Collins	-	Horsforth;
A Gabriel	-	Beeston and Holbeck;
P Grahame	-	Cross Gates and Whinmoor;
P Gruen	-	Cross Gates and Whinmoor;
M Harland	-	Kippax and Methley;
A Khan	-	Burmantofts and Richmond Hill;
S McCormack	-	Garforth and Swillington;
P Truswell	-	Middleton Park;
G Wilkinson	-	Wetherby;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 25 FEBRUARY 2019

1 - 4

To approve as a correct record the minutes of the meeting held on 25 February 2019.

7

UPDATE ON UNIVERSAL CREDIT (UC) FULL SERVICE IN LEEDS

5 - 28

To consider the report of the Chief Officer – Customer Access and Welfare, which provides information on the Government's introduction of full service Universal Credit, the impacts across the city and how front line services are continuing to support people affected by the Universal Credit regime.

8

REDUCING REPEAT CUSTOMER CONTACTS THROUGH TACKLING FAILURE DEMAND - TRACKING OF SCRUTINY RECOMMENDATIONS/DESIRED OUTCOMES

29 -
44

To consider the report of the Head of Governance and Scrutiny Support and Director of Communities and Environment which sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Reducing Repeat Customer Contacts through Tackling Failure Demand.

9

COMMUNITY HUBS - GENERAL UPDATE AND TRACKING OF SCRUTINY RECOMMENDATIONS/DESIRED OUTCOMES

45 -
62

To consider the report of the Head of Governance and Scrutiny Support and Director of Communities and Environment which sets out the ongoing building progress to create Community Hubs and also how the services are being developed within the Community Hub. In addition it also sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into the development of Community Hubs.

10

MIGRATION IN LEEDS - ANNUAL UPDATE

63 -
76

To consider the report of the Director of Communities and Environment which provides and update migration activity being delivered in Leeds.

11

DRAFT SCRUTINY INQUIRY REPORT - INQUIRY INTO KERBSIDE COLLECTION AND RECYCLING OF DOMESTIC WASTE

77 -
78

To consider the report of the Head of Governance and Scrutiny Support.

Draft inquiry report to follow.

WORK SCHEDULE

To consider the report of the Head of Governance and Scrutiny Support regarding the Scrutiny Board's work schedule for the 2018/19 municipal year and outline proposals for the 2019/20 municipal year.

DATE AND TIME OF NEXT MEETING

To be confirmed.

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

MONDAY, 25TH FEBRUARY, 2019

PRESENT: Councillor B Anderson in the Chair

Councillors J Bentley, A Blackburn,
D Collins, A Gabriel, P Grahame, A Khan,
S McCormack, P Gruen, P Truswell,
J Akhtar, M Harland, B Flynn and
D Jenkins

60 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

61 Exempt Information - Possible Exclusion of the Press and Public

There was no exempt information.

62 Late Items

There were no late items.

63 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

64 Apologies for Absence and Notification of Substitutes

Apologies of absence were received from Councillors Bithell and Wilkinson.
Councillors Jenkins attended as substitute for Councillor Bithell and Councillor
W Flynn attended as substitute for Cllr Wilkinson.

65 Minutes - 23 January 2019

RESOLVED- That the minutes of the meeting held 23rd January 2019 be approved as a true record.

66 Council House Growth Programme Update

The report of the Director of Resources and Housing provided an update on the Council House Growth Programme, setting out the proposals for the delivery of further new housing across the City to increase the number of affordable homes.

The following were in attendance:

- Neil Evans – Director of Resources and Housing
- Mark Denton – Head of Council Housing Growth
- Cllr. D Coupar – Executive Member for Communities

Key areas discussed were:

- The assessment of available sites, particularly on greenbelt and brownfield land; It was noted that further work is ongoing and following the roll out of the Housing Growth Programme and the identified need for regeneration, there will be further opportunity for identifying sites;

Members were informed that if there were suitable sites in their wards, these could be assessed.

- Right to Buy (RtB) – concerns were raised relating to new properties, the private rented sector and the ability of tenants being able to access RtB where overhanging debt has been accrued. Members were informed that the Director of Resources and Housing and the Executive Board Member, have written to the Government regarding its policy around access to RtB where overhanging debt is involved.
- The performance and viability of energy efficient properties;
- Clarity was sought on the general approach to modular construction with particular regard to cost and construction efficiency. Members noted the intention to standardise house layouts to alleviate issues regarding contractors.

The Board thanked the officers for the hard work they're doing, to address the need in the city.

RESOLVED- The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the contents of the report and discussions during the meeting.
- b) Noted the scope of the council's new housing scheme proposals and initial sites identified for the delivery of new general needs council housing for social rent, and that any decisions on disposal of council land / acquisition of private land to facilitate these schemes have been delegated to the Director of City Development;
- c) Noted that decisions regarding the final funding mix for each housing scheme taken forward have been delegated to the Director of Resources and Housing by Executive Board;
- d) Noted that authority to procure & award contract for each housing scheme is delegated to the Director of Resources and Housing;
- e) Noted that a further report on progress with delivery of the programme be brought to Executive Board in 2019.
- f) Noted the progress made in the delivery of the extra care housing programme.
- g) Noted that the sites at Cartmell Drive South, Halton Moor and Throstle Recreation Ground have been approved for the delivery of extra care housing.
- h) Noted the Adult Social Care system cost savings estimated to be generated from Package 1.
- i) Noted the likely position in relation to capital receipts arising from the programme and that the Director of City Development will negotiate the detailed terms including the financial consideration for the disposal of each site in Package 1 and will seek the approval of Executive Board to the final terms of each disposal.

Cllr J Akhtar arrived at 10:20am during consideration of this item.

67 Road Safety and Road Casualty Reduction and Initiatives

The report of the Director of City Development and the Director of Communities provided an update on police related activities to address anti-

social driving behaviour across the district and provided an overview of the progress made on the Leeds Killed or seriously injured (KSI) road casualty programmes.

The following were in attendance:

- Andrew Hall – Head of Transportation, City Development
- Paul Money – Chief Officer Safer Leeds, Communities and Environment
- Harvinder Saimbhi – Head of Operational Delivery, Communities and Environment
- James Rogers – Director Communities and Environment
- Inspector Nick Berry – West Yorkshire Police
- Superintendent Mark Jessop – West Yorkshire Police
- Cllr. D Coupar – Executive Member for Communities

Also in attendance, to undertake a joint scrutiny of this item, representatives of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth):

- Cllr Truswell (Chair and member of the Scrutiny Board Environment, Housing and Communities)
- Councillor Shahzad
- Councillor Carlill
- Councillor Harrison
- Councillor R Grahame

Key areas discussed were:

- The importance of partnership working between LASBT, Localities, Policing and Highways.
- The role of the local community in terms of gathering evidence to identify areas for concern. Members sought clarity on points of contacts for local communities to report issues.
- Driver behaviour and the increased use of drug testing kits.
- Clarity was sought regarding addressing bike related anti-social behaviour, the measurements in place to combat issues and the level of police resources provided for off road bike problems. It was confirmed that this is a team of 4 officers covering the Leeds area. The Board were advised that over the past 12 months the team have responded to over 700 calls and seized 177 bikes, the majority of which were stolen.
- The policy review and changes with regard to the pursuit of off road bikes and quadbikes.
- The coordination of 6 Inspectors in the Neighbourhood Policing Team's (NPT's) and their involvement in identifying and dealing with speeding.
- Concern regarding the enforcement of 20mph zones. The Board was advised that some zones are 'self-enforcing' through the provision of traffic calming. The Board were informed of the tactical approach to the enforcement of speed limits and that local intelligence was useful to

identify areas of focus, therefore the public are encouraged to report concerns.

- The criteria and provision for the deployment of speed cameras.
- The use of MICE funding for the delivery of pro laser training courses in Rothwell and Middleton
- Clarity was sought on the process of reviewing speed limits and the framework in place to assist with this.
- Member's referred to the latest statistic on Leeds Killed or Seriously Injured (KSI) and were informed of enforcement measurements in place in an attempt to tackle the key collision issues.
- Concern regarding the length time taken for the courts to process cases. The Board were advised that Safer Leeds are aiming to establish closer links with the CPS and the Courts, and would seek representation on the 'Silver' Group.
- Clarity was sought regarding income streams from road safety/enforcement; Members were advised that all income is re-invested into improving road safety such as digital cameras.

During consideration of this item, Cllr. Akhtar withdrew for a short while.

RESOLVED- The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the contents of the report and progress made.
- b) Noted the Board's discussions and the issues identified for further consideration.

68 Work Schedule

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2018/19 municipal year.

Members acknowledged that the March meeting would have reports on reducing repeat customer contracts, the impact of Universal Credit, the Development of Community Hubs, a Migration Update and the Boards draft scrutiny inquiry report on kerbside collections and recycling domestic waste for consideration and agreement.

RESOLVED- The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the matters outlined in this report.
- b) Agreed the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2018/19.

69 Date and Time of Next Meeting

RESOLVED- To note the date and time of the next meeting as Wednesday 13th March 2019 at 10am.

Report of Chief Officer – Customer Access and Welfare

Report to: Scrutiny Board (Environments, Communities and Housing)

Date: 13th March 2019

Subject: Update on Universal Credit (UC) full service in Leeds

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

Summary of main issues

1. Since 10th October 2018, Leeds has moved into the “full service” digital platform of Universal Credit (UC). This means that all NEW claims to benefits that UC is replacing, known as “legacy benefits” i.e. (Job Seekers Allowance, Employment Support Allowance, Income Support, Child Tax Credit, Working Tax Credit, Housing Benefit) will now need to be a claim to UC instead. This is known as the transition phase. DWP estimate that around 13,000 people will claim UC in the first year in Leeds.
2. Leeds has been preparing for this full service roll out for some years with cross sector and partnership working to ensure that all stakeholders including front line services and citizens across the city understand the implications of UC. Work continues within the Council to ensure people are supported to make and manage the UC regime.
3. It is still too early to determine any large scale impacts of UC and it will be more difficult for the Council to feedback on UC claimants as we will no longer have any access to any systems as people move off Housing Benefit, but this report provides some initial feedback from front line services and partners that can help identify some key areas of impact. The key issues for noting are as follows:
 - Significant numbers of customers are requiring assisted digital support in order to make a UC claim and there is concern that many of these customers will continue to struggle to develop their digital skills (even with support) in order to manage the ongoing UC regime.
 - Enquiries as to peoples eligibility to UC and whether they should claim is a large concern for people and ensuring people get the right advice is key as there may be long term implications for their income. Many of these enquiries are complex and Citizens Advice Leeds are reporting this is one of the main areas raised with their organisation.

- People who are vulnerable or have complex needs are often finding it difficult to get the right support in order to deal with their claim.

Recommendations

4. That the information supplied in this report is noted.
5. That Scrutiny Board, make any recommendations for future monitoring of the impact of UC.

1 Purpose of this report

- 1.1** The report provides information on the Government's introduction of full service UC, the impacts across the city and how front line services are continuing to support people affected by the UC regime.

2 Background information

- 2.1** UC went live in Leeds on 1st February 2016 and was focused only on single jobseekers at that time. This group was considered by DWP to be the simplest cohort for UC purposes. Approximately 5,500 people in this group claimed UC in Leeds. This remained the position until full service roll out commenced from 10th October 2018.
- 2.2** From 10th October 2018 Leeds moved into the full digital service of UC. This means that all new claims to any of the benefits that UC is replacing will mean a claim to UC instead. Anybody already receiving "legacy benefits" (who don't have a change in their circumstances which triggers a new claim to benefit) will remain on these benefits until DWP advise them it is time to claim UC. This is known as the transition phase.
- 2.3** DWP advise the move of all remaining legacy benefits claims will commence with a small number of claims (approx. 10,000) starting in summer 2019. Leeds will not be part of this initial phase. DWP advise that the full move of all existing benefits will be staggered over a period of time and be completed by 2023. No details have been provided as to how this move will be undertaken or on what dates LA's will be required to start the migration process.
- 2.4** There are many differences between UC full service and the benefits it is replacing these include:
- Claims must be made and maintained online via a customer journal
 - Payment is normally paid monthly to a single person in a household
 - The rent element is paid directly to the tenant
 - First time claimants must wait for 5 weeks before an initial payment is made

These differences have had an impact on how people manage their finances and their ability to ensure any rental liability is kept up to date.

3 Main issues

- 3.5** On 10th October 2018 Leeds moved in to the full service digital roll out of UC. The council had been preparing for this introduction for a number of years with a cross sector action plan to ensure all agencies, customers and front line services were ready to support all those affected by the UC regime.
- 3.6** As at 10th January 2019, 10,431 people are in receipt of UC in Leeds. This includes all customers who were previously claiming UC in the "live service" (ie 1/2/2016 – 9/10/18). DWP advise that the majority of "live service" UC customers have now been successfully transferred on to the full digital claiming platform in full service.
- 3.7** Attached at Appendix 1 is a breakdown of the latest DWP statistics available providing a ward breakdown of UC claims for those customers in and out of employment. This data is for the period up to 10th January 2019.
- 3.8** **Government announced changes**

A number of announcements have been made by the Government throughout 2018 which have had an impact on UC, the way it is administered and how it will impact on people. Key headline changes are:

- In 2017 the Government introduced a rule that prevented many single full UC service claimants from getting the housing costs element in their UC. From 31 December 2018 this was reversed and now all 18-21 UC claimants will receive the housing costs element they are entitled to.
- One of the biggest losers under UC was for some disabled claimants who were entitled to the severe disability premium included in their legacy benefits. Under UC there was no equivalent which meant for some claimants a considerable loss in weekly income. From 16 January 2019, anyone who has the severe disability premium included in the legacy benefits will not have to make a claim for UC. Instead a new “gateway condition” will prevent them from being able to claim UC and they will remain / make a new claim for legacy benefit and therefore, retain their severe disability premium. Eventually they will need to be moved onto UC but they will then receive transitional protection so they do not see a loss of income.
- The new harsher two child limit rules due to take effect from 1st February 2019 will not go ahead. It is important to point out the two child limit rules are still effective i.e. anybody having a 3rd child born after 1st April 2017 will not receive support through tax credits / UC. What has changed is the two child limit that would have seen new and existing UC claimants being limited to having just two child elements included in their UC award (regardless of when those children were born), will not now go ahead.
- From April 2019 the work allowances* for claimants with dependent children and those where they have a limited capability for work, is increasing by £83.33 per month. This means that working parents and those with a limited capability for work and are working could be better off by up to £52.5 per month. The work allowances for those without children or who have been found fit for work will remain at £0.

**The work allowance is the amount of earnings claimants with children or with limited capability for work is ignored before their maximum UC award is reduced at a rate of 63p per pound of net earnings.*

All the above changes are welcomed and will see improvements to people’s income going forward. There have also been further changes announced to improve the UC administration, however, these changes are some way off and it will take some time for these to be reflected to people’s advantage. These future change announcements are:

- The maximum that can be deducted from a claimants UC award was originally set at a level much higher than if the claimant had been on legacy benefits. This caused hardship and left many people with very little to live on. From October 2019 the overall maximum deduction rate for all deductions will reduce from an amount equal to 40% of the claimants standard allowance down to 30%
- It has been widely reported that where a claimant moves from a legacy benefit onto UC that the 5 week wait until they receive their first UC payment causes hardship. In April 2018 the government introduced a two week Housing Benefit (HB) run on where the claimants HB was ending because they had made a claim for UC. This provided an additional two weeks of benefit to help minimise the issues the 5 week wait for UC was causing. It has now been announced that there will be a two week run on for other legacy benefits as well (i.e. Income Support , Income related ESA, and Income based JSA). However, this will not be introduced until July 2020.
- From October 2021 the repayment period for new claim advances and benefit transfer advances can be extended from 12 months to 16 months. There is no further information about this and so it is not known under what circumstances the DWP would agree to extend the recovery period.

3.9 Flexible payments

The Government have also announced that they will be undertaking a number of reviews to improve further payments of UC in order to make more flexible payments for claimants and landlords. These include:

- **More frequent payments.** The default is to pay UC monthly in arrears. This can be problematic for some claimants who struggle to budget over such a long period or with such a large sum of money. Under the Alternative Payment Arrangements (APA), UC claimants can request that their UC is made more frequently, generally twice monthly in arrears. However, it is reported nationally that take up is low, only 2% of claimants have taken that option. So DWP plan to test how they can improve the provision of more frequent payments for new claimants.
- **Alternative Payment Arrangements (APA) for private landlords.** It is reported nationally that around 30% of social housing tenants have an APA managed payment in place, compared to just 5% in the private rented sector. DWP are due to build an online system for private landlords, making it easier for them to request, where applicable, APA managed payments. It is thought that this will be similar to the existing social landlord portal, and it is hoped that this will be introduced sometime in 2019, although no further details are yet known.
- **Paying UC to main carer.** UC is paid as one lump sum into one account nominated by the claimants. DWP are beginning to accept that this payment structure can penalise women. DWP are therefore going to look at how they can ensure any UC payment goes to the main carer of the children and they hope to make changes later in the year.

Again all these announcements for more flexible payments are welcomed and will have a significant impact on people's ability to manage their finances. However, no dates have been given for when or if these changes are likely to be introduced and so no positive impacts can be reported at this time.

3.10 Mixed age couples

A 'mixed age couple' is where one member of the couple is working age and their partner is Pension Credit age.

Since 2012 (when the Welfare Reform Act was introduced) the Government has wanted 'mixed age' couples to claim working age benefits. However, at the moment 'mixed age' couples have a choice: they can claim UC or they can make new claims for Pension Credit / Housing Benefit / Tax Credits instead. Most mixed age couples are better off on the 'legacy benefit' system i.e. Pension Credit, Housing Benefit and or Tax Credits.

However, from 15th May 2019 any new claims to benefits will require a claim to UC which will mean the working age partner will have work search requirements attached to any claimant commitment.

Some 'mixed age' couples will continue to have the choice, such that if they are already on Pension Credit they will be able to make a new claim for Housing Benefit, and likewise, where they are on Housing Benefit they will be able to make a new claim for Pension Credit.

This change will have a significant impact on a mixed aged couple's income, not only will they be worse off financially but the younger member of the couple, (unless they are a carer or incapable of work), will be required to look for work.

3.11 Recent High Court decision

A recent High Court decision (January 2019), concerns the way UC is assessed for working families.

Sometimes a UC claimant's monthly award can be based on two month's wages (with the following assessment) being based on no wages at all. This can happen when the claimant gets paid a wage early due to their normal payday falling at the weekend. This can mean that overall they are worse off, as only one work allowance will be applied across the two wages.

This is a problem which has affected many working claimants. Not only were they losing out financially, but the fluctuations in their UC awards were also causing cash flow difficulties, leading to them falling into debt and, for some, having to choose between paying their rent or their childcare costs.

The UC Regulations do allow the DWP to allocate a wage to a different Monthly Assessment Period and the Court found that the Regulations mean the DWP can and should adjust its calculation of UC awards when "*it is clear that the actual amounts received in an assessment period do not, in fact, reflect the earned income payable in respect of that period*". It is hoped that this will eventually mean that wages will be allocated to the Monthly Assessment Period in which they would have normally been paid, rather than to the Monthly Assessment Period in which they were received.

The DWP are now required to either, issue guidance to staff on the manual interventions that will be necessary to implement this decision, or appeal the decision. Their decision is expected in the next few weeks.

3.12 DWP update

The following update from DWP provides information regarding the work undertaken within the Job Centres and the Service Centres to support people with UC and also provides details of partnership and collaborative working practices with the Council and other partnership organisations in order to mitigate any UC impacts

- **Processing claims.** At the end of October, DWP began a programme to transfer those customers who remained in receipt of UC Live service to Full Service (UCFS). The bulk of that work was completed by 31st December 2018.

Whilst numbers continue to increase, the partnership work DWP has developed across the city has enabled customers with no issues to get their claim taken quickly; either on-line, through Job Centre, partner agency or via telephony/home visiting team. And for their claim to be processed & paid on time. Further to this, DWP have provided comprehensive escalation routes for all partners to ensure that the right support is available to help the customer to understand their requirements.

All Work Coaches and Work Coach Team Leaders have dedicated time to address outstanding actions by the customer that impact payments, these are reviewed daily and Journal messages are sent (as well as e mail and texts), to ensure that the customer knows what they need to provide so staff are taking all actions to ensure full payment is made.

To-date, DWP have been consistently able to pay between 80 & 90% of all customers in full each month. Of those that haven't been paid in full this has either been due to

unresolved issues in terms of personal identification or outstanding housings related information.

Dealing with larger numbers of customers from the outset of the claim has presented some challenges, but no customer has had to wait more than two or three days for their initial evidence interview at the Jobcentre or to see a subsequent work coach for their claimant commitment interview.

Although it is fair to say in the first initial weeks as staff were focussing on the payment aspects of the claim, the number of referrals to provision & employment opportunities initially dropped, these are now returning to expected levels.

- **Supporting Vulnerable Customers.** All offices have detailed plans and staff support networks in place to help the most vulnerable (complex needs plan). These are aimed at helping those who are having problems coping either with UC or more generally, with managing their lives either due to mental health issues, drug and alcohol problems and/or other social problems.

To further strengthen the support provided to vulnerable customers DWP are shortly anticipating to be able to provide work coach employment advice & support at five local foodbanks, to customers accessing these services. This will also enable staff to have a greater understanding of some of the wider community issues & to provide further opportunity to work in partnership to effect solutions.

- **Support on Housing Issues.** To strengthen staff's knowledge & understanding of housing, DWP have already seconded two members of staff from Leeds Housing Options to work alongside the Social Justice Team. Their work is linked to the Homeless Reduction Act and they have been able to support and advise those customers who are either homeless, or under threat, to obtain suitable accommodation & enhance their future employment prospects.

2 further officers from Housing Leeds have also been seconded into DWP in order to help work coaches obtain the relevant information from customers in respect of their Housing Element of their payment. This has also helped widen the LCC officers' knowledge and understanding of DWP guidance & approach.

- **Personal Budgeting Support.** To support customers financially, DWP have contracted with the Local Authority to deliver Personal Budgeting Support. This is to help people manage until their first payment is received. Numbers of referrals to this provision have been disappointingly low at just 71. Some of this has been due to initial referral errors and lack of understanding, but is mainly due to customers not requesting this support at their initial interview.

However, the number of customers requesting advance payments has been high, (although there is no data available to qualify this at this time), particularly just before Christmas. With a customer able to apply for an advance as soon as their I.D has been confirmed and a fast 24-hour turnaround of assessment & subsequent payments. There are concerns around the fact that customers can agree a percentage of their entitlement to be paid, but then go on-line and request the balance themselves, leaving them with large sums of money to pay back, This has been raised at national level with the UC programme.

Knowing that people can claim advances straight away has probably contributed to low numbers of personal budgeting support referrals, as well as claimants reluctance to want to discuss their financial position with third parties at their initial claim.

DWP have also ensured that staff are applying the correct guidance in relation to Alternative Payment requests to support the most vulnerable, which in some cases, by agreeing a more frequent payment, this has negated the requests for both Advances & also PBS.

3.13 Housing Leeds update

Between the 10 October and 31 December 2018, 2063 Housing Leeds Tenants moved onto full service. Around 350 tenants on UC Live Service have migrated to Full Service and are included in this figure. The remaining 1713 are new UC cases. This compares to around 1450 Housing Tenants who moved to UC Live Service during 2016 and 2017.

- **Support to tenants.** Housing Leeds plans and preparation for the introduction of UC Full Service are working well and delivering good outcomes. The service have delivered a comprehensive operational action plan including staffing, training and processes and support for tenants.

A training programme was delivered to fully prepare Housing staff teams to support tenants following the roll out of UC Full Service. The programme included awareness sessions run by the DWP and more detailed training for staff teams by specialist welfare benefit consultancy; Housing Systems. This allows staff to effectively provide support to tenants relating to claims and identify potential claim issues which require intervention.

Further, since February 2016, the service has had the Enhanced Income Service to support tenants, with specialist Enhanced Income Officers providing a supportive wrap round service to those in receipt of UC, to prepare and support them through their UC claim. The aim is to, as far as possible, to maintain this approach under UC Full Service. To do this three different service offers were introduced and offered to different customer groups – an Advice and Guidance offer to those tenants comfortable with claiming, a Standard Service offer covering support with claiming UC and paying rent, and an Enhanced Service for those tenants who are vulnerable and require additional support with their claim and budgeting. At the end of December 33% of tenants moving to UC received Advice and Guidance, 59% Standard Service and 8% Enhanced Service.

Overall, the service has managed the volume of new UC cases by ensuring that all staff across the service are fully aware of UC cases within their area, and their role in supporting affected tenants. Each area housing office has a team of officers who are able to deal with rent verifications which allows the more specialist Enhanced Income Officers to focus on providing assistance to tenants who need more intensive support. Housing Officers have been trained to ensure that they are proactively contacting tenants at an early stage to set up direct debits / make payment arrangements to coincide with UC payments.

- **Alternative Payment Method.** As previously stated, the Housing Cost element of UC is paid direct to the UC claimant. However Social Landlords can apply for direct payment through an APA, where the tenant has more than 8 weeks rent arrears or where circumstances, as defined by DWP, make this appropriate to support the tenant. The APA includes the Housing Cost element, plus an amount to pay off arrears where applicable. By the end of December 2018, the service had applied for 615 APAs, 34% of all UC claims.
- **Rent arrears position for UC claimants.** The key measure when looking at the impact of UC on rent arrears is the increase in arrears since the start of claim. The

service record any rent arrears at the start of the claim and compare to the balance at the end of each period. By the end of December 2018 arrears for tenants claiming UC had increased by only £121k. This amounts to an average increase in arrears per tenant of £59. However, as UC Full Service only went live on 10 October, it is too early to determine its overall impact on rent arrears. Based on what has been learnt from UC Live Service, the arrears for UC claimants' increase initially and reduce over time.

- **Partnership working.** As stated above, Housing Leeds have worked closely with the DWP throughout the roll out of UC in Leeds and has signed up to Trusted Partner status, which gives the service access to the DWP Landlord Portal. The portal allows the verification of rent details and apply for APAs online – offering a more efficient process for verifying claims.

Work is ongoing to develop more innovative ways of working with the DWP such as the jointly funded, secondment of two Enhanced Income Officers to who 3 – 3.5 days a week in DWP offices around the city. This provides the opportunity to develop joint working and understanding across the organisations and teams in order to be able to support tenants, establish effective joined up working practices and to be able to problem solve recurring issues and specific cases.

Alongside the work with DWP, Housing Leeds work closely with the Leeds City Credit Union (LCCU) and fund the Money Management and Budgeting Service (MABS). The MABS service is delivered locally across the East, West and South wedges of the city and is available to all council tenants. The focus on opening LCCU accounts and budgeting support makes the service particularly valuable in supporting tenants moving onto UC.

Furthermore, the service has developed links with a wide range of organisations which allows tenants to be referred for specialist support. The following is a sample of the organisations worked with to show the range of support that can be accessed depending on the individual requirements of the particular tenant.

- **Engage Leeds** - citywide floating support service for vulnerable people. This can include homeless, offenders, mental health issues and drug and alcohol dependencies.
 - **Food Aid** – The service work closely with the Food Aid Network and refer the most vulnerable tenants so they can access emergency food support.
 - **Green Doctor** – We work with Green Doctor to ensure that Housing Leeds tenants are accessing the fuel providers that best fit their income. They also look to provide equipment in homes to reduce energy bills.
 - **One You** – The service refers tenants to One You for smoking cessation, adult weight management, cooking skills and also healthy eating. One You will look to work with additional agencies to allow people to access gyms for free, and work with organisations so tenants can attend cookery courses.
 - **Money Buddies** – Tenants are referred to Money Buddies to ensure they are receiving the right support relating to debt management. Money Buddies will ensure that a tenant's income is maximised to its full potential.
- **Impacts of 5 week wait.** Housing Leeds support tenants to claim for advance payments. Where required support is also provided by making referrals to food banks. During the period; 10th October 2018 to the 31st December 2018, Housing Leeds made 25 referrals for food banks.

3.14 Housing Benefit (HB) Back office update

DWP generate HB Stops when a HB customer has a change of circumstances that triggers a 'natural migration' to UC. The purpose of the HB stop is to cancel HB.

Since full service roll out a staggering amount of HB stops have been received that need some kind of intervention and the high numbers confirm the experiences of other LA's, that there are serious issues with the quality and accuracy of the HB stop data. These concerns ripple right through all of the notifications the DWP generate to LA's.

From 10 October to 1 February (16 weeks) 9,469 HB stops have been received. However over this same time period, the HB caseload has only reduced by 4,000. On top of the HB Stops, other notifications are received from DWP and relate to changes in circumstances and new claim notifications. Overall the volume of notifications received is 29,710 (1850 per week).

These numbers have had a significant impact on the service in terms of resources to deal with administration that comes with this data output.

- **Council Tax Support (CTS) take up.** The section continues to maximise CTS take up by ensuring that when the DWP first notify the service of a claim for UC, the service use this as a claim for CTS. This approach is in line with what other LA's are doing to maximise take-up wherever possible.

Furthermore, where a HB stop is received from DWP (and whilst waiting for the UC first payment notification), CTS is assessed on nil income pending DWP notification that UC has been awarded. Again the service do this to support customers and maximise CTS.

Due to the proactive processes in place, CTS take up is not causing concerns and numbers of UC CTS claims continue to increase

- **Natural migration and Council Tax Support. (CTS).** When a customer "naturally migrates" to UC, (i.e. has a change in circumstances which results in a legacy benefit closing and a new claim to UC being made), the CTS claim is reassessed based on the new CTS scheme for UC. In some cases this can mean that people now have 25% more Council Tax to pay as they no longer qualify for protections under the new scheme.

A CTS hardship policy was produced to support people who were "managed migrated" onto UC and subsequently were worse off under the new CTS scheme. However this policy will only apply during the managed migration phase which is yet to be introduced. Therefore it does not cover those people mentioned above who naturally migrate onto the new scheme as a result of a change in circumstance.

Therefore, the longer managed migration is delayed, the more likely it is for customers to have a change of circumstances that forces a natural migration to UC and thereby leading to them losing out on the DWP 'transitional protections' that they would receive in managed migration and subsequently the protections in the CTS UC scheme .

Consideration is being made as to how this can be addressed as full service continues to roll out ahead of the managed migration phase starting. However, in the short term we are supporting these customers through the Section 13a process which allows restoring of the lost CTS.

- **HB 2 week transition to UC payment.** Until 28th January 2019 manual intervention had to be undertaken to ensure people transferring from HB to UC were awarded the 2 week run on of HB. HB systems have now been updated to allow automation of this process, however, issues still remain around the need for certain manual intervention to ensure accurate payments made to people.
- **Free School Meals (FSM).** The Government estimate that as a result of UC, around 50,000 more pupils will become eligible for a FSM. In England, if people apply on or after 1 April 2018 then household income must be less than £7400 a year (after tax and not including any benefits income) to be eligible for FSMs. Working processes have been put in place with agreement from schools to ensure that no child loses out on a FSM whilst a decision on a UC claim is awaited.

Alongside the introduction of the new income threshold, the Government announced a transitional protection period until the roll out of UC is complete, (currently estimated for 2023). Under this transitional protection, all existing FSM claimants will continue to receive FSM whilst UC is rolled out, and then until the end of their educational phase (primary or secondary). This will apply even if their earnings rise above the new threshold (£7400), during that time.

As a result of this change to the benefit system and UC introduction, the number of pupils eligible in Leeds for FSM has increased by 3713 since January 2018 (January 2019 census data). This can be partly attributable to the transitional protection in place. Currently we have 19,503 pupils claiming FSMs in the city.

- **Discretionary Housing Payments (DHP).** Claims to DHP are now increasing for UC customers. For the period up to 31st January 2019, 195 DHP awards have been made with a total value of award of £102k to 31st March 2019. The main reasons for claims are:
 - People with rent arrears or facing eviction. We encourage an APA as part of the DHP award in these cases.
 - Recently out of work or experiencing a reduction in income.
 - Helping to facilitate a move to cheaper accommodation (private sector UC customers only)

Monitoring in this area will continue to ensure demand is managed within the allocated DHP budget.

3.15 Customer access update

- **Assisted Digital Support.** Since Leeds went to full service, 2391 customers have been signposted to a self-service computer within face to face services to complete their application for UC themselves.

Further to this, the service has provided intensive digital support to 617 customers. Supporting customers in this way to apply and maintain their claim for Universal Credit is taking between thirty minutes and three hours; where the time taken is dependent on the level of support required by different customers that present to us.

The highest demand for this support is at the following Face to Face services:

- The Compton Centre
- Dewsbury Road One Stop Centre
- The Reginald Centre
- The Merrion Centre Hub

- Armley Community Hub
- Seacroft Community Hub
- **Personal Budgeting Support.** As stated earlier, the take-up for Personal Budgeting Support has been quite low with a total of only 71 customers taking up the offer of this support. The highest area of demand from customers is at the Merrion City Centre Hub.

On average it is taking between one and two hours to deliver this support, depending on the needs of individual customers.

- **Practical issues being faced by customers.** The following are issues which are impacting either on front line staff or customers in supporting on-line claims for UC.
 - Due to the higher levels of support needs of the more vulnerable customers presenting, on occasion it can take up to 3 hours to complete a UC claim. This issue has been discussed with DWP and an escalation process has been put in place to support front line staff. This includes having direct contact with Work Coaches who deal with customers who have high/complex needs.
 - There are still issues with the self-service computers running slow. There has been a marginal improvement but the performance of the majority of the computers across the city still needs to improve. DIS are working to resolve this issue.
 - The significant number of customers who require Advanced Digital Support is a cause for concern given the draw on resources. And whilst customers are being referred for further training to develop their digital skills, not all customers are willing or able to take up this offer. The digital skills team are working on addressing this issue, and are reviewing and making changes to how the IT training is marketed to customers in order to encourage them to engage.
 - There continues to be enquires from customers seeking advice on whether they should move to UC or stay on legacy benefits. Where front line staff are unable to give clear advice on this, customers are being referred through to welfare rights via “a warm handover”.
 - Whilst the service has not, to-date, seen an increase in demand for foodbank referrals, there has been an increase in the demand for Welfare Support services, including food vouchers.

3.16 LCC Welfare Rights Unit

Since full service was introduced, the Welfare Rights team have had 874 UC related enquiries. Attached at Appendix 2 and 3 are a breakdown of the wards showing demand for each area and some cases studies of issues from the Welfare Rights team.

In general some of the key issues being reported include:

- Deaf clients have had difficulties making initial claims and have had general communication problems regarding their journal. In these cases we have contacted the Service Centre to advise them of the client’s vulnerability or referred the details to our relationship manager at DWP.
- Clients have had difficulties getting up-to-date tenancy agreements which are necessary to make a UC claim due to being in rent arrears. In these cases we have supported clients by assisting them in contacting their landlords to request up to date details.
- Clients have been advised to claim UC by DWP when they should have been advised to stay on legacy benefits. In most cases there is nothing we can do once a UC claim has been made. However, we have provided feedback to the relationship manager at

DWP. We also log issues on the Child Poverty Action Group early warning system which monitors national trends.

- The service has had difficulties getting help from DWP for vulnerable / complex needs clients. In these cases we have referred the details to our relationship manager at DWP
- It has been positively reported that care leavers are finding the UC regime works better for their circumstances. For example, they often have varying wages or are in and out of work and they find the administrative processes for claiming works better in these circumstances for this group of people.

3.17 Local Welfare Support Scheme (LWSS)

The Local Welfare Support Scheme has now been in operation since 1st April 2013. The scheme continues to help families & single vulnerable people under exceptional pressure to get help with food, fuel, travel & removal costs and basic household goods. The scheme is based on providing support to people through direct awards of goods and services.

Since the introduction of full service, it is clear that customers on UC accessing the LWS scheme has now started to increase. The table below shows access to the scheme over the last two years for the period up to 31st January 2019.

year	Applications	% inc in demand	Food / Fuel awards	% inc in demand
2017/18 (to 31/1/18)	2401		1253	
2018/19 (to 31/1/19)	2659	10%	1417	12%

For the period October 2018 to the end of January 2019, there have been 1024 applications to the LWSS of which 384 (37.5%) related to UC. This is a 15% increase in applications on the same period last year.

In light of this, provision in this area is to be monitored over the next few months to ensure the budget can continue to meet with any further increase in demand.

Some of the key feedback provided by the Local Welfare Support staff regarding UC client issues which are arising include;

- Although an advance payment is often granted by DWP, there are increasingly, cases of people who have already been awarded under the LWSS ringing up and asking for another as they are still awaiting their first UC payment. These people are signposted to other alternative organisations for support as the scheme is unable to make a second award for the same circumstance/crisis in this period. This is also happening for those UC customers who are facing deductions from their UC award. These people are offered personal budgeting support or referred to other support organisations who can offer debt advice.
- The change in payment frequency can often be difficult for claimants, as they're used to budgeting weekly or fortnightly on legacy benefits. Often a claimant is calling the welfare scheme and they can quite often be vulnerable or don't have the skills to budget effectively and they have said this transition is difficult. These people are offered personal budgeting support or referred to other support organisations who can offer debt advice.
- Support workers and organisations are often advising customers not to take the advance payment offered by DWP as they have to pay it back and it is putting people

into further debt. This has been referred back to the DWP relationship manager, however, we will also offer a welfare support award if eligible.

- Customers who have left employment and therefore don't take the advance payment as they are expecting a final wage. Unfortunately, when they are expecting their first UC payment, they get it as a zero balance as technically they don't qualify with having a wage the month before. The customer is not advised this when they refuse the advance payment and therefore are turning to welfare support as have a further 4/5 weeks to go until they will get an actual payment. This has been referred back to DWP to review, however, we will also offer a welfare support award if eligible.

3.18 3rd Sector update

Attached at Appendix 4 is data provides by Citizens Advice Leeds regarding UC enquiries for the period 1st April 2018 to 27th January 2019. As can be seen from this data it is clear that UC queries increased sharply from October 2018 when full service was introduced in Leeds.

Further to this, whilst there are many reasons why customers have made enquiries to Citizens Advice Leeds regarding UC, the most common enquiry is about eligibility for UC. It is also worth highlighting from the data that 56% of clients seeking advice about UC identify as being disabled or having a long term health condition.

Overall, Citizens Advice Leeds report that whilst it is still too early to report on the longer term impacts of UC on such things as debt, it is clear there are some common issues starting to arise and these include:

- Some clients have contacted Citizens Advice Leeds seeking advice having already received help to claim UC elsewhere. In some cases, vulnerable clients have not been advised to claim for the housing element of UC which has led to rent arrears, further debt and delays in receiving income.
- Difficulty in getting information and advice from DWP around such issues as deductions, be that seeking a reduction to the level of deductions or simply understanding the breakdown of deductions.
- Difficulties in getting priority creditors to hold on any action for 5 weeks whilst the customer awaits their first UC payment.
- Work Capability Assessment clients appear to be placed in the 'All work related requirements' Conditionality Group, whilst their claim is being assessed, regardless of the severity of their health issues.
- Claimants who fail the Employment and Support Allowance (ESA) work capability assessment face particular difficulties. If they claim UC they will have no income for 5 weeks or have to take an advance payment from DWP. Or they could request a mandatory reconsideration of the decision and may have no income during that period - which can take several weeks.
- Careful consideration needs to be given as to what impact going onto UC will have for some claimants. It is clear that some will be financially worse off on UC than they were on a legacy benefit. However, once they have claimed UC they cannot go back. Clearly giving the right advice is key here as it may have long term implications for a client's income. Citizens Advice report that this is an issue seen frequently in GP and mental health outreach services, with clients needing several appointments in order to resolve the problem.
- There have been reports of issues around clients being sent verification codes, that must be responded to within an hour or their claim could be stopped. If the client doesn't have constant access to the internet, has limited English, or is vulnerable, this is problematic.

3.19 Foodbanks

Numbers accessing foodbanks has seen an increase over the last 4 years and although UC cannot be attributed as the main reason for this, it is reported that the main reasons people access foodbanks are due to benefit delays and benefit changes.

Leeds	Apr – Mar 2017-18	Apr – Mar 2016-17	Apr - Mar 2015-16	Jan 1st - Dec 31st 2014*	2016/17-2017/18 annual change	
					No	%
Number of times people have benefitted from Foodbanks	27,902	26,831	25,168	20,306	1,071	+4.3%
Number of meals given out from Drop ins and Street Outreaches.	81,024	60,474	54,546	56,481	20,550	+37.7%
*2014 data is not available at the same 12 month period for an exact annual comparison; however this table provides an indication of annual demand for emergency food provision across Leeds. Source: Leeds Food Aid Network (FAN), January 2019						

From the table above, which has been provided through foodbank research undertaken by the Food Aid network in the city, it is clear that; 27,902 different people have been referred to a food bank or food parcel provider in 2017/18 which is a 4.3% increase on 2016/17. Further, 81,024 meal packs were handed out through a drop in / Soup kitchen or through Street Outreach. These 2 types of support usually benefit people who have experienced homelessness at some point in their lives.

At a more local level, some initial data from Trussell Trust Leeds South and East foodbank provides details up to 31st January 2019 for UC customers.

- 224 accessing the foodbank have applied for UC or are in receipt of UC
- 55% of these people were awaiting their 1st payment of UC
- 65% were having deductions from their UC payment
- 42% accessing the foodbank were in work and advised that they did not feel better off under the new system

Whilst it is difficult to ensure that a wide range of voluntary organisations are consistently and accurately collecting information about the reasons why people use food banks; during 2019/20 the Trussell Trust foodbank network will collate more information relating to UC which may provide more information to any links between the impacts of UC and foodbank use.

3.20 Universal Support from April 2019

On 1st October 2018 the government announced changes to the Universal Support model to be delivered from 1st April 2019. Universal Support provides advice and assistance to help claimants manage their UC claim, with a focus on budgeting advice and digital support.

Since 2017, Universal Support has been delivered by individual local authorities, funded by grants from DWP. Leeds had been preparing for wider roll out of Universal Support once the move into the full digital service began on 10th October 2018. Processes in place involve supporting claimants to make an online UC claim and also ongoing support to manage their online claim. This support is provided at all the city's community hubs. Personal budgeting support is also part of this model and provides claimants with access to support to manage their monthly UC payment.

However, from 1st April 2019 Universal Support is to be provided by the Citizens Advice service.

The government advise that a grant funding arrangement with Citizens Advice has been agreed and local authorities will no longer be funded to play a part in this type of support delivery.

DWP have entered into the new arrangement with Citizens Advice nationally from 1st October 2018 and they are putting in place funding agreements with local Citizens Advice offices to provide national coverage from 1st April 2019. Citizens Advice Leeds advise that funding for the local service has now been confirmed by Citizens Advice nationally. Citizens Advice Leeds and Chapeltown Citizens Advice will both receive a funding allocation to deliver the service from 1st April 2019 with approximately 9 face-to-face advisers in total.

Funding has been allocated in accordance with the number of claimants expected at local Jobcentres and their proximity to local Citizens Advice services.

Scope of the new Universal Support service provided by Citizens Advice

The 'Universal Support: Help to Claim' service will provide support to people to make their first UC claim and also support them up to the first payment. This will cover all aspects around verifying their identity, managing their finances in the 5 week wait for their first payment and dealing with other advice or support that the claimant needs.

As part of the service there will be national telephone/webchat provision, which local offices will contribute to. The telephone service will have a Freephone number and the telephone/webchat service will be available Monday to Friday 8am to 6pm.

Citizens Advice Leeds and Chapeltown Citizens Advice have clarified that the service is very different to that which local authorities were funded to deliver. While it will include assisted digital support for clients who need it, there will be a stronger advice element to the service including helping claimants to submit appropriate ID and evidence of housing or childcare costs, which are common reasons for delays to UC payments. Vulnerable clients will also be supported to make claims by telephone/home visits and to access alternative payment arrangements.

While the Help to Claim service is focused on helping people to make a UC claim through to receipt of their first payment, Citizens Advice Leeds and Chapeltown Citizens Advice will of course continue to advise clients beyond this period, as part of their regular advice services. Citizens Advice Leeds will also be able to ensure that UC claimants with debt problems receive advice from their Money Advice Service Debt Advice Project.

The council is still likely to continue to play a role, although unfunded, in supporting people and this will mainly be by providing access to self-serve PC's within the hubs for people to make claims. Customer Access staff will provide a basic level of advice when customers request this, but they will not be providing the intensive digital support service that they are now. Customers who require intensive support to complete and maintain their claim will be signposted to the Help to Claim service.

It is clear that any problems linked to UC will not disappear with this change and ongoing monitoring of the role LA's are playing in supporting people will need to continue to determine any future support requirements that will be given by the council.

4 Corporate Considerations

4.1 Consultation and Engagement

The report provides information on the impacts of UC and does not require further consultation.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Governments UC has implications for equality and diversity and it has been subject to equality impact assessments by the DWP

4.3 Council policies and the Best Council Plan

4.3.1 The on-going support for people in response to UC full service is aimed at supporting City Priorities around health and wellbeing and poverty. Cross-sector working, particularly with the advice sector and 3rd sector organisations such as the Credit Union, is aimed at ensuring tenants and residents receive support to manage the changes.

4.3.2 Addressing poverty and deprivation is a key priority for the Council. The activities set out in this report support the council's policies and priorities, all of which have a strong focus on addressing debt, maximising income and moving people and families out of poverty.

4.4 Resources and value for money

4.4.1 Supporting residents to deal with UC and dealing with the administrative implications has had cost implications for the council in terms of resources. DWP funding to help with these costs will cease on 31/3/19 when Citizens Advice will take on a new contract with DWP to deliver support to people up to the first payment of UC.

However, DWP payments have been limited to the areas covered by the Delivery Partnership (Assisted Digital Support and Personal Budgeting Support) and did not extend to other issues such as increased customer contacts and increased rent arrears.

4.4.2 From 1st April 2019 no further funding will be received from DWP. As a result of this Customer Access will no longer support people to make an initial UC claim and this function will be undertaken by Citizens Advice Leeds and Chapeltown Citizens Advice

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications arising from this report

4.6 Risk Management

4.6.1 The introduction of UC has increased the risk of rent arrears and Council Tax arrears. By ensuring all staff have been fully equipped with the relevant knowledge of UC and the support tools available to them, it is anticipated that the risks can be mitigated.

4.6.2 UC is part of a wider welfare reform programme that is already covered by the Corporate Risk on welfare reform, which is reviewed on a regular basis and which looks at risks around rent arrears and other housing issues.

5 Conclusions

5.1 The Council has taken steps to mitigate the impacts of UC wherever possible by ensuring support is provided to people to help them navigate the UC regime. It is clear that cross sector working as detailed in this report will continue in the years to come as more people migrate onto UC. It is likely that the full impacts of UC will not be felt in Leeds until national managed migration starts sometime from summer 2020.

6 Recommendations

6.2 That the information supplied in this report is noted.

6.3 That Scrutiny Board, make any recommendations for future monitoring of the impact of UC

7 Background documents¹

7.1 None

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

Appendix 1

Individuals on Universal Credit, in employment Ward to Wedge Breakdown: January 2019

In January 2019, 10,431 individuals were on Universal Credit in Leeds.

Of this figure 3,246 (31%) were in employment and 7,186 (69%) were unemployed.

Table 1

Ward	Unemployed	In employment	Total
Adel and Wharfedale	86	40	126
Alwoodley	101	35	148
Ardsley and Robin Hood	95	59	133
Armley	458	164	629
Beeston and Holbeck	415	194	595
Bramley and Stanningley	297	147	424
Burmantofts and Richmond Hill	552	251	806
Calverley and Farsley	103	64	160
Chapel Allerton	299	125	426
Cross Gates and Whinmoor	184	109	284
Farnley and Wortley	325	159	486
Garforth and Swillington	28	11	44
Gipton and Harehills	620	254	868
Guiseley and Rawdon	57	51	117
Harewood	29	31	55
Headingley and Hyde Park	181	97	274
Horsforth	95	45	146
Hunslet and Riverside	485	178	669
Killingbeck and Seacroft	357	167	554
Kippax and Methley	26	22	58
Kirkstall	231	74	326
Little London and Woodhouse	302	113	427
Middleton Park	430	192	626
Moortown	116	48	176
Morley North	145	60	207
Morley South	155	72	246
Otley and Yeadon	112	64	166
Pudsey	212	83	299
Rothwell	107	50	158
Roundhay	122	71	218
Temple Newsam	180	82	279
Weetwood	112	37	154
Wetherby	67	27	106
Leeds	7,186	3246	10,431

Table 2: Community Committee Breakdown

Community Committee	Unemployed	In employment	Total
Inner East	1,591	709	2,327
Inner North East	542	249	832
Inner North West	538	219	765
Inner South	1,304	538	1,842
Inner West	1,050	413	1,469
Outer East	399	215	637
Outer North East	192	88	297
Outer North West	321	187	514
Outer South	516	252	770
Outer West	631	306	937

Notes:

These are the latest Official Statistics for people on Universal Credit produced by the Department for Work and Pensions. Please note that figures for the latest month are provisional (the expectation is that the overall provisional figure will be within two per cent of the final figure). The figures include a breakdown on whether the claimant is in employment or not in employment, which is also subject to revision.

Appendix 2

Welfare Rights ward breakdown of UC enquiries 10/10/18 – 31/1/19

Name	Count
Adel & Wharfedale	16
Alwoodley	30
Ardsley & Robin Hood	14
Armley	40
Beeston & Holbeck	29
Bramley & Stanningley	49
Burmantofts & Richmond Hill	58
Calverley & Farsley	25
Chapel Allerton	43
Cross Gates & Whinmoor	20
Farnley & Wortley	33
Garforth & Swillington	17
Gipton & Harehills	73
Guiseley & Rawdon	16
Harewood Ward	3
Headingley & Hyde Park	19
Horsforth	14
Hunslet & Riverside	43
Killingbeck & Seacroft	26
Kippax & Methley	16
Kirkstall	27
Little London & Woodhouse	16
Middleton Park	45
Moortown	12
Morley North	18
Morley South	25
Otley & Yeadon	28
Pudsey	39
Rothwell	18
Roundhay	15
Temple Newsam	21
Weetwood	11
Wetherby Ward	7
Total on UC	866

Appendix 3

UC Issues Welfare Rights

Case Study 1

Woman looking after disabled daughter. Daughter failed DLA to PIP migration and DLA stopped. Mums CA and IS stopped. PIP decision eventually awarded by tribunal and so now entitled to CA again. Mum not entitled to claim Income Support and has to claim UC. Under legacy would have reclaimed IS and had a backdate to date DLA stopped. Can now only claim UC and can only have maximum one month backdate of UC. Missed out on arrears of IS.

Case Study 2

Lone parent and carer on Income Support. Carers Allowance ended, was told needed to claim UC and made a claim. Tax Credits and HB claims stopped as a result. DWP realised could remain on IS as a lone parent and revised the IS decision to reinstate IS and cancelled the UC claim. However as tax credits had stopped, couldn't go back onto tax credits. Ended up, having to make new claim for Universal Credit again.

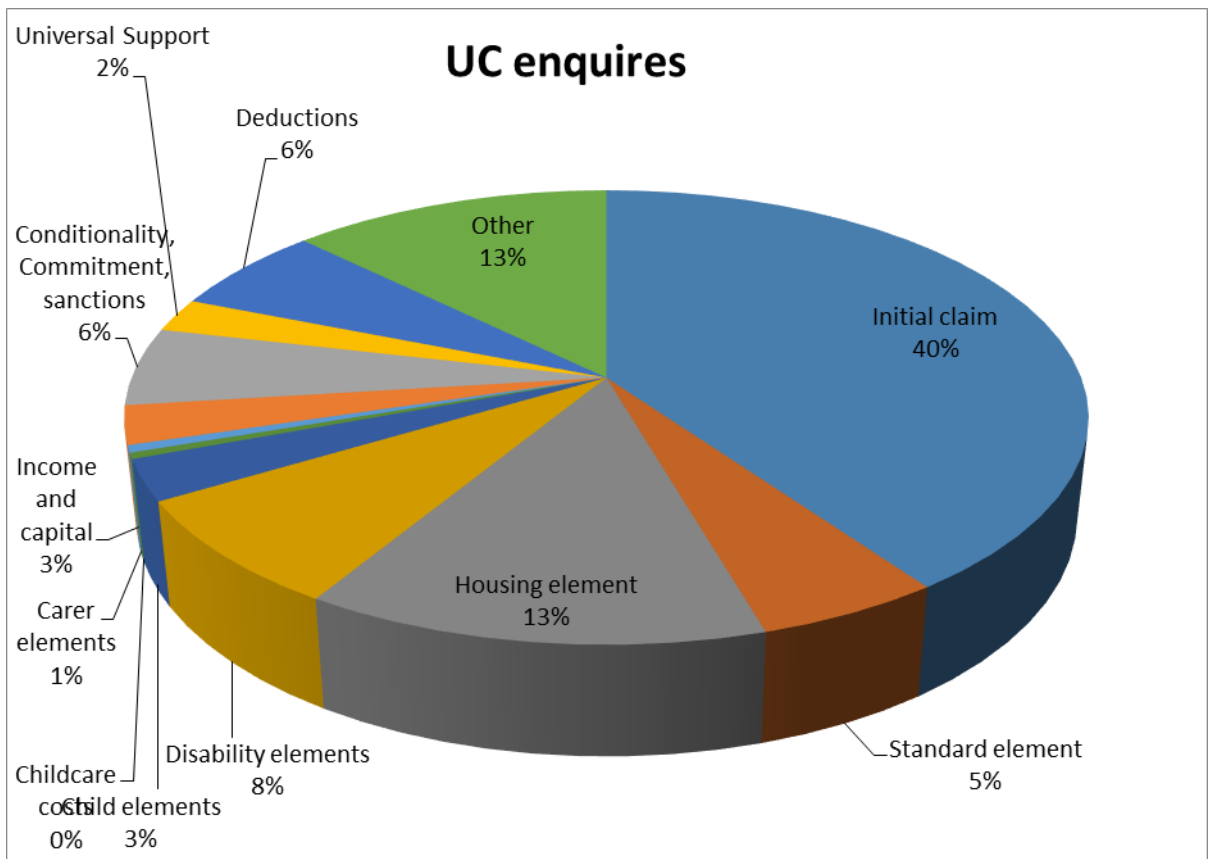
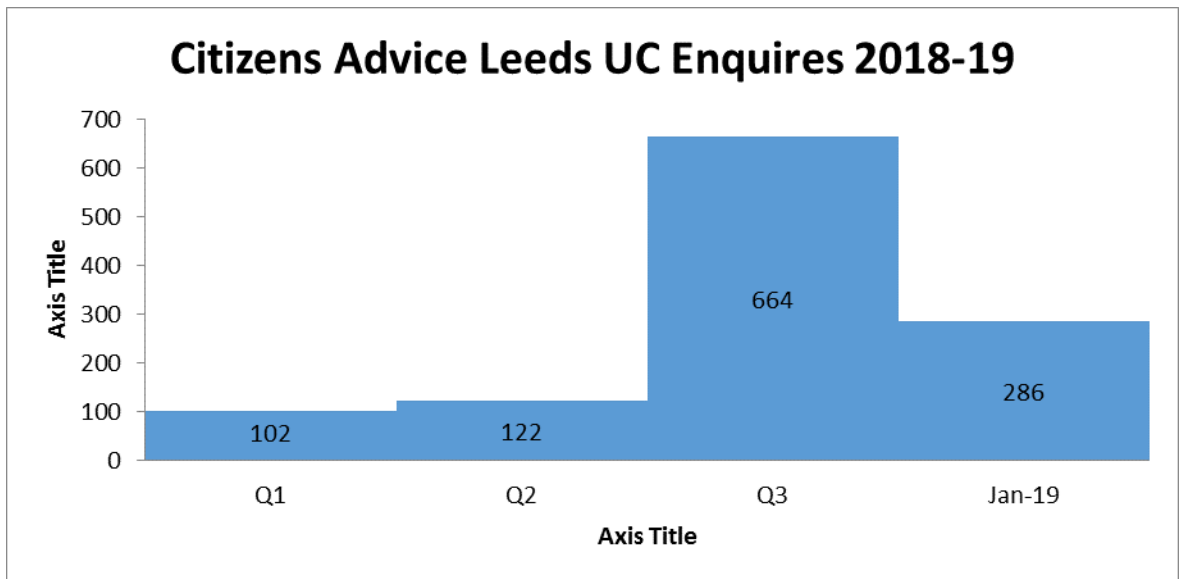
Case Study 3

Young women, 23 has 2 children, 3 years and 22months, currently on income support, child tax credit and child benefit. Viewed a property and wished to sign up. Will she need to make a claim for UC as has been sofa surfing for nearly 2 years so doesn't currently pay rent of any kind. As this is a new claim for HB she would have to claim UC to get her rent costs paid. Her IS and CTC will stop from the date she makes her claim for Universal Credit. Unfortunately her UC will be less than she gets on IS as there is a lower rate for lone parents who are under 25. **She will be about £14.90 per week worse off on UC compared to IS and CTC.** Her rent under UC will be the same as she would get under HB but paid monthly but she will also have to pay 25% of her council tax.

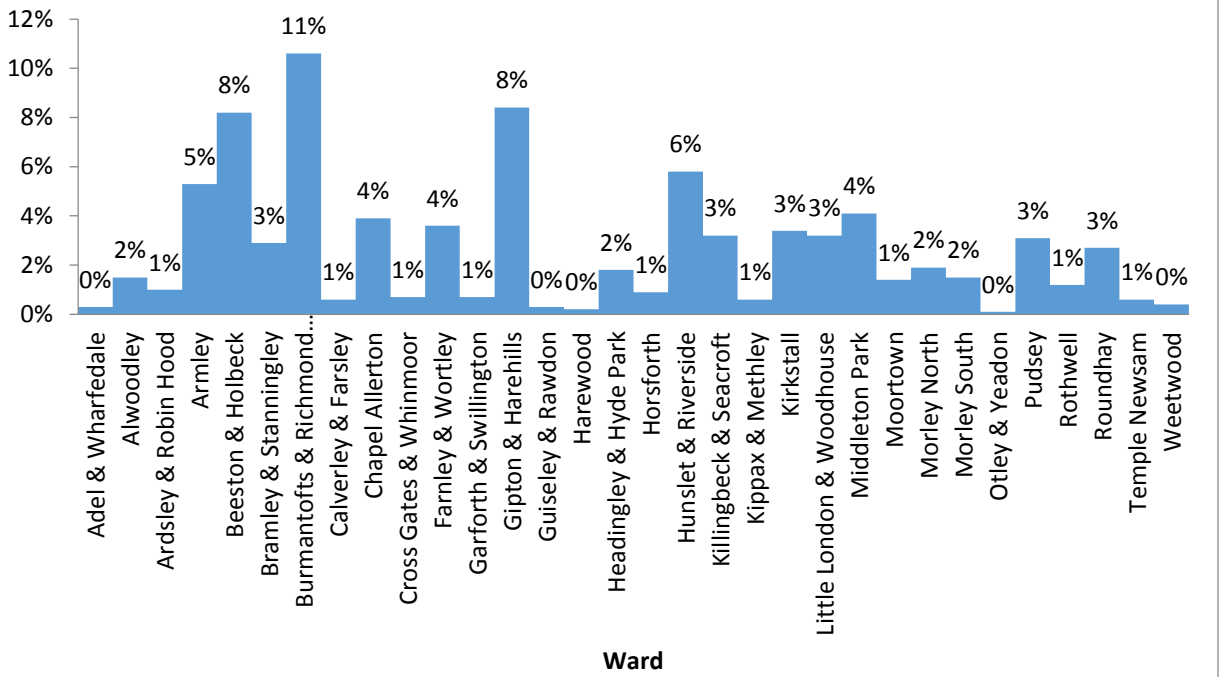
Case Study 4

Had a call from a client in Nov who needed help to claim new style ESA (Had worked for LCC for 20 years but had to leave on health grounds) Helped her complete a New Style ESA claim, she then attended the jobcentre for an interview. At this interview she was informed that she had filled in the wrong forms and was helped to make a claim for UC. The Job centre member of staff then gave her back the ESA (UC) and her SSP1. As a result she now has a live claim for UC which is nil because still getting LCC half pay, she has no housing costs and nothing has been done about her contribution based ESA. Escalated this case with DWP to ensure her ESA claim was accepted. Unsure how the client would have coped dealing with this on their own.

Appendix 4 – Citizens Advice update



UC enquires by Ward



Report of the Head of Governance and Scrutiny Support and Director of Communities and Environment

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 13 March 2019

Subject: Reducing Repeat Customer Contacts through Tackling Failure Demand – Tracking of scrutiny recommendations/desired outcomes

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Reducing Repeat Customer Contacts through Tackling Failure Demand.

2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.

3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

4. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

1 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Reducing Repeat Customer Contacts through Tackling Failure Demand

2 Background information

- 2.1 In 2016/17, The Scrutiny Board (Citizens and Communities) conducted an inquiry into reducing repeat customer contact through tackling failure demand. This inquiry concluded in March 2017 and a report setting out the Scrutiny Board's findings and recommendations was published in April 2017.
- 2.3. In July 2017, the Scrutiny Board received a formal response to the recommendations arising from this review. These are reflected in appendix 2.

3 Main issues

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation are set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council Policies and City Priorities

- 4.3.1 The Best Council Plan sets out the clear, strategic ambition to be the Best City, meaning a strong economy in a compassionate city. It also continues to reflect our Best Council ambition to be an efficient and enterprising organisation as we acknowledge that our drive for efficiencies has already helped Leeds manage the significant reduction in government funding at a time of increasing demand-led cost pressures.
- 4.3.2 The Scrutiny Board also recognised the importance of ‘getting the basics right’ as the Council needs to continue to deliver and commission good quality public services; keep to budgets and deadlines; maintain assets effectively; and streamline internal processes and systems. In doing so, our staff also need to be engaged and motivated to do their best through a mixture of support and empowerment. Such factors were a key consideration throughout the inquiry in order to tackle failure demand and reduce repeat customer contact to the Council.

4.4 Resources and Value for Money

- 4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

- 4.6.1 This section is not relevant to this report.

5 Conclusions

- 5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry Reducing Repeat Customer Contacts through Tackling Failure Demand.

6 Recommendations

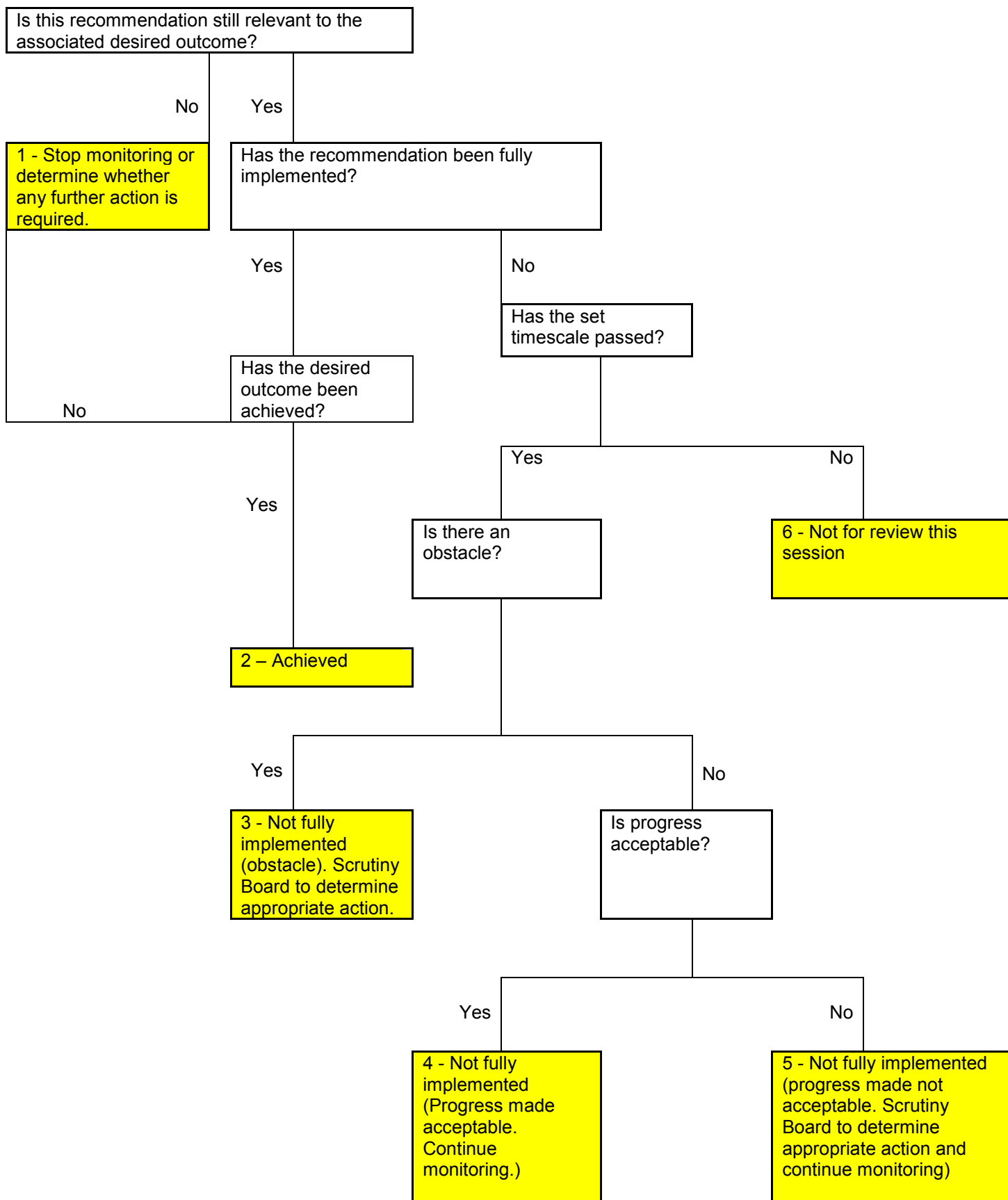
- 6.1 Members are asked to:
- Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7 Background documents¹

- 7.1 None.

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

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Desired Outcome – That an effective process is developed to ensure that customers receive the right housing repair work first time.

Recommendation 1 – That the Director of Communities and Environment engages with Scrutiny on the findings arising from the co-location pilot scheme involving housing repair specialist staff at the Contact Centre and in determining longer term options for ensuring that customers obtain the right housing repair work done first time.

Formal response:

- The initial three month period for the co-location pilot scheme has been extended for a further three months. There has already been a reduction in work queues to responsive repairs as CSOs are able to access specialist advice and service updates while the customer is still on the phone.
- A plan is in place to train CSOs in booking damp inspections, which are currently the biggest single reason for a CSO contacting responsive repairs. The customer will get the correct appointment (either a repair or an inspection) at first point of contact and there will be less follow up work for responsive repairs.
- Work is underway with Mears looking at the high number of repairs booked with incorrect SOR codes and how this can be improved through a mixture of better diagnostics by CSO (see below) and correct codes accessible in Orchard.
- Officers from Customer Services and Officers from Responsive Repairs are meeting regularly to improve the repairs guidance in the workbook. Move from team/ council focused to customer/diagnostic focused.

Current Position:

The initial co-location pilot came to an end after the co- located staff from the repairs team had rolled out a programme of training. The training has better equipped CSO's to field complex and damp related repairs and book technical inspections directly without relying on passing on referrals to another team. This approach has led to a reduction in 'pass on's' with the overwhelming majority of repairs flowing through the contact centre being booked in with a repair operative or for the more complex repairs, a pre-inspection booked at the first point of contact. Prior to this, all requests for technical pre-inspections were work queued to the repairs team meaning an unnecessary layer of contact.

A citywide review of SOR codes is underway and nearing conclusion. This will lead to a simplified and consistent way of raising orders to both Mears and Leeds Building Services. The purpose of the review is to ensure a comprehensive and accurate list of task codes for front line staff to select when raising orders which will in turn improve the accuracy of repairs raised. This will also ensure an accurate allocation of time is allocated to the operative for them to complete the allocated task. The review is also running alongside a

review of the diagnostic software which is used by all frontline order raising staff. This review will ensure that the right questions are asked during the order raising process and that staff have an easy to use tool for selecting and ordering the correct task code relating to the reported repair.

As part of the replacement of the current repairs order raising systems; Housing Leeds are exploring ways of introducing more innovative repair reporting means for tenants including enabling tenants to self-order basic repairs through an online portal and submit photographs and video media in order to more accurately establish causation and therefore improve diagnosis and right first time levels.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That Customer Service Officers and customers are kept regularly informed of progress in dealing with service requests and are notified immediately of any significant changes that may impact on initial service expectations

Recommendation 2 – That the Director of Communities and Environment leads on undertaking a review of existing customer service processes and procedures, including the use of the Contact Centre workbook scripts, to identify potential improvements that will better align service processes with communication links to Customer Service Officers and also directly with the customer.

It is expected that the key targeted service areas be prioritised as part of this review and that particular focus is also given to maximising the use of modern communication technologies when communicating with customers.

Formal response :

- We are working closely with the project team for the new customer portal to ensure that customers and CSOs will have access to timely updates and progress. When reviewing procedures greater consideration is now given to customer communication and ensuring that this is captured within scripts.
- Work is underway to find a replacement platform for the workbook which will feature time sensitive and temporary updates alongside permanent guidance.
- A list of areas that are scheduled for planned works are now available online for customers and CSOs.

Current Position:

The new online housing registration customer portal has gone live. Staff training on the new system focused on the process for registering and management of housing applications as being “digital” by default. Only the most vulnerable customers should need to make contact in person or by telephone. The system provides customers with more instant and accurate, ‘real time’ information on their bidding position. It is anticipated that the new features that this system should reduce the numbers of calls regarding bidding positions.

Work has been undertaken to address two enquiry types which were identified as creating repeat customer contact and increasing calls volume times, due to customer expectations outcomes they hope to receive from their enquires.

- (i) Enquires relating to bidding positions on properties on the Choice Bases Lettings (CBL) system
- (ii) Leeds Housing Options enquires (LHO).

(I) A review of all communication to customers regarding bidding position and waiting times for properties has been undertaken. This included making changes to letters that go out to customers, information on the Leeds City Council (LCC) and Homes website. The changes that have been made aim to provide clearer and more consistent information to customers, which should reduce these enquiry types on these issues.

In addition work has been completed with CSO's on how to effectively manage calls and end conversations with customers on their bidding position, to reduce the length of these calls. Guidance has been produced following recent training and team leaders are coaching staff on how to tackle these types of enquires.

(II) LHO enquires which came through to Contact Centre have now been transferred back to be dealt with by the LHO team directly. This change took place November 2018.

Feedback from the LHO team is that this change has had positive results. Having the Housing Advisors dealing with these enquires rather than these calls been passed through via the Contact Centre is allowing enquires to be dealt with at the first point of contact in a more timely manner.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – These mechanisms are put in place to ensure that customers receive timely notifications of any service assessment appointments and planned works.

Recommendation 3 – That the Director of Communities and Environment leads on undertaking a review of the Council's automated systems of sending notification letters and also seeks to maximise the use of modern communication technologies, including text alerts or emails, to speed up notifications to customers in relation to any assessment appointments and planned works.

Formal response:

- It was acknowledged during the enquiry workshops that repair confirmation letters for emergency repairs are particularly unhelp to customers as they arrived after the repair is completed. This function has now been turned off in the repairs ordering system.
- Right to Repair legislation requires confirmation letters for repair appointments to be sent out and therefore the function will not be turned off for non-emergency repairs. However, through the project to replace the current repairs ordering system, the use of more innovative notifications (text and email) is being developed.

Current Position:

Confirmation letters for emergency repairs remain turned off.

The replacement repair ordering system has not yet been implemented and it is likely that it will be the end of the year before it is. In the design and configuration there are two main elements that will improve the current position.

It will be possible to configure the preferred communication method for individual tenants in the new system and therefore repair confirmations will be set up to be sent out instantaneously by SMS text or email with the option to still send letters for tenants who's preference this is. The self service module in the new system will also enable and promote tenants 'self-serving' around repairs and tenants having online access to repair and appointment information will reduce the reliance on the Council sending out confirmations in the future.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That appropriate resources are put in place to undertake the task of effectively simplifying benefit notification letters to customers.

Recommendation 4 – That the Director of Communities and Environment leads on looking at the feasibility of establishing a task force with the appropriate software and legal expertise to focus on finding an effective means of simplifying existing benefit notification letters that will not be open to legal challenge.

Formal response:

A clear objective was set to review all key customer letters and notifications and make appropriate changes to simplify the wording, in order to reduce avoidable and repeat contact. This work is progressing well. A target has been set to reduce avoidable contact where we can, by April. A major piece of work has been undertaken to overhaul Benefit notifications. Examples of the changes that have been made are as follows:

- 37 paragraphs have been amended, fixing either faults or to make the notification simpler for the customer and less confusing.
- All letters now only (and rightly) request that customers tell us about their income changes when the claim is still "live and in payment".
- Appeal rights on all letters are now consistent for each tenure type.
- An "age related" program review has been carried out and this has resulted in a reduction of 8,000 notifications being issued per year. Most of these were issued where there was no change to entitlement and legislation did not force us to notify the customer. These letters have also been reviewed to make them more understandable for the customer.
- Extensive work has been completed on the landlord letters. Information on overpayments is much clearer and explains why recovery is being made from them. The landlord notifications now promote a link to the council's website, enabling landlords to access additional information held for their tenants.
- In addition to the above, a number of changes have been made to the Council Tax Bills to help reduce avoidable contact (e.g. nil balance bills), help explain how their bill is calculated and signpost charge-payers to additional information.

Further work is intended to actually summarise the benefit notification but this is subject to a much wider piece of work around customer self-service. Whilst provisional work is underway, realistic progress is not likely to be made until the second half of this financial year. As this will require extensive testing, go live of such may not actually be until 2018/19.

Good practical examples of changes made include:

- Previously notification letters were sent out to customers informing them that there was no change to the amounts payable. This caused confusion amongst customers and caused unnecessary telephone contact. These “no change notifications are no longer sent out, which will have a big impact on reducing avoidable contact.
- The wording in letters to customers regarding Council tax support and housing benefit has been improved so that they are much clearer. For example:
 1. Council tax support and housing benefit statements were often confused by customers as a bill they needed to pay the wording has been changed to state “This is not a bill, this is a statement, and you have nothing to pay”.
 2. Letters regarding changes to benefit calculations and customers entitlements which is changing in accordance with bedroom requirement policies. For example the amount of benefit payable when children reach five and ten changes, these letters are now much clearer, giving customers a good understanding of why their benefit amount have been altered.
 3. The wording in letters regarding the “single room exemption” and effect on customers has also been simplified.

Current Position:

Regrettably the intended work has not materialised in 2018/19 due to resources being focussed on the preparation for the introduction and impact of Universal Credit. It is intended to re-baseline notifications in 2019/20 and scope what we wish to develop.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That the Council’s Interactive Voice Response telephony system continues to be development and remains fit for purpose.

Recommendation 5 – That the Director of Communities and Environment undertakes a review of the Council’s current Interactive Voice Response telephony system to identify possible improvements, including the feasibility of introducing a voice telephone input option as part of the system.

Formal response :

The current IVR menu has been amended to ensure that we direct customer calls quickly and easily to the appropriate officer within the contact centre.

Changes:

- The Leeds Housing Options(LHO) IVR menu has been merged with the main Housing Leeds menu to ensure that all housing contact is delivered via one IVR process and enables all call types to be captured and directed quickly and concisely.
- The Housing Leeds menu now includes divert out to LHO, Benefits and Choice Based Lettings options preventing unnecessary transfer for customers

and ensuing these are dealt with by the dedicated trained staff where needed

- The new LHO menu ensures emergency cases are informed of correct concise steps to follow, now promotes additional contact methods of drop in sessions and advises of timescales for cases
- The Choice Based Lettings menu option links direct to information capture for housing forms. This releases CSO time on the phone lines as these form requests can be completed out of hours
- The wording has been updated on all areas of the menu with clear advice and information for a better customer experience
- There is also appropriate signposting to the website for further information where appropriate
- Unnecessary information has been removed and transferred to the web with qualifying audio links
- Further work has been planned in to review the contractor information that is provided as part of the IVR menu.
- The option to provide a voice-activated system to direct customers to the appropriate menu options and person to speak to is been explored. The facility is available, but we are assessing the costs and associated benefits with installing such a feature.
- There is a greater customer focus with less recorded information and options are based on identifiers that customers will understand (postcode), rather than what is meaningful to council (contractor).

Current Position:

- We have recently procured an automated voice activated system which will be applied to our general enquiries number initially, but will then be applied to all our main lines. We hope to implement soon after 1 April 2019, with a later phase extending this facility to calls for individuals.
- While we have made some improvements to the existing IVR over the last 12 months, we have just initiated a full and fundamental review of the system with the aim to simplify the messages and use customers to help us get it right. We are starting with Housing and Council Tax services.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That the Council progresses to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals that will enable more claims to be dealt with at the first point of contact.

Recommendation 6 – That the Director of Communities and Environment progresses to withdraw paper benefit claim forms once an electronic form is in place and an effective customer service support network is also in place to ensure that customers have access to appropriate support with their online claim applications which leads to more claims being dealt with at the first point of contact.

Formal response :

- Work is underway to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals.
- A project board has been set up to create a Digital Centre of Excellence for Council Tax and Benefits. The first three priorities being looked at are: e Claim for benefits, landlords online and Council Tax discounts and exemptions product.
- “Benefits e-claim” software has been procured and the Council’s preferred provider is expected to commence work from 10th July 2017. It is planned that the software be deployed into “live” by the end of September 2017.

Current Position:

The e-Claim for “new” Housing Benefit claims was introduced in May 2018 and further enhanced to allow change in circumstances to be reported on line from December 2018. To date, 90% of all new claims are submitted on line.

The percentage of change in circumstances reported on line is relatively low at this point in time but is expected to increase over the coming months as awareness of the on line access becomes more widely publicised and customers have arising change in circumstances to report.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That all landlords are effectively using the Landlord Portal to access relevant information.

Recommendation 7 – That the Director of Communities and Environment progresses to adopting a mandatory self-serve approach for all landlords to access relevant information through the Landlords Portal and not via the Contact Centre.

Formal response :

- Within the next two to three months, the telephone support line that assists landlords on direct payment with queries regarding housing benefit of their tenants will only give advice to landlords on how to access the information they need online. Advice calls regarding tenants’ payments and benefits will no longer be provided over the phone. Improvements in promoting the landlord portal are being made to facilitate this channel shift so landlords are aware of the information they can access online.

- **Landlord Portal:** The landlord portal has been in use for a number of years, a number of landlords already subscribe to this. The aim is to promote the portal, by means of changes to the webpages and creating a user guide to assist landlords in registering and using the portal.
- In order to ensure a smooth channel shift of enquiries an effective marketing plan is in place to enable effective communication to all landlords so they are fully briefed and adequately prepared for this change. An overview of the portal functionality has been provided for telephone customer service officers and further overviews are planned for front-facing customer service officers. This will ensure that it is suitably promoted at the point a landlord contacts the Council. A user guide has been drafted and web content has been redesigned (but not yet put to “live”). The process for a landlord registering for the portal has been improved to allow speedier access. The email auto response system which sign posts landlords online will remain in place.
- **IVR:** An IVR message which will be on the landlord line which will divert landlords to go online for their queries is being developed. This will make it clear that the phone line is only for online support and not for general advice on tenant’s information. The IVR will include sign posting information for non-online enquires e.g. where landlords can access support via the LCC website for further information. A briefing will be provided to all CSO’s who currently deal with landlord enquiries so that they are fully aware of the channel shift etc.
- **Improvements to correspondence to landlords (letters and notifications regarding council tax and benefits) :** Some improvements have been made to the notifications sent to landlords to simplify the processes and information they receive. Examples of these improvements are as follows;
- **Landlord adjustment notification:** Landlord notification has been amended so that the reason for the adjustment/ cancellation is at the top of the letter, and all duplication for the reason for the overpayment or underpayment has been removed.
- **Landlord Cessation notification:** Landlord cessation notification previously only displayed overpayments which were made recoverable from the landlord. However, where the landlord has been overpaid they will now be notified of this and advised who we will be seeking recovery from e.g. landlord or tenant.
- **Landlord cessation letter:** Has now been amended to say the claim has been cancelled rather than stopped.

Current Position:

Overall a successful exercise which has allowed the improvements and efficiencies that it has. Over 2018/19 the number of Landlords registering for access to the self-service portal has increased.

It is noticeable however that the number of actual times Landlords now access the self-serve portal is reducing. This is very much attributable to the decrease in Housing Benefit caseload brought about by the introduction of Universal Credit full roll out within the city.

Position Status (categories 1 – 6) This is to be formally agreed by the Scrutiny Board

Desired Outcome – That Customer Service Officers are empowered to use their discretion and seek additional advice when dealing with potentially complex cases.

Recommendation 8 – That the Director of Communities and Environment takes the lead in undertaking a review of existing Contact Centre procedures to provide a greater degree of flexibility in the approaches taken by Customer Service Officers so that they feel empowered to use their discretion and seek additional advice when dealing with potentially complex cases.

Formal response:

- Work is underway with service managers in both housing and council tax & benefits to identify escalated calls / complaints which are generated through the inability of a CSO to carry out a particular task. We are challenging those areas where we feel more discretion should be given to CSOs, and we have escalation procedures for dealing with complex cases. The Head of Customer Contact meets with other heads of service and chief officers on a regular basis to address issues and immediate problems can generally be dealt with through a phone call.
- Examples where we have empowered Housing CSOs:
 - Increasing rent arrears that CSOs can deal with from £200 to £400
 - All CSOs book their own damp inspections
 - CSOs take upfront payment for rechargeable lock repairs

Current Position:

- The arrangements we have put in place to empower CSOs have been fully embedded and we believe to be working. We are reliant on feedback to tell us if this is not the case.
 - In preparation for universal credit, we crossed skilled CSO's who take benefit calls to also deal with the customers rent if they were a LCC tenant. The reason for this is that we knew that as a result of customers moving onto universal credit, rent arrears would increase for customers. This enables the CSO to provide a holistic service looking at a range of debts that they may owe the council. This gave the CSO the ownership to make an arrangement with the customer that was realistic for them looking at their income and expenditure.
 - Empowering experienced CSO's to provide a helpdesk function within the service to support existing staff and our apprentices with any service related enquires. Over time, this will reduce feedback and result in fewer process related complaints as CSO's have someone readily available to help them should they need it.
 - We have introduced a People Hour every week which gives opportunity for CSO's to input and raise any areas of concern around service or customer feedback so these can be actioned quickly and nipped in the bud rather than it escalating into a bigger issue.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That an appropriate options appraisal is undertaken regarding the introduction of a dedicated route of communication for Elected Members to escalate complex cases that have come to their attention.

Recommendation 9 – That the Director of Communities and Environment leads on undertaking an options appraisal based around the suggestion of introducing a dedicated route of communication for Elected Members to escalate particular complex cases that have come to their attention. Once completed, this is to be shared with Scrutiny for further consideration.

Formal response :

- There is currently a dedicated route of communication for elected members who wish to escalate any complex housing cases: Housing.leeds.mp.and.members.enquiries@leeds.gov.uk
- Related process flows for Housing Leeds to deal with enquiries to this inbox were agreed with Cllr Coupar approximately 18 months ago and shared with members along with full contact list of Housing Managers. This list has since been updated and recirculated.
- We await further recommendation if options appraisal is still required.

Current Position:

The OOH team are confident to make decisions using their own judgement in emergency situations. This includes overriding normal processes when needed to respond to the emergency situation. Since the introduction of the new OOH process less concerns regarding the OOH service are being recorded however Member's views on whether this is their experience would be appreciated.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That appropriate investment is made into robust customer service data collection and analysis to inform longer term strategic planning.

Recommendation 10 – That the Director of Communities and Environment works with the Director of Resources and Housing to explore opportunities for further investment into robust customer service data collection and analysis to assist with longer term strategic planning.

Formal response :

Investment into this will be developed and done so by gaining feedback from customers via the "Voice of the Customer work". This work will be commenced once the work is complete on providing a replacement system to prepare for the decommissioning of Siebel.

Current Position:

- We have been hampered in this particular recommendation since the decommissioning of Siebel in 2017. A Customer Relationship Management system is essential to provide the level of insight required to assist meaningful longer term planning around identifying service improvements. DIS, with Customer Access, have been developing a replacement CRM system in-house, and have made excellent

progress. It is hoped the new system could be live in hubs and the contact centre within months.

- We have procured, on a trial basis, a customer survey system which provides us with voice of the customer and allows us to target improvements based on customer experience and views. This was introduced in January 2019 and is providing an important aspect of customer insight to help us target improvement initiatives.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

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Report of the Head of Governance and Scrutiny Support and Director of Communities and Environment

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 13 March 2019

Subject: Community Hubs – General Update and Tracking of scrutiny recommendations/desired outcomes

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

Summary of main issues

1. This report sets out the ongoing building progress to create Community Hubs and also how the services are being developed within the Community Hub. In addition it also sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into the development of Community Hubs.

2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.

3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

4. Members are asked to:
 - Note the progress on the roll out of Community Hubs
 - Provide any feedback on the roll out, design and direction of the programme.

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

1 Purpose of this report

- 1.1 This report sets out the ongoing building progress to create Community Hubs and also how the services are being developed within the Community Hub. In addition it also sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into the development of Community Hubs.

2 Background information

- 2.1 During 2015/16, the Scrutiny Board (Citizens and Communities) agreed to undertake an inquiry into the development of Community Hubs. The inquiry concluded in March 2016 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2016.
- 2.2 The Citizens and Communities Scrutiny Board considered the formal response to its recommendations in October 2016 and then continued to track the implementation of these recommendations. The last update report was considered in September 2017 by the Scrutiny Board (Environment, Housing and Communities). At this meeting recommendations 1 and 7 were agreed as achieved. The Board resolved to continue monitoring recommendations 2, 3, 4 and 5.
- 2.3 At this meeting the Scrutiny Board also received a general update on the development of Community Hubs.
- 2.3. In July 2017, the Scrutiny Board received a formal response to the recommendations arising from this review. These are reflected in appendix 2.

3 Main issues

- 2.1 In concluding its inquiry, the former Citizens and Community Scrutiny Board set out the following principles to determine how and where Community Hubs were to be developed.
- Community Hubs should be close to local shopping zones.
 - The identification of a potential Community Hub will be based on an analysis of existing and future demand and proximity to other Hub sites.
 - Each potential Community Hub will be assessed on the basis of whether it demonstrates Value for Money. VFM to be determined through a demand v cost assessment.
 - As well as individual site assessments, geographical assessments based on a VFM analysis will be undertaken to ensure no over-provision of community hub services within a given geography.
 - There is an expectation that the service review saving of £420k will be delivered.
 - That there isn't a 'one size fits all approach' to the provision of Community Hubs and that services offered will be dependent on the space available.
 - The programme will focus on asset rationalisation and service integration in delivering a sustainable network within the city.
- 2.2 The principles have been adopted in delivering the Community Hub programme and the below update provide Scrutiny Board with an up-to-date position on the whole Community Hub programme.

3.0 Progress to date

Phase 2 Hubs	Location	Works/Property Saving/Impact
Kippax Community Hub	Kippax Library	New Community Hub open in Kippax Library. New Housing back office formed for the Kippax Housing Office team in Garforth Community Hub. Kippax Housing Office sold to support the LCC Capital Programme. Complete
Moor Allerton Community Hub	Moor Allerton Library	New Community Hub open in Moor Allerton Library. New Housing back office formed for 30 staff moved into the Hub and a new customer services reception and back office now completed. The Moortown Housing Office is now vacant and 2 shops and 2 flats now released for additional HRA rental stream. Complete
Pudsey Community Hub	Pudsey Library	New Community Hub open in Pudsey Library. New 10 workstation touchdown office created for local teams in the Hub plus a, lettable meeting room and improved staff facilities. Space vacated in Pudsey Town Hall now surplus. Complete
Horsforth Community Hub	Horsforth Library	New Community Hub open in Horsforth Library. Horsforth Housing Office has closed for housing enquiries but it remains a back office for housing staff until alternative accommodation is delivered by Asset Management. The NHO can then be declared surplus. Complete
Rothwell Community Hub	Rothwell Library	New Community Hub opened in Rothwell Library. New Housing back office formed in the Hub for 24 staff moved into the Hub and a new customer services back office now completed. Rothwell Area Office has been declared surplus. Complete
Dewsbury Road Community Hub	Dewsbury Road One Stop Centre	New Community Hub formed in Dewsbury Road One Stop Centre incorporating new Library and new first floor office created for over 60 LCC staff and police. Including new ICT and equipment to enable new ways of working. This scheme has increased office capacity by 50% and has enabled the existing library to be vacated and made available for alternative use. Complete
Seacroft Community Hub	Deacon House	New Community Hub formed in Deacon House, incorporating new Library and new first floor office created for over 80 LCC staff and police. The scheme has allowed the existing Library to be vacated with the site forming part of regeneration plans for Seacroft. The North Seacroft One Stop Centre and housing back office has been moved into the new Hub, allowing the leased building to be terminated saving £90k pa. The Post Office has also relocated to Deacon House under a new 7 year lease to enable this service to be available to the community.

		Complete
Morley Community Hub	Morley Library	New Community Hub formed in Morley Library, including creating 3 glass fronted interview rooms, new ground floor office and kitchen, new customer and staff wcs, baby change, IT suite, Jobshop and improved library space and queue & appointment management. The Morley One Stop Service has transferred into the new Hub from Morley Town Hall and the vacant space will be reused. Complete
Middleton Community Hub	St George's Centre	The Community Hub has been refurbished and alteration made to improve the layout and to create glass fronted interview rooms, larger IT suite, Jobshop, improved library space and to create a suitable NHS waiting area. Complete
Bramley Community Hub	Bramley Library	The Community Hub has been completed in the library building including substantial backlog repairs including new flat roof and large glass roof domes. The internal remodelling included refurbished oak panelling and floor, create new office, create 2 glass fronted interview rooms, new customer and staff wcs, baby change, IT suite, Jobshop, improved library space and new enquiry positions. This scheme has removed housing enquiries from the Bramley Housing Office, which has now closed. The new housing back office is being created in Bramley Community Centre and the Housing Office site can be sold to support the LCC Capital Programme. Complete
Hawksworth Community Hub	Shop Unit, Kirsktall	New opportunist Hub serving the Hawksworth estate in the former Hawksworth Wood Community shop. Complete.
Chapelton Community Hub	The Reginald Centre	New furniture has been provided in the waiting areas to enable flexible use of the café, events and film nights for the local community. Complete
Headingley Community Hub	Headingley Library	A new Community Hub has been formed in Headingley Library. A new One Stop Service including housing enquiries is provided from the Hub. The Hub also has a new office, 3 glass fronted interview rooms, new ground floor office and kitchenette, new customer and staff wcs, baby change, IT suite, Jobshop and improved library space. The first floor offices and staff breakout has been improved. The Headingley Post Office has also move into the Hub, providing local services and a rental income to the council. This scheme supports the loss of Burley library (closed on health and safety grounds), which is currently the subject of a conditional sale agreement, the capital receipt will support the LCC Capital Programme. Complete.
Otley Community	Otley Library and	Improve layout, new interview rooms,

Hub	One Stop Centre	improved staff facilities and new social zone, new ICT area and improved library layout. Severe damp issues found and additional maintenance works being established. On site, Open April 2019
Garforth Community Hub	Garforth Library and One Stop Centre	Works to form Housing Back offices have been completed and the Housing team has moved into the Hub. Complete
City Centre Hub	2GGS then move to Merrion House	Queue and appointment management has been procured and has been delivered under a new contract. Designs, furniture and finishes for the new Merrion Hub has been installed and services have moved across from 2 Great George Street into Merrion House Hub – Complete

4.0 Community Hubs in development

On 7th February 2018 the Exec Board approved the following schemes:

Phase 3 Hubs	Location	Works/Property Saving/Impact
Phase 3 - Year 1 Schemes 2018/19		
Aireborough and Guiseley Community Hub	Aireborough Leisure Centre	Create a new Community Hub with café in the leisure centre. Relocate Guiseley library into the Hub and dispose of surplus building. Previously agreed by Executive Board in 21 st September 2016, as part of Leisure Centre proposals. Works on site
Armley Community Hub	Armley Library and One Stop Centre	Improvement are needed to the current layout to improve the design and resolve confidentiality issues. This scheme has combined Phase 2 and Phase 3 works to form the hub and the creation of 5 glass fronted interview rooms, new office space and kitchen, internal redecoration, new customer and staff wcs, baby change, IT suite, remove Leeds City Credit Union space and reconfigure entrance, Jobshop, new queue & appointment management and improved library space. Improvements to back offices, furniture, backlog maintenance and meeting room suite. Start on site April 2019
Gildersome Library (in Community Centre)	N/A	Closure of the Library was agreed by Executive Board, as soon as the Morley Community Hub is completed. Vacant library space to be used for further community centre activities.
Gipton Housing Office (Coldcotes)	N/A	Housing enquiries will soon be moved and dealt with from existing Community Hub network (e.g Compton Centre). Housing staff are relocating into Compton Community Hub
Halton Community Hub	Halton Library	It was anticipated that a Community Hub would be formed on Halton library site by

		increase size of existing building by adding staff facilities, lift and meeting space on new (part) first floor space. However, further work with our NHS partners has presented a further option of a joint building with GP and clinical services within the Halton Medical Centre. We are carrying out a feasibility study with the NHS to see if an improved solution for both partners can be achieved. This may allow the disposal of the Halton Library and the purchase of the Health Centre with lease/rent income benefits from the GP and other health services. Further report to follow to SIB & AMB.
Harehills Community Hub	Compton Centre	Works to improve customer flow, refresh library, new cafe and improve layout. Completion expected by May 2019
Hawksworth Community Hub	Hawksworth Wood Community Shop	Create a new Community Hub on the Hawksworth estate. - Complete
Hunslet Community Hub	Hunslet Library	Proposal is for Community Hub to be formed on Hunslet Library site. Started on site February 2019 and Complete July 2019
Kirkstall Neighbourhood Housing Office	N/A	Housing enquiries moved and dealt with at Headingley and Hawksworth Community mini Hub. Housing Office retained for local office base only.
Whinmoor Library	N/A	Close Library. Transfer library customers to the new Seacroft Community Hub. Declare building surplus. The library will close 2019.

5.0 Future schemes – 2019/20

5.1 The following sites are the remaining sites within the city from which the remaining Phase 3 Community Hub programme will or will not be developed. These sites are due to be discussed and approved by Executive Board at their meeting on 20th March 2019 and are included here for information and awareness.

- Crossgates Library
- Beeston Library
- Farsley Library
- Wetherby Library and One Stop Centre
- Burmantofts Housing office
- Scholes Library
- Osmondthorpe Once Stop Centre
- South Seacroft One Stop Centre

6.0 Highlights

6.1 There are many benefits of the Community Hub model and below a few of the many successful projects and initiatives delivered via the Hub programme are highlighted.

- 6.2 Holiday Hunger – we provided an activity and lunch for children during the summer holidays 2018 at Dewsbury Road Community Hub and extended this to Armley and Compton Centre during the Christmas holiday. The scheme runs 3 days a week during the school holidays. It takes place in the Community Hub where an activity is provided for 1 hour followed by a hot meal provided by school catering. The food to make the meal is provided free of charge by Fareshare (Food bank). The activity and lunch is targeted at children on free school meals but all children are welcome.

A bid has been made to the Department of Education for funding to run this scheme over the 6 week holiday at 10 Hub locations and will also provide additional funding for other organisations to apply for.

- 6.3 Period poverty – our services provide free sanitary products to girls/women who can't afford to buy them. We are now building on this approach through working with Children's Services and Communities team to ensure that we have a sustainable approach throughout all Hubs, Schools and community settings.
- 6.4 Personal Work Support – a scheme run through the Jobshops which are part of the Community Hub network. In order to continue to get help with their council tax, long term unemployed residents have to engage with the Jobshop team to help them get work. This is one to one support. Between April 2018 to February 2019 - 264 long term unemployed residents have now moved into work because of this intensive support. All council job vacancies to the grade B1 are given to the Jobshops so that there are jobs available for those working with us under the PSWP scheme. We also run clothes wardrobes, so jobseekers have clothes for their interview.
- 6.5 Events galore – the Community Hubs are being used for Community events such as Fun palaces (residents sharing their skills with other residents), Talent competitions, Youth clubs, Markets for local residents to sell crafts, Yoga, Zumba Pilates, Thai-chi, Tennis, chess clubs.
- 6.6 Bike Library – we have 8 Bike Libraries where a resident can borrow a bike either for work or pleasure. Funded by Yorkshire bank and Welcome to Yorkshire.
- 6.7 Co-location with the Post Office – we have 2 Post offices co-located in Community Hubs at Seacroft and Headingley This co-location safeguards the Post Office remaining local and is appreciated by residents. It brings new customers into the Council's buildings.
- 6.8 The University Centre - The University Centre at Leeds City College undertook a programme of community outreach work to raise aspirations and awareness for higher level study and higher level or degree apprenticeships, plus the array of course options available to young people and mature learners.

A programme of engaging monthly activities were developed for 4 Hubs situated in some of the more deprived areas in the city – Dewsbury Road, St George's Centre, Compton Centre and Reginald Centre. The activities gave people the opportunity to 'have a go' at trying new things and find out about careers in various industries.

The activities were well received and some had a particular appeal to children which gave the added bonus of allowing the college team to have direct discussions with them and be able to myth bust and promote that higher study can be within their reach, this being particularly valuable to break generational misconceptions within

families. Examples of activities included screen printing, slime making, pop-up photo studio, virtual reality experience, and film & screen media makeup.

Between May and December 2018 a total of 28 activities were facilitated across the 4 centres and this led to engagement with 812 individuals. A monthly activity plan at the each of the 4 centres has now been devised for 2019.

- 6.9 Social Prescribing - In the East North East area of the city the North Leeds Social Prescribing Service – Connect Well co locates at the Reginald Centre Community Hub, this comprises a team of 8 wellbeing coordinators. This has been the case for the last 3 years now, with mutual benefits for Council customers and public Health patients.

As part of this arrangement the Council and the CCG have co funded a Project Development Worker (PDW) post that has acted as a bolt on to the service. The PDW post is there to be responsive to any gaps there may be in local provision e.g. if a social prescriber needs to refer a patient or customer onto a course/class /activity or group to cater for a particular need but it doesn't yet exist, the PDW role is to set this up. This ensures that emerging need is catered for and we are able to provide a comprehensive level of tailored, bespoke support to the community. In order to make this sustainable the PDW utilises Asset Based Community Development principles – engaging local 'community champions' who are offered training and support to take over the running of the groups/activities independently.

City Wide: By October 2019 the Social Prescribing contract will be commissioned on a city wide basis (not area). We are part of a consortium that has applied for this contract which includes Barca Leeds, Community Links & Leeds Mind. Should we be successful this will provide funding for a PDW role in each area of the city meaning we can expand the work we have had such success with in the East/North East area already.

Tracking of Recommendations

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation are set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council Policies and City Priorities

4.3.1 The Board identified during the inquiry that the on-going development of the Community Hub approach addresses a number of Best Council Plan objectives in terms of supporting communities, tackling poverty and promoting sustainable and inclusive economic growth.

4.4 Resources and Value for Money

4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 This section is not relevant to this report

5 Conclusions

5.1 This report provides a general update on the development of Community Hubs and enables the Scrutiny Board to track recommendations arising from the Scrutiny inquiry into the Development of Community Hubs. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria.

6 Recommendations

6.1 Members are asked to:

- Note the progress on the roll out of Community Hubs
- Provide any feedback on the roll out, design and direction of the programme.
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

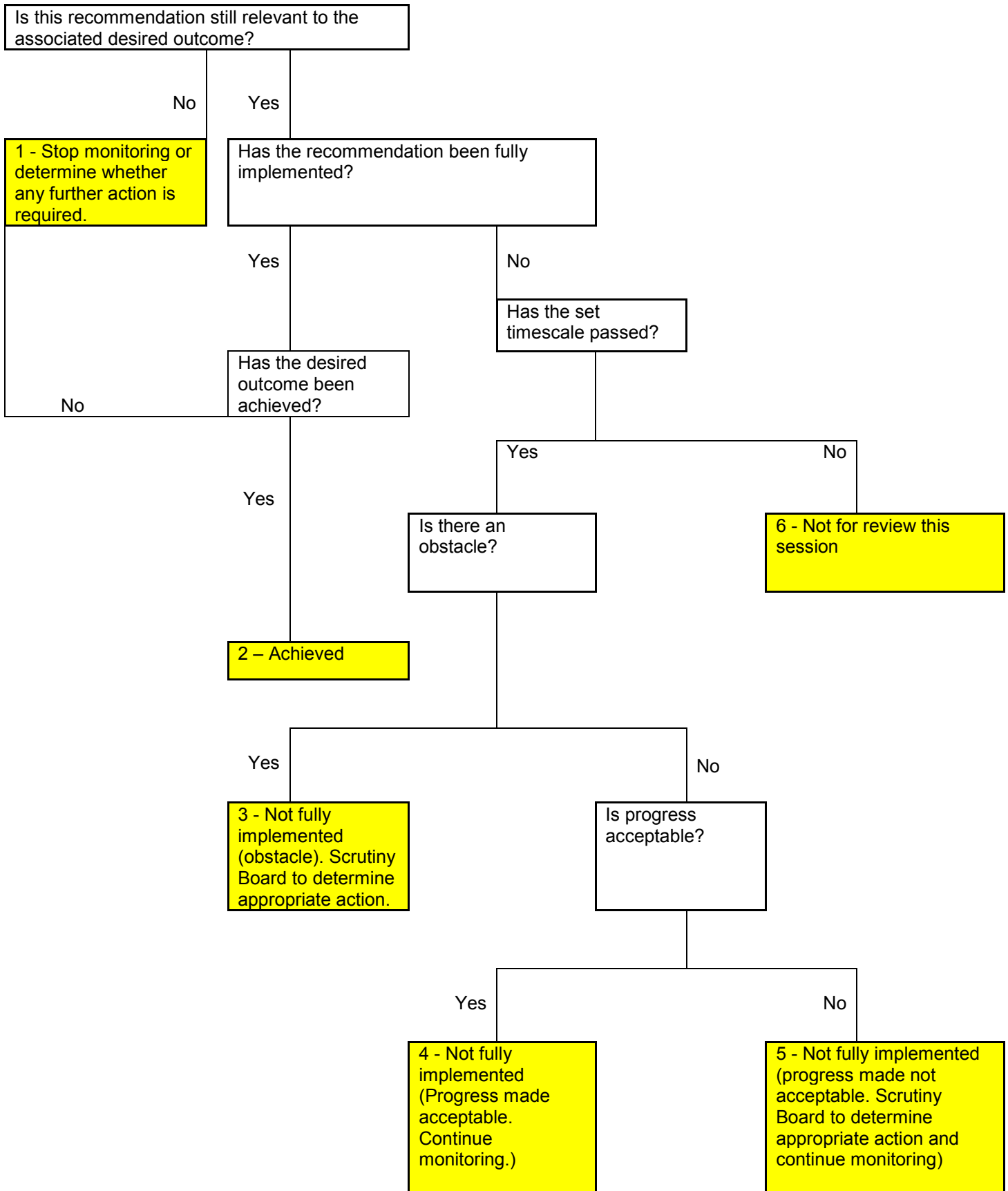
7 Background documents¹

7.1 None.

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

Appendix 1

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

<p>Desired Outcome – That local Parish and Town Councils are actively engaged in the development and roll out of the Community Hub network.</p>
<p>Recommendation 2 – That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.</p>
<p>Formal response in October 2016:</p> <p>We will ensure that as Community Hubs are developed that relevant Parish and Town Councils are included in any consultation and engagement activity.</p> <p>Position in April 2017:</p> <p>This is an ongoing piece of work as Community Hub options are developed. An example of where this has already happened is with the development of the Horsforth Community Hub, where good relations with the Parish Council have been developed. It is expected that more extensive engagement will happen through the development of options linked to the Phase 3 programme.</p> <p>Position September 2017:</p> <p>As part of the consultation for phase 3 this will be included. The Community Hubs we are currently working on do not have a Parish Town Council so this has not been applicable (Hawksworth Wood, Bramley, Dewsbury Road).</p> <p>Current Position:</p> <p>Consultation continues where applicable.</p> <p>An example is consultation has been undertaken with Otley Town Council on the Otley Community Hub and their aspiration to make the refurbished building as energy efficient as possible.</p>
<p>Position Status (categories 1 – 6) <i>This is to be formally agreed by the Scrutiny Board</i></p>

Desired Outcome – That all possible options are explored within the Council to assist in providing affordable transportation facilities for customers requiring access to Community Hub provisions.

Recommendation 3 – That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.

Formal response in October 2016:

We will ensure that this is considered as the Community Hub network expands and services are introduced where residents need to travel or be transported to the Hub.

Position in April 2017:

This is an ongoing piece of work as Community Hub options are developed. An example of where this is currently being looked at is the provision to transport people from local Community Hubs to learning provision (provided by Leeds City College) at the new Deacon House Hub in North Seacroft.

Position September 2017:

We will see how the access at Seacroft is improved by the use of the transport. As we develop Community Hubs we will look for opportunities to use council funded transport services. This may be particularly useful as we go into phase 3 of Community Hubs.

Current Position:

We are setting up a scheme where we can provide prepared bus tickets for people job searching or going to job interviews. This has been funded by 8 of the Housing Advisory Panels.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That there is a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Community Hub approach.

Recommendation 4 – That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.

Formal response in October 2016:

We will ensure that we continue to have a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Hub approach.

In this regard we continue to develop our relationship with partners and two specific

examples are worthy of highlight to demonstrate the work being done to deliver against this recommendations.

Example 1 – Money Buddies. The partnership with Money Buddies is benefiting local residents and we are now delivering in partnership over 15 locations. The average gain per client from this service is £1,316.74 and the average gain per month to Leeds is £47,371.91.

Example 2 – Social Prescribing at Reginald Centre. Connect Well is the Social Prescribing service made up of a range of partners and is active in 26 GP Practices plus 5 satellites across Leeds North boundary, with the main Social Prescribing hub being at the Reginald Centre.

There are 18 wellbeing coordinators who can dedicate time to a patient who has been referred by a GP to help improve their health and well-being.

The main reason for referrals so far is loneliness/isolation. In response to this and other issues, the Reginald Centre has introduced Yoga and Zumba classes and a chess club and has recently opened a Community Café run by Black Health Initiative which will include social events.

Position in April 2017:

The Council continues to maximise the opportunity to engage partners and integrate services within the Community hub model based on an understanding of local need and an understanding of key city-wide issues that act as barriers to people improving their outcomes (e.g Mental Health). Some notable examples since the last progress report include:

- Work with Leeds Mind to help people with mild mental health problems into work,
- Caring Dads who are fathers estranged from their children but wish to be reconnected,
- helping care leavers into work, and
- work with Reed in Partnership to help people who have multiple barriers to work move into work

Position September 2017:

The integrating with services and other parties has continued.

- GIPSIL (third sector) are providing support in our Job Shops to get people into work. APM and Remploy are also active in Job Shops and this support is assisting with the residents who are longer term unemployed and require more time and support.
- Leeds City College are extending their courses in Hubs. They are now offering courses in childcare, health and social care and customer services.
- Free Legal surgeries are being delivered and these are offered by local companies. We are looking at a further scheme which will involve University Law students providing further advice.
- We are piloting a new support group called 'Battlescars' for self-harm.
- We are about to launch 'Noddle' which is a tool owned by the Call Credit company. As part of their social responsibility, they are offering Community Hub customer's free access to the system. The system is aimed at how someone can improve their credit

rating. This is usually charged at £30 at a time. The company is providing free access up to £75,000 over 12 months.

Current Position:

We continue to work with key partners to deliver services from the Community Hubs. Some examples are:

- We continue to work with third sector organisations of the Black Health Initiative and LS14 Trust to develop community cafes in Community Hubs.
- Leeds City College University Centre continue to undertake a programme of outreach work to raise aspiration and awareness for higher level study and higher level or degree apprenticeships. This is aimed at young people through to mature learners. The activities give people the opportunity to have a go at trying new things and find out about careers in various industries. Their aim is to myth bust and break views that education and certain careers are only available to some people. Between May and December 2018, 812 people engaged with Leeds City College at these events.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That the Community Hub approach continues to be acknowledged as part of the on-going development of new care models in Leeds.

Recommendation 5 – That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.

Formal response in October 2016:

We continue to be involved in discussions around the development of the new models of care work in Leeds and we are – through the excellent work done on Social prescribing in North Leeds – continuing to engage with relevant CCGs around how we can integrate the Hub network into their service delivery models going forward.

There is still more work to be done, specifically around the relationship between the Community hub network and the Integrated Health and Social Care team network, and the work we are doing in Armley to pilot the new, strength-based approach to Adult Social Care if facilitating this work.

Position in April 2017:

Work progresses on this and relevant Hub officers are engaged in the discussions at a local level. Key progress is being made on the development of the strength based approach to social care and the Hubs play a key role in that development. Work is also ongoing to embed the community hubs into the social prescribing service delivery models within the city on the back of the successful work being done out of the Reginald Centre.

Position September 2017:

- 'Conversation point' has been piloted at Horsforth and Moor Allerton Community Hubs. This is where social care meets new customers prior to a referral for a service. This is so the customer can be matched with the best service for them which may not always be a council service.
- We are discussing with the health centres, vacant space in their accommodation which may help the council with phase 3 of Community Hubs – this including health centres yet to be built.

Current Position:

We have 2 Community Hubs in progress which will involve co-location with the local GP surgery.

We have 'Talking Points' at the Reginald Centre, Dewsbury Road, Armley, Moor Allerton and Seacroft. This enables Social Care to have a conversation with residents in a community setting with the aim to come up with practical, quick responses to resident's problems. This may be other organisations or activities being provided in the community.

The North Leeds Social Prescribing service – Connect Well is co-located at the Reginald Centre. As part of this arrangement the Council and health (CCG) have co-funded a Project Development Worker that is responding to groups in the local provision. So if a social prescriber refers a patient onto a course/class/activity and it doesn't exist the Project Development Worker will create it. An example of this is the local park run set up on Potternewton Park which attracts 200 residents a week.

By October 2019 the Social Prescribing contract will be announced city wide (not by area). We are part of a consortium that has applied for this contract which includes: Barca, Community Links and Leeds Mind. Should we be successful this will provide funding for a Project Development Worker role in each area of the work so we expand the success in East/North East.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

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Tel: 0789 12 72004

Report of Director of Communities and Environment

Report to Scrutiny Board Environment Communities and Housing

Date: 13 March 2019

Subject: Migration in Leeds – Annual Update

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

Summary of main issues

1. Migration is a key theme in the Council’s approach to **locality working** and its emerging work in **priority neighbourhoods**. It is also an essential component of the **stronger communities programme** in the city, bringing together a range of projects and activities across a continuum. These range from universal activities that take place in all communities through to more targeted work in those areas where communities are perceived as being less engaged in the life of the city. The programme incorporates a strategic approach to **migration**; tackling **inequality, poverty and disadvantage; community cohesion, engagement and development; prevent; counter extremism; work with the Third Sector; and equality**.
2. Following the findings of a scrutiny inquiry, Executive Board decided in 2016 that Leeds should develop a strategic, co-ordinated and inclusive approach to migration, and 8 recommendations were agreed. A review of the recommendations took place in September 2017 and it was agreed that all the recommendations had been achieved with recommendation 8 being retained to enable further updates to be provided on this important agenda that it has been influential in shaping. Recommendation 8 was stated as -

“That the Assistant Chief Executive (Citizens and Communities) works with Migration Yorkshire in lobbying the Home Office and UK Border Agency to

provide accurate and timely national intelligence surrounding the movement of EU migrant citizens that can be accessed easily by local authorities to assist in projecting and addressing key service demands such as schools places, housing and health and social care provision.”

3. This report, therefore, seeks to provide an overview of activities in the past year that have taken place to support migrant communities living in Leeds, highlighting the opportunities and the challenges that are being addressed by services. The report also provides key migration trends in the last twelve months in Leeds and also details about the EU Settlement Scheme which was agreed between the UK Government and the EU in March 2018 and is intended to come into effect on 29 March 2019.

Recommendations

Scrutiny Board are asked to:

- i) Receive this annual update report and discuss its contents.

1. Purpose of this Report

This report provides the Environment, Communities and Housing Scrutiny Board with an update on migration activity being delivered in Leeds following Scrutiny board on 17th September 2017 and subsequent discussions in June 2018, where it was agreed that the Board would be provided with a general update in 2019 on Strategic Migration Board activities and an exploration of the national arrangements applying to EU citizens in Leeds.

2. Background Information

- 2.1 Leeds continues to pride itself as a pioneering, diversely rich and vibrant city with international acclaim. The city recognises the challenges in ensuring fair access for all in the city and we continue to strive to tackle inequalities in a number of ways including through a strategic, coordinated and inclusive approach to migration encouraged and enabled by the Scrutiny Committee and the Executive Board to ensure that the voice of migrant communities is at the heart of the migration agenda in Leeds. Reflecting the city's compassionate and welcoming approach.
- 2.2 Migration is a key theme in the Council's approach to locality working and its emerging work in priority neighbourhoods, it is also an essential component of the stronger communities programme in the city. The Stronger Communities programme was established in 2016, and brought together a range of projects and activities across a continuum, ranging from universal activities that take place in all communities, through to more targeted work in those areas where communities are perceived as being less engaged in the life of the city. The programme incorporates a strategic approach to **migration; tackling inequality poverty and disadvantage; community cohesion, engagement and development; prevent; counter extremism; work with the Third Sector; and equality.**
- 2.3 Encouraged by Scrutiny Committee, Leeds has developed officer capacity to support the agenda and a comprehensive programme of activity on migration that the Leeds Strategic Migration Board has been leading, encompassing work on the implication of **national policy changes** through to the **delivery of local projects.** Many of the projects are as a consequence of successful bids for national government funding.

3. Main issues

- 3.1 Updates on the Council's strategic approach to Migration were provided to Executive Board and the Environment, Communities and Housing Scrutiny Board in June 2018 and September 2017 helping to set the city's strategic direction on this agenda and to shape and support the development of a programme of activity. Whilst the policy arena for migration has been fluid and reactive to wider national policy discussions, the Scrutiny Board has worked with officers to complete a Scrutiny enquiry in September 2017 and has, subsequently, signed off all outstanding recommendations with Recommendation 8 remaining to facilitate the provision of updates reports from officers as follows -:

“That the Assistant Chief Executive (Citizens and Communities) works with Migration Yorkshire in lobbying the Home Office and UK Border Agency to provide accurate and timely national intelligence surrounding the movement of EU migrant citizens that can be accessed easily by local authorities to assist in projecting and addressing key service demands such as schools places, housing and health and social care provision.”

3.2 There is ongoing work by Leeds City Council and Migration Yorkshire to encourage improved data and intelligence from government departments, although the issue remains that nationally, there is a reliance on data from initial National Insurance Number applications, which does not take into account key factors including family members, movement within the UK and return to other EU states. Further related work is taking place in relation to the EU Citizens Settlement Scheme (see section 3.36).

3.3 **Key migration trends in the last 12 months in Leeds**

The local population of Leeds was estimated mid-year to be at 784,800 people in 2017. An increase of some 3,800 people, a 0.5% increase since 2016. Immigration levels actually fell a little in the last year according to ONS (Office of National Statistics) and NINO (National Insurance Number) sources. More temporary migrants (short term migration and international students) have been welcomed to the city, albeit, on a smaller scale than in previous years. Migration trends show falls in most nationalities arriving into Leeds. There have been noticeable reductions in arrivals from Poland and Spain. Romania remains the country from which most of the new arrivals originate, nearly three times greater than arrivals from Poland. Although, EU nationals are the larger and more changed group of new arrivals. Arrivals from India, China and Pakistan have continued but on a smaller scale than arrivals from the EU.

3.4 Different measures of immigration suggest that between 8,000 and 12,500 new **long-term immigrants** (immigrants who are expected to stay more than a year) arrived in Leeds in 2017 according to three sources, ONS estimates; DWP national insurance numbers; and GP registrations. The official estimate from ONS and NINO sources is at the lower end of this range alongside with GP registrations suggesting the top end of the range. The ONS and NINO estimates suggest immigration in the past year actually fell by around 1,500 citizens with GP registrations suggesting a more constant position.

3.5 **Net migration** to Leeds was around 1,900 in 2017 – a fall from the previous year. The ONS expects both immigration and emigration to fall a little in future resulting in a net migration figure of around 900. This projection assumes no changes in policy or international conditions. Importantly, it does not incorporate anticipated changes relating to the UK leaving the EU. Around 3,600 **short-term immigrants** visited Leeds in 2016 to work or study for up to 12 months; this is an increase of around 1,000 since the previous estimate in 2014. Two thirds of the 3,600 short term immigrants were students with the remainder being workers.

3.6 The reasons for migration

3.7 **Work** - The overall number of *new migrant workers* arriving in Leeds fell by 1,550 or 16% to around 8,000 in 2017. This is a similar decrease to that observed nationally which showed a fall of 18% in England and Wales. The fall in arrivals is from all world regions but primarily from accession and other European countries. Most major countries of origin showed a fall rather than an increase in arrivals, and the greatest change in individual nationalities compared to 2016 has been a decrease of arrivals from Poland and Spain.

- The level of *workers from non-accession countries* arriving each year remains higher than the accession group with 4,700 arriving in 2017. Although, around 800 fewer people arrived than in 2016. The majority of this specific group is made up by arrivals from Italy, India and Spain.
- The number of new migrant *workers from EU accession countries* fell to around 3,250 arrivals in 2017, over 700 fewer arrivals than in 2016. This group is predominantly composed of Romanian and Polish arrivals [Chart 2.3].

3.8 New arrivals to Leeds came from over 100 different countries of origin with EU nationals accounting for a third of the total. Romania remains the top country of origin overall with 1,843 registered arrivals recorded in 2017 with Poland next with 674 arrivals, followed by Italy with 562 arrivals.

3.9 The gender split shows just over half of newcomers are men [52%], and the most common age group for arrivals is 25-34 years.

3.10 **Study** - There were 9,655 **international students** registered at a Higher Education institution in Leeds in the 2017-2018 academic year, an increase of over 400 overseas students on the previous year. Over three-quarters came from outside the EU.

3.11 There is an increased focus on understanding the impacts of migration upon local areas, including and by way of an example, 'Communities Up Close' - a new data and research project led by Migration Yorkshire which will explore how and why the impact of migration varies between neighbourhoods and will help local authorities and other partner organisations across the region to understand how they can anticipate, prepare for and address this impact.

3.12 Leeds Strategic Migration Board Programme

Over the last year the board has met quarterly and focused on key themes and received updates in relation to migration activities. These included changes to NHS charging regulations, Windrush, EU Settlement and the review of the asylum dispersal contract. These discussions have also been set within the context of the impact on particular communities and neighbourhoods, using the learning from neighbourhoods in targeted wards such as Chapeltown and Harehills and priority neighbourhoods including the Clifton's and Nowell's and the Beverley's and Stratfords where the communities experience the impact of policy changes and wider migration activities.

3.13 The Leeds Strategic Migration Board has supported the links between the key migration programmes described in the paragraphs below and the opportunities presented through the work in priority neighbourhoods where the issues of migration can be felt more acutely from both migrant communities and settled communities. A recent Executive Board update report on Locality Working highlighted examples where work with priority neighbourhoods has helped to shape and provide evidence for conversations with the Home Office to improve the effectiveness of the asylum dispersal contract. It also brought together the innovative approach of the Migrant Access Project (MAP) networkers to support improved community conversations and door to door support work in neighbourhoods where community work was experiencing language barriers.

3.14 **Controlling Migration Funded Activities**

The Controlling Migration Fund was launched by the Ministry of Housing, Communities and Local Government in November 2016 to help local authorities mitigate the impacts of recent migration on communities in their area. £100 million was available for local authorities across England.

3.15 Over the past two years, Leeds City Council has successfully bid to the Ministry of Housing, Communities and Local Government for over a million pounds of funding through the Controlling Migration Fund. Projects funded through this programme are as follows:

3.16 **The Leeds Migrant Access Project (MAP and MAP 'Plus')**

Strand 1 - The Migrant Access Project aims to alleviate pressures on services where there is the impact of migration and new arrivals to the city, and in addition, it helps new migrants to settle in Leeds. Part of the project is to train Migrant Community Networkers (MCNs) who are from different national, ethnic or language backgrounds so that they can share with new arrivals within their communities about life in Leeds.

3.17 **Strand 2** – The Migrant Access Project 'Plus' is the nationally funded part of the programme and extends the work of the Migrant Access Project. The focus of the Migrant Access Project 'Plus' which commenced in July 2018, has been to improve access to health services in Armley and work with private landlords in Holbeck to improve housing conditions. Three further satellite areas have been identified for year 2 these are; Little London/Hyde Park, New Wortley and Beeston Hill. Activity in these areas will commence in July 2019 with an emphasis on health improvement for Little London/Hyde Park and an enhanced community engagement plan for Beeston Hill. An independent evaluation of the project is being undertaken by the Leeds University in partnership with Leeds Beckett University and a report will be available from September 2019, to inform future projects.

3.18 **Online Welcome to Leeds websites**

The new online guides have been launched that provide people who have recently moved to Leeds from another country, with a wealth of important information on how to access a variety of services that are available in the city.

3.19 Leeds City Council's Migration Team commissioned local charities Touchstone and Leeds Asylum Seekers' Support Network to develop these two new websites;

the 'Leeds Transition Guide' and 'New to Leeds'. The experiences of refugees and migrants in Leeds have played an important part in the development of both websites.

3.20 The websites can be accessed via the following links:

Leeds Transition Guide, for refugees in Leeds: www.transitionguide.org

New to Leeds, a simple guide to life in Leeds: www.newtoleeds.org

3.21 **English Language Programme**

This programme aims to develop a citywide strategy on ESOL and support communities to build their **language skills** through activity utilising a grants process. The Language Hub project is about enabling people to practice conversational English, whilst taking part in activities which **engage new and settled communities**. The fund is being delivered over a 2 year period from July 2018 – July 2020. The grant, totalling £200k, has been released and is being promoted widely to voluntary and community sector organisations to apply.

3.22 In the Lincoln Green priority neighbourhood, community work has identified the need for support for English language skills and work is taking place with local organisations and schools to develop more conversational classes for local people who struggle with language barriers. A feature of some of the priority neighbourhoods is the poverty migrants face due to language barriers. By working with local partners around opportunities for employment and supporting language skills, the barriers to economic inclusion are reduced.

3.23 **Local Authority Asylum Support Liaison Officer Scheme (LAASLO)**

Leeds Housing Services received funding to take part in a 2 year pilot initiative aimed at providing support to asylum seekers who received a positive decision from the Home Office to settle in the city. Leeds Housing Options are currently working closely with the current provider G4S to help meet future accommodation needs of agreed asylum cases.

3.24 For those that have received positive decisions, their asylum cases are supported by LAASLO officers, however, the challenge of providing housing advice/support to people who have received a negative asylum decision is a significant one, not least because people will not be eligible for housing assistance/allocation. The work in partnership with key third sector organisations such as PAFRAS (Positive Action for Refugees and Asylum Seekers), RETAS (Refugee Education Training Advisory Services) and the Red Cross are essential to ensure that people continue to feel supported.

3.25 **Victims of Modern Slavery**

Leeds received funding for a pilot to deliver support to 'Victims of Modern Slavery'. This project provides pathways for those victims of modern slavery leaving the National Referral Mechanism (NRM) with a Positive Conclusive Grounds decision. Leeds is one of six local authority areas elected to take part in a pilot along with Croydon, Derby, Birmingham, Nottingham, and Redbridge.

3.26 Common aspects of the projects include working to ensure victims have access to housing upon leaving the NRM and using locally-based advocates to support victims to move towards independence. Other strands include disruption of

perpetrator activities and developing community support. The Home Office Analysis and Insights team will conduct an evaluation of the pilots at the end of 2019.

3.27 Safer Leeds have put in place a contract with an experienced provider, Palm Cove, to deliver the advocacy support element of the pilot. Palm Cove are currently exceeding their targets in terms of the numbers of victims accessing support under this scheme. Referral pathways with the council housing services have been established and further work is underway with Adult Learning and Education and other key partners.

3.28 **Recent bidding activity**

A further Controlling Migration Fund round was opened in summer 2018. Leeds submitted two bids for an extension to the Migrant Access Project Plus and a Community Connectors programme. Leeds City Council were informed recently that the bids totalling £457K were successful and we are scoping the operational delivery arrangements currently.

3.29 **Other key activities and initiatives**

3.30 **EUROCITIES**

Leeds hosted a two day event in September 2018 led by EUROCITIES on **Roma Inclusion**. The event was a huge success that showcased the strategic, coordinated and inclusive approach to migration in Leeds. Attendance included the **European Commission, the Ministry of Housing, Communities and Local Government** and delegates from both **European and UK cities**. The agenda also included a study visit to a Roma Cafe which was an important highlight. The study visit concluded with a debate on Brexit that European cities requested. The commitment to Roma under this working group continues in partnership with EUROCITIES in Brussels.

3.31 The conversation was **strongly connected** to the partners working with **Community Committees in neighbourhoods** that have larger number of the Roma communities. Local partners from neighbourhoods like Harehills and Armley were able to describe the work that is supported in the community to promote inclusion and integration of a diverse range of people, particularly those with Roma heritage. Some of the challenges and opportunities were discussed and Leeds was able to show some of the **inter community work** that is taking place and also share some of the approaches we have for **improving access** to services for the Roma community.

3.32 **UK's future skills-based immigration system White Paper**

On the 19 December 2018 the UK Government presented a White Paper setting out plans for its new single migration system built around skills that migrants can bring, alongside investment to improve productivity and the skills of the UK workforce.

3.33 As the UK leaves the European Union (EU), free movement regulated by EU law will end. **All nationals other than British and Irish citizens, will need permission if they want to come to the UK, to visit, work or study** and will

need to comply to this new single system as the implementation period ends in December 2020 (if in a 'no deal' situation) or July 2021.

3.34 The new single system will:

- Come into force at the end of the implementation period
- Apply to all nationals other than British and Irish citizens
- Offer 5 different routes to coming to the UK to work, based on skills levels and periods of time (specialist, highly skilled, short term/temporary, visitor or part of the youth mobility scheme)
- Be digital, streamlined and compliant, maintaining strict control of borders, access to employment and public services such as health care, benefits etc.

3.35 The next steps indicated by Government is an extensive 12-month programme of engagement with sectors across the UK. This will include discussions with private, public and voluntary sector employers, as well as industry representatives.

3.36 **The EU Citizens Settlement Scheme**

In December 2017 the UK government reached an agreement with the European Union on citizens' rights and in March 2018 this was extended to cover those arriving during the implementation period. This agreement protected the rights of EU citizens after the UK leaves the EU and would enable them to continue to live their lives as now. It also covered their family members.

3.37 From the 29th March 2019, those residing in the UK will need to apply online for a new UK residence status under the EU Settlement Scheme that will allow citizens and their family members to continue to live, study and work in the UK (subject to any relevant occupational requirements), with ongoing rights to health care and access to benefits and public services according to the same rules as now.

3.38 To obtain settled status EU citizens and their family members will need to have lived continuously in the UK for five years. Those with less than five years' residence will be granted pre-settled status until they accumulate their five years. On 21 January 2019 the government announced that a decision was made to cancel previously agreed fees.

3.39 Leeds City Council have supported a number of activities including hosting Home Office events aimed at informing civic leaders and local citizens. Circulating guidance toolkits to businesses and communities and local organisations, on the implementation of the scheme.

3.40 The websites for both toolkits can be accessed via the following links:

Toolkit for employers: <https://www.gov.uk/government/publications/eu-settlement-scheme-employer-toolkit>

Toolkit for community leaders: <https://www.gov.uk/government/publications/eu-settlement-scheme-community-leaders-toolkit>

3.41 In December 2018 the Home Office announced grant funding of up to £9 million for voluntary sector organisations to bid to support EU citizens who might need additional help when applying for their immigration status through the EU

Settlement Scheme. The closing date for bids was the 1st February 2019. A number of local organisations have applied and are awaiting decisions.

3.42 **Windrush**

Following the national Windrush controversy, Leeds City Council consulted with key statutory services and produced a briefing paper and guidance that provides information to services responding to the concerns of local residents and people potentially impacted. This documentation was provided to enable services in assisting local residents seeking support. More recently, Migration Yorkshire have provided a **comprehensive overview** for local authorities in the region. A link to this document can be accessed via the link below.

<https://www.migrationyorkshire.org.uk/UserFiles/File/PolicyandResearch/PolicyBriefings/my/my-briefing-windrush-v-jan2019.pdf>

3.43 The Council hosted, on 19th September 2018 a Home Office Taskforce team community surgery to offer commonwealth citizens who were concerned about their status, providing the opportunity to talk in confidence to Home Office staff and request support to resolve their case.

3.44 Following on from this, Leeds were asked to host the Compensation Scheme consultation and Lessons Learned Review with an event on 8 October 2018 at the Reginald Centre. The event was led by two independent advisors working on behalf of the Home Office who consulted with local commonwealth citizens affected by Windrush. The event was well attended by 30 people taking part in discussions. The lessons learned are due to be completed approximately at Easter time 2019. It was hoped that people would be compensated by Christmas of 2018, however the consultation was extended and the council await an update from the Home Office on its implementation. In December 2018, the government announced that in urgent and exceptional cases people can request assistance in advance of the launch of the compensation scheme with an amount of up to £5000.

3.45 National Windrush Day was announced in December 2018 to take place annually on 22 June to encourage communities across the country to celebrate the contribution of the Windrush Generation and their descendants.

3.46 The government has also announced funding is being made available for councils and community groups to apply to celebrate Windrush generation throughout the year. A total of £500,000 is available across the country. Leeds City Council has submitted a partnership bid with local community organisations.

3.47 **Vulnerable Persons Resettlement Scheme (VPRS)**

As of 1st September 2018, the operational responsibility of this scheme transferred from Migration Yorkshire to Leeds City Council's Communities Team.

Leeds made a commitment to support 225 individuals during a two year period from 2016/2017. Leeds met its pledge and had welcomed 239 individuals by June 2018 which includes cases where there was a local family connection. Following

consultation with the Home Office Leeds pledged to accept a further 60 – 90 individuals over an 18 month to two year period.

3.48 Vulnerable Children Resettlement Scheme

Leeds pledged to resettle 38 people under the Vulnerable Children Resettlement Scheme and to date have resettled 33. The last family of five is due to arrive in April 2019 under this scheme.

3.49 Unaccompanied Asylum Seeking Children (UASC)

A Task Group led by colleagues in Children Services continues to bring together agencies from across the city to ensure UASC's needs are met. Leeds continues to lead in the region in terms of good practice and has been actively participating in the National Transfer Scheme, which has included young people moving to Leeds from London and the South East, but Leeds has also welcomed young people who are part of the 'Dubs' scheme to offer sanctuary to unaccompanied young people who are in Europe and a small group of unaccompanied refugee children who have been rescued from Libya by UNHCR through the VCRS scheme. Current figures show that Leeds is supporting 63 UASC under the age of 18 and 99 young people aged 18+ as care leavers.

3.50 Asylum Dispersal Contract

In January 2019 the government announced that the new asylum dispersal housing contract for the Yorkshire and Humber region had been awarded to Mears Group who will take over from the current provider G4S and the contract will run for 10 years until 2029. Transition activity between providers is now underway.

3.51 Connecting Opportunities

This 2 year project aimed at supporting 'vulnerable new migrants' to improve confidence and skills and increase employability started in 2017 and will end in July 2019 pending the outcome of further funding. The latest figures suggest that there are currently 183 participants being supported in Leeds. Positively Leeds is performing well in terms of participants engaged in mentoring/befriending services, moving into work placements and employers engaged on the project.

3.52 Introduction to Migration training

Migration Yorkshire deliver Introduction to Migration training sessions to Local Authorities and services across the region. Leeds participates in this programme and a further four sessions have been agreed for 2019.

4. Corporate Considerations

4.1 Consultation and Engagement

The Leeds Strategic Migration Board's membership includes council and partner agencies and is the key vehicle for consultation, engagement and overseeing migration activity.

5. Equality and Diversity / Cohesion and Integration

5.1 The council's Equality Improvement Priorities for 2018 – 2022 have been produced to ensure that the council meets its legal duties under the Equality Act 2010, to complement the 'Best City' ambition aimed at tackling inequalities: for Leeds to have a Strong Economy and to be a Compassionate City. They provide

focus to address issues of inequality and are based on evidence of disproportionate outcomes, which we are seeking to challenge and change.

5.2 The migration work takes into account equality and diversity as core components and a Migration Equality Improvement Priority was approved by Executive Board in July 2018 to improve the approach to migration in Leeds through improving access to services; shifting attitudes and behaviours; increasing awareness and understanding; strengthening resilience and building capacity; and building and creating cooperative partnerships.

5.3 The migration work takes into account equality and diversity as core components. The equality improvement priority is to improve the approach to migration in Leeds through improving access to services; shifting attitudes and behaviours; increasing awareness and understanding; strengthening resilience and building capacity; and building and creating cooperative partnerships.

6. Council Policies and the Best Council Plan

6.1 The work carried out under the Leeds City Council's migration programme helps the city to achieve its ambition to be a welcoming and compassionate city. It underpins the Strong Communities Benefiting from a Strong City breakthrough programme by focusing on the people who are new to Leeds, and ensuring that their interests and contributions are included in all aspects of city life.

6.2 Through our strategic approach to engage, support and coordinate new migrant communities, through the city's Stronger Community programme, aids the delivery of the city's ambition to be a 'Strong Economy and a Compassionate City'. Our approach seeks to help our newer communities feel more integrated and welcome, whilst minimising pressure and local services. Through our programme of activity, communities aspirations are raised which helps to instill a sense of belonging and pride in being a citizen of Leeds.

7. Resources and value for money

7.1 The Leeds Migration Team within the Communities Service oversee the migration work programme. The approach to migration in Leeds provides opportunities to build upon, and create effective partnerships and responses to changing need and to target our work more effectively based on evidence.

8. Legal Implications, Access to Information and Call In

8.1 Although, there are no legal implications or access to information issues within the work articulated in this paper there will be implications arising from national changes such as the Immigration Act 2016 and Brexit. As yet the full impact of these regulations is not known and guidance is pending.

9. Risk Management

9.1 Having a coherent and strategic approach to migration supports the council to deliver its priorities and minimises any associated risks.

9.2 As the UK approaches its formal withdrawal from the EU, it important we have routes in to our newer communities, to enable information to be passed on about their legal status. The work we undertake with our migrant communities, provides vital links both in to these communities and for them to share their concerns.

10 Conclusions

- 10.1 This report shares the significant work that the city has delivered and continues to deliver on migration across Leeds during a live and fast moving national policy environment. Keeping abreast of national changes; ensuring strong connections to ministerial departments; contributing to shaping national thinking; working locally and regionally with our colleagues local authorities to learn and share what works; developing strong bids for funds; ensuring officer capacity on the agenda; working in collaboration with and funding the migrant third sector; growing our award winning approach to engaging new and settled communities through volunteers; and most importantly, spending time to develop trusting relationships with the communities that we welcome to Leeds has been and remains fundamental to the success of our approach

11 Recommendations

- 11.1 Receive this annual update report and discuss its contents.

12 Background documents¹

- 12.1 There are no specific background documents linked to this report

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

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Report author: Sandra Pentelow
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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Communities and Housing)

Date: 13 March 2019

Subject: Draft Scrutiny Inquiry Report – Inquiry into Kerbside Collection and Recycling of Domestic Waste

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

Summary of main issues

1. Leeds City Council has an ambition to be the best city in the UK: one that is compassionate and caring with a strong economy, which tackles poverty and reduces inequalities. It wants Leeds to be a city that is fair and sustainable, ambitious, creative and fun for all with a council that its residents can be proud of: the best council in the country.

2. At the meeting on the 28 of June 2018, Scrutiny Board (Environment, Housing and Communities) considered its work programme for the 2018/19 municipal year. At this meeting the Board considered a request for Scrutiny regarding refuse collection and identified that a review of current performance may be required to inform the developing waste management strategy. The Best Council Plan 2018/19 – 2020/21 states an ambition that people will live in clean and well cared for places. It also identifies a key performance indicator specifically relating to the percentage of waste recycled. At the meeting on the 26 of July the Board resolved that its inquiry for 2018/19 would focus on the refuse collection and recycling service, including current performance.

3. The inquiry was conducted over five evidence gathering sessions which took place between August 2018 and December 2018 when the Scrutiny Board received a range of evidence both written and verbal. Following the gathering of evidence a Scrutiny

inquiry report has been drafted and will be presented to the Scrutiny Board for consideration and agreement in advance of the meeting.

- 4 Scrutiny Board Procedure Rule 13.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be reported to the Scrutiny Board and considered before the Board's recommendations are finalised and published on the Council's website". Advice provided is reflected in the current draft report presented to the Scrutiny Board.
- 5 A further opportunity for the provision of advice from the Officers of Leeds City Council is available at the meeting on the 13 March 2019 and the Scrutiny Board is recommended to consider this before agreeing its report.
- 6 Once the Board publishes its final report, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's report within approximately three months.

Recommendations

- 7 The Scrutiny Board (Environment, Housing and Communities) is recommended to consider and agree the Scrutiny Inquiry report following its inquiry into Kerbside Collection and Recycling of Domestic Waste.

Background documents

- 8 None used¹

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

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 13 March 2019

Subject: Work Schedule

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

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the remainder of the current municipal year.

2 Main issues

2.1 At its initial meeting in June 2018, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2018/19. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.

2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

2.3 Executive Board minutes from the meeting held on 13 February 2019 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

2.4 The work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

- 2.5 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 2.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

- 2.7 On 13 February 2019 the Executive Board considered a report relating to Leeds Credit Union. As stated in the Appendix 2 minute 153 states that the relevant Scrutiny Board be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU.

Developing the work programme for the new municipal

- 2.8 Scrutiny Boards are subject to an annual review and appointment process as part of the overall governance arrangements presented and agreed by Council at its annual meeting each year
- 2.9 As such, Scrutiny Boards have tended to adopt different approaches to planning for the new municipal year and providing a ‘handover’ of issues to be considered by the appropriate and newly constituted Scrutiny Board.
- 2.10 Historically, at the first meeting of the municipal year, Scrutiny Boards have been presented with an outline of proposed formal meeting dates, alongside a draft work schedule that reflected traditional and known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
- 2.11 Specific scrutiny inquiries have tended to be identified at the initial meetings in June / July each year; however some Scrutiny Board members have raised concern around this approach and the impact this can have on progressing and completing identified inquiries in a timely manner.
- 2.12 In order to bring these matters together and to adopt a longer-term approach to planning Scrutiny Board work programmes; each Scrutiny Board is being presented with:

- (a) A draft schedule of planned meeting dates for the municipal year (2019/20)
- (b) A draft work schedule that includes known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
- (c) Details of specific areas / matters to be recommended for consideration by the appropriate Scrutiny Board, as part of the overall 2019/20 work programme.

- 2.13 The draft work schedule is presented at Appendix 3 consideration, this outlines planned meeting dates which are provisionally scheduled to take place on a **Thursday**, avoiding plans panel visits/meetings. This includes the known items of scrutiny activity.
- 2.14 In considering the details presented at Appendix 3, Members of the Scrutiny Board are reminded consider the information outlined in paragraph 2.5
- 2.15 In terms of any specific areas/ matters to be recommended to the successor Scrutiny Board, members are invited to comment on and consider the following areas that have been highlighted during the course of the current municipal year:
- In accordance with paragraph 2.3 – Leeds Credit Union.
 - Housing Repairs – Response Management, contractual arrangements and performance Progress update following working group 26 September 18.
 - Development of the Local Waste Strategy – pre-decision scrutiny following the inquiry during 2018/19
 - Tenant Scrutiny – annual update
- 2.16 The Scrutiny Board is also invited to recommend any other matters for the successor Board to consider.
- 2.17 In agreeing to recommend any specific matters for consideration by the successor Scrutiny Board, members should recognise the future work schedule will:
- Become the responsibility of a successor Scrutiny Board (subject to the arrangements agreed by Council in May 2019).
 - Remain flexible and adaptable to reflect any new and emerging issues or changing priorities identified in the new municipal year.
 - Need to reflect any timetabling issues that might occur from time to time.
- 2.18 Nonetheless, setting out proposed meeting dates and a draft work schedule for the new municipal year will provide a foundation that will not only help with the initial planning for next year's Scrutiny Board, it also has the potential to help with planning the work programme in the longer-term.

3. Recommendations

3.1 The Scrutiny Board is asked to:

- a) consider the matters outlined in this report, and the appended information and matters raised during the meeting.
- b) agree or amend the overall work schedule as presented at Appendix 1 as the basis for the Board's work for the remainder of 2018/19.
- c) consider the draft work schedule as presented at Appendix 3 and make recommendations as deemed necessary.

4. Background papers¹

4.1 None used

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

June	July	August
Meeting Agenda for 28 th June 2018	Meeting Agenda for 26 th July 2018	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Financial health monitoring (PM) Performance Update (PM)	Air Quality Solution for Leeds – current position and consultation (PDS) Revised Safer Leeds Plan 2018/19 (PDS) Tenant Scrutiny Board final inquiry report into Anti-Social Behaviour (PSR) Refuse Collection (PSR)	
Working Group Meetings		
Site Visits		
		Visit with Bin Crews – 30 Aug 18

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

September	October	November
No Scrutiny Board meeting scheduled	Meeting Agenda for 3rd October	Meeting Agenda for 28th November 2018
	Terms of Reference – Refuse Collection, Recycling Waste Management (including visit feedback) Inquiry Session 1 - Refuse Collection, Recycling Waste Management Inquiry into Leeds’ response to Grenfell – Formal response and update (RT)	Inquiry Session 2 - Refuse Collection, Recycling Waste Management (including Bin Crew Visit feedback 16 Nov) Locality Working – Priority Neighbourhoods Update (PM) Working Group Update(s) (26 Sept, 15 Oct)
Working Group Meetings		
Housing Repairs – Response Management, contractual arrangements and performance (PM) – 26 Sept 18.	Standards in Private Rented Sector and Selective Licensing - Planned consultation until 31 Oct (PSR) 26 Oct 2018. Housing Green Paper – 15 Oct 2018. (PDS)	
Site Visits		
		Visit with Bin Crews – 16 November

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled	Meeting Agenda for 23 January 2019	Meeting Agenda for 25 February 2019
	Performance report (PM) Financial Health Monitoring (PSR) 2019/20 Initial Budget Proposals (PDS) Best Council Plan Refresh (PDS)	Council Housing Growth Programme – linked to Gov info. (PSR) Road traffic ASB, Casualty Reduction and KSI (PM)
Working Group Meetings		
Inquiry Session 3 - Refuse Collection, Recycling Waste Management - 14 December 2018 Leeds Anti-Social Behaviour Service Review (PDS) – 18 December 2018	Street Support – Big Change – Consideration of Strategic Approach and Progress (PSR) - 25 January 2019	Leeds Anti-Social Behaviour Service Review (PDS) - 25 February at 9:30 Horticultural Maintenance in Cemeteries – Response and Tracking (RT) (ref Council Deputation 11/07) – 25 February at 9:30
Site Visits		
Street Support – Big Change – outreach work		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

March	April	May
Meeting Agenda for 13th March 2019	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
Reducing Repeat Customer Contacts (RT) Impact of Universal Credit (dependent on roll out)(PSR) Development of Community Hubs – Update position and Recommendation Tracking (RT) Migration update (PM) Inquiry Report Kerbside collection and Recycling of Domestic Waste		
Working Group Meetings		
Free food provision in Leeds. (PSR) – Date to be confirmed		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Unscheduled - Advice Provision Across Leeds, Waste and Recycling Strategy (pre-decision depending on draft completion and Exec Board date, to include information relating to RIPA Environmental Enforcement request for Scrutiny) (PDS)

EXECUTIVE BOARD

WEDNESDAY, 13TH FEBRUARY, 2019

PRESENT: Councillor J Lewis in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, R Lewis, L Mulherin,
J Pryor and M Rafique

APOLOGIES: Councillor J Blake

144 Chair of the Meeting

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake who had submitted her apologies for absence from the meeting, Councillor J Lewis presided as Chair of the Board for the duration of the meeting.

145 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendices A and B to the report entitled, 'Full Fibre Network Programme for Leeds', referred to in Minute No. 159 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices provide commercial pricing from those suppliers involved in the Soft Market Test. In order to obtain the most competitive prices possible in response to a future procurement exercise the Council does not wish to put pricing information received to date into the public domain. It is felt that disclosure of this information would be prejudicial to the Council and the suppliers involved. As such, this information is deemed exempt from publication due to its commercially sensitive nature and the disclosure of which may have a detrimental impact on the outcome of any future procurement. With this in mind, it is felt that maintaining such information as exempt from publication outweighs the public interest in disclosing it at this time;
- (b) That Appendix A to the report entitled, 'Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways (LCR) and Leeds City Council', referred to in Minute No. 163 be designated as exempt from publication in accordance with

Draft minutes to be approved at the meeting
to be held on Wednesday, 20th March, 2019

paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within that appendix relates to the financial and business affairs of both the Council and LCR. To disclose the information contained within Appendix A could prejudice the Council's position in relation to the proposals outlined in the submitted report. As such, in these circumstances, it is deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information;

- (c) That Appendices 2 and 3 to the report entitled, 'Leeds City Region Enterprise Zone Update and Infrastructure Delivery', referred to in Minute No. 166 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices relate to the financial and business affairs of the Council and Northern Powergrid (NPG) and the disclosure of such information would be prejudicial to the Council's negotiations with NPG as well as to the commercial interests of both parties. In these circumstances, the public interest in maintaining such information as being exempt from publication outweighs the public interest in disclosing it.

146 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared during the meeting.

147 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meetings held on the 19th December 2018 and the 14th January 2019 be approved as a correct record.

HEALTH, WELLBEING AND ADULTS

148 Safeguarding Adults Board: Annual Report 2017/18 and Strategic Plan 2016/19

Further to Minute No. 84, 18th October 2017, the Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board Annual Report for 2017/18, together with its Strategic Plan (2016/19). The report looked to provide details of the Board's achievements over that period and set out the Board's ambitions moving forward.

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Responding to a Member's enquiry, the Board received further information regarding the existing arrangements in place and the ongoing work being undertaken with neighbouring Authorities and partners to further develop the collaborative approach towards safeguarding matters, specifically those with cross-boundary implications.

Again, in response to a Member's enquiry, the Board received information on the role played by third sector organisations in the promotion of safeguarding

in the particular communities they serve, together with the work being undertaken to continue to develop the third sector's role in this area.

RESOLVED –

- (a) That the contents of the Leeds Safeguarding Adults Board Annual Report 2017/18 and the Board's Strategic Plan going forward, as appended to the submitted report, be noted;
- (b) That the strategic aims and ambitions of the Leeds Safeguarding Adults Board, which looks to make Leeds a safe place for everyone, be supported.

LEARNING, SKILLS AND EMPLOYMENT

149 Determination of School Admissions Arrangements for 2020/21

The Director of Children and Families submitted a report which sought approval of the Local Authority Admissions Policy and admissions arrangements for school entry in 2020. Also, the report detailed the changes which had been made to the policy, and invited the Board to note the updated co-ordination arrangements.

RESOLVED –

- (a) That in considering the school admissions arrangements for 2020, approval be given to the Admissions Policies for Primary and Secondary schools, as detailed within Appendices A and B to the submitted report, with the following being noted:-
 - (i) That the nearest priority is no longer included in the policy for Community and Voluntary Controlled Primary Schools and that applications will be prioritised based on catchment area priority;
 - (ii) That any child with a sibling on roll at the school at the time of admission will receive sibling priority for admission;
 - (iii) That applications received more than 4 weeks after the national deadline for applications will be considered as 'late' and therefore considered after all 'on time' preferences (currently 6 weeks);
 - (iv) That the wording in relation to Children Looked After has been amended to reflect current legislation and practice;
 - (v) That parents will apply directly to the Local Authority for a school place outside the normal admissions round (rather than directly to their preferred school); and
 - (vi) That the policy includes greater clarity regarding waiting lists, home addresses, shared care arrangements where parents have separated and how multiple birth siblings do not have the random allocation tie break applied where they are tied for the final place available.
- (b) That the co-ordinated scheme for admission arrangements for entry in September 2020, as detailed at Appendices C and D to the submitted report, be noted, with it also being noted that there are no changes to

the 2019 arrangements, other than updates to timelines, and that in-year applications should be sent to the Admissions Team rather than directly to schools;

- (c) That it be noted that the officer responsible for this work is the Lead for the Admissions and Family Information Service, with it also being noted that the date for implementation (ie. determination of any revised policy) is by no later than 28 February 2019, with the policy being published by 15 March 2019.

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

150 Design & Cost Report and Tender Acceptance Report for the Learning Places expansion of Moor Allerton Hall Primary School

Further to Minute No. 124, 19th December 2018, the Director of Childrens and Families submitted a report on the proposed expansion of Moor Allerton Hall Primary School with specific reference to the proposed entering into a Joint Contracts Tribunal (JCT) 2016 contract with Leeds D&B One Co. for the delivery of critical works which were required to adhere to the expansion programme. In addition, the report sought the necessary approvals to enter into related contracts and to incur the necessary expenditure.

Responding to a Member's enquiry, the Board discussed and received further information on the estimated overall costings for the scheme, and what the estimated costs, as detailed within the submitted report, were comprised of.

RESOLVED –

- (a) That the expenditure of £5,653,729.02 from capital scheme number 32737/MAL/000 for the construction work and associated fees for the expansion of Moor Allerton Hall Primary School, necessary for occupation from September 2019, be approved;
- (b) That the acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £4,730,797 inclusive of all professional design fees incurred by the appointed contractor, development costs and surveys incurred by the contractor, be authorised; with it being noted that this figure includes the previously approved sum of £355,503.43 for the completion of the necessary 'Early Works' packages, and that the release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds);
- (c) That the requirement to enter into a contractual agreement with Leeds D&B One Co. in order to deliver the development at Moor Allerton Hall Primary School, be authorised, which will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd. for the sum of £4,730,797;

- (d) That approval be given to the entering into a deed of variation with Environments for Learning Leeds PFI One Limited, in order to exclude the existing service road across Allerton Fields from the PFI site for Allerton Grange School in order that such access road can be remodelled as part of the development at Moor Allerton Hall Primary School;
- (e) That approval be given for the resolutions, as minuted, from this report to be exempted from the 'Call In' process, on the grounds of urgency, as detailed within sections 4.5.1 – 4.5.4 of the submitted report;
- (f) That it be noted that the estimated scheme cost of £5,653,729.02 includes: £4,730,797 for construction works (this is the contract / tender submission value inclusive of £355,503.43 of previously approved 'Early Works' costs); professional fees and survey costs of £509,285; £30,000 for loose furniture and equipment; £55,500 for supporting costs and a client held contingency commensurate to the scale and complexity of the project; with it also being noted that the construction cost includes £358,694.00 of 'on-site' Highways upgrades to facilitate the conversion of the PFI service road into a drop-off loop serving both Moor Allerton Hall and Allerton Grange School, with it being further noted that this solution has been developed in conjunction with Planning and Highways in response to evidenced congestion and road safety issues in the locality and which represents a significant and critical 'abnormal' added to the scheme during design development;
- (g) That it be noted that the officers responsible for the implementation of the above resolutions are the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management and Regeneration, and that approval be given to authorise such officers to enter into all other agreements which are required to deliver this project.

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

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (e) above, and for the reasons as detailed within sections 4.5.1 – 4.5.4 of the submitted report)

151 Outcome of Statutory Notice to permanently increase learning places at Benton Park Secondary School from September 2021

Further to Minute No. 89, 17th October 2018, the Director of Children and Families submitted a report detailing proposals brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report detailed a proposal to expand secondary school provision at

Benton Park Secondary School and sought a final decision in respect of this proposal.

Members welcomed the proposed expansion of provision at Benton Park Secondary School, and responding to a Member's enquiry, the Board received further information on the actions being taken which aimed to deliver increased funding where it was required for other schools of a similar priority.

RESOLVED –

- (a) That the proposal to permanently expand secondary provision at Benton Park Secondary School from a capacity of 1225 pupils to 1500 pupils, with an increase in the admission number from 245 to 300, with effect from September 2021, be approved;
- (b) That it be noted that the implementation of the decision (as above) is subject to feasibility and planning permission, as indicated at section 4.4.1 of the submitted report, and that the proposal has been brought forward in time for places to be delivered for 2021;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

COMMUNITIES

152 Locality Working and Priority Neighbourhood Update

Further to Minute No. 101, 15th November 2017, the Director of Communities and Environment submitted a report which highlighted the progress which had been made to date, the emerging issues which had arisen and the areas for further development in relation to the Locality Working and the Priority Neighbourhood work programme.

Responding to a Member's enquiry regarding the monitoring of performance in this area, the Board noted that the new approach had only been operational for a year, and that more detailed performance data would follow in the 'Year 2' update report.

Also, in response to a Member's enquiry, the Board received assurances that although focus was being placed upon the 6 priority neighbourhoods and 12 priority Wards, the overall aim of the approach was to provide benefits to all communities across the city, and not to negatively impact upon those communities which bordered the priority neighbourhoods.

RESOLVED –

- (a) That the contents of the submitted report, together with the comments made at the meeting regarding the progress which has been made in this area to date, be noted;
- (b) That the Director of Communities and Environment be requested to progress performance management arrangements at the appropriate

spatial level to support Year Two of the Priority Neighbourhoods programme;

- (c) That the Director of Communities and Environment be requested to provide Executive Board with an annual update on year two achievements in 12 months' time.

153 Long term strategic partnership with Leeds Credit Union

Further to Minute No. 61, 21st October 2015, the Director of Communities and Environment submitted a report which provided an update on the Council's strategic approach towards supporting the work of Leeds Credit Union (LCU) in tackling financial exclusion and poverty in Leeds, and which detailed proposals to further develop the longer term strategic partnership between the Council and the LCU.

Members highlighted the valuable role which continued to be played by the Leeds Credit Union across the city.

In considering the submitted report and in response to a Member's specific request, agreement was provided that, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board would be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU, as part of the Council's longstanding partnership role.

Responding to a Member's enquiry, confirmation was received that having sought specific legal advice, the proposals detailed within the submitted report did not violate any EU State Aid Regulations.

RESOLVED –

- (a) That, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU;
- (b) That the significant progress which has been made and the projects developed through the partnership between the Council and Leeds Credit Union, be noted and welcomed;
- (c) That the provision to Leeds Credit Union of a grant over 6 years of £198,333 per year, that is linked to greater lending targets and membership levels of Leeds residents, be approved;
- (d) That the necessary authority be delegated to the Director of Communities and Environment, in consultation with the Chief Officer Financial Services, to enable the Director to negotiate and enter into a grant agreement with Leeds Credit Union;

- (e) That agreement be given for the amount of interest payable by Leeds Credit Union on its existing loan from the Council to be reduced, in line with the details as set out within the submitted report.

154 Homelessness and Rough Sleeping Strategy 2018-2022

The Director of Resources and Housing submitted a report which sought approval of the Leeds Homelessness and Rough Sleeping Strategy 2018 to 2022 and which sought approval to request that the Leeds Homelessness Forum undertake the role of overseeing the delivery of the Strategy over its life span.

Members welcomed the contents of the submitted report and the progress being made in Leeds, with specific reference being made to the key role being played by the multi-agency Street Support Team.

RESOLVED –

- (a) That the Leeds Homelessness and Rough Sleeper Strategy 2018-2022, as appended to the submitted report, be approved;
- (b) That the Leeds Homelessness Forum be requested to oversee the delivery of the Homelessness and Rough Sleeper Strategy over its life span.

ECONOMY AND CULTURE

155 North and West Yorkshire Business Rates Pool

The Chief Officer (Financial Services) submitted a report which provided an update on the successful North and West Yorkshire bid to pilot 75% business rates retention in 2019/20; which noted the revoking of the Leeds City Region Pool; requested approval of the formation of a new Joint Committee to oversee the North and West Yorkshire Business Rates Pool; and which also requested agreement of the related Governance Agreement and Terms of Reference.

In considering the submitted report and with reference to the Government's 'Fair Funding Review', the Board welcomed the resource which this pilot would bring to the Council as a member of the North and West Yorkshire Business Rates Pool in 2019/20, whilst Members also emphasised the need for such a scheme, or its equivalent, to be provided on a longer term basis for the benefit of the Council's forward planning.

In conclusion, the Board extended its thanks to the Chief Officer Financial Services for the work he, and his team had undertaken in leading on the successful pilot bid and also for the ongoing work being undertaken as part of Leeds' role in being the lead authority for the pool.

RESOLVED –

- (a) That the update on the new North and West Yorkshire Business Rates Pool, as detailed within the submitted report, be noted;

- (b) That the revoking of the Leeds City Region Pool on 31st March 2019 be noted, and that agreement be given to the disbanding of the Leeds City Region Pool Joint Committee on the same date;
- (c) That approval be given to appoint the Leader of Leeds City Council to a new Joint Committee which will oversee the new North and West Yorkshire Business Rates Pool, with such a Joint Committee consisting of the Leaders of those Authorities specified in section 3.5 of the submitted report, and which will have the Terms of Reference, as appended to the submitted report;
- (d) That the Governance Agreement for the North and West Yorkshire Business Rates Pool, be noted and agreed;
- (e) That the Terms of Reference for the North and West Yorkshire Business Rates Pool, be noted and approved;
- (f) That the necessary authority be delegated to the City Solicitor in order to enable the City Solicitor to seek the formal agreement of the other 13 members of the Pool to the new arrangements.

156 2019/20 Revenue Budget Proposals; Capital Programme for 2019-2022 and Treasury Management Strategy 2019/20

Further to Minute No. 135, 19th December 2018, the Chief Officer, Financial Services, submitted a suite of reports regarding: proposals for the City Council's Revenue Budget for 2019/20 and the Leeds element of the Council Tax to be levied during the same period; proposals regarding an updated Capital Programme for 2019-2022 and also a proposed updated Treasury Management Strategy for 2019/20.

(A) 2019/20 Revenue Budget and Council Tax

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following:-
 - (i) That the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the Council Tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of 1%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 27 February 2019;
 - (ii) That approval be given for grants totalling £65k to be allocated to parishes;
 - (iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - (iv) That in respect of the Housing Revenue Account, Council be recommended to approve the budget with:-
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3.4% in dwelling rents in PFI areas.
 - A 3.3% increase in district heating charges.

Draft minutes to be approved at the meeting to be held on Wednesday, 20th March, 2019

- That service charges for multi-storey flats are increased by £0.75p per week.
 - That service charges for low/medium rise properties are increased by 3.3%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges are capped at £3.50 per week.
 - That an overall freeze is applied to any tenant who would have seen a weekly increase of less than £1 per week.
- (b) That Executive Board's authority be given to officers to begin consultations without delay on the proposals for increases to existing fees and charges;
- (c) That Executive Board's agreement be given to the proposals for the local Business Rates discount scheme for 2019/2020, namely:-
- (i) to offer £1000 discount to independent pubs with a rateable value of between £51,000 and £100,000, these pubs having been offered the same discount by government in 2018/19, but not covered by the 33% discount introduced by government for 2019/20 for retail properties with a rateable value under £51,000; and
 - (ii) to continue to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation;
- (d) That Executive Board's thanks be extended to Scrutiny Boards for the comments and observations they made in considering the Council's initial budget proposals.

(B) Capital Programme Update 2019 – 2022

RESOLVED –

- (a) That Executive Board recommends to Council:-
- (i) the approval of the Capital Programme for 2019-2022 totalling £1,699.7m including the revised projected position for 2018/19, as presented in **Appendix G** to the submitted report;
 - (ii) the approval of the MRP policy statements for 2018/19 and 2019/20, as set out in **Appendix D(i)** and **D(ii)** to the submitted report;
 - (iii) the approval of the new Capital and Investment Strategy, as set out in **Appendix E** to the submitted report.
- (b) That Executive Board approval be given for the list of land and property sites, as shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-

- £194.0m, of annual programmes as set out in **Appendix A(iii)** to the submitted report, to be funded by £90.5m LCC borrowing, £77.5m of HRA specific resources and £26.0m of general fund specific resources;
- £90.9m, of Council Housing Growth Programme Phase 2, as set out in **Appendix A(iii)** to the submitted report, to be funded by £67.8m of HRA borrowing supported by revenue and £23.1m of HRA specific resources;
- £51.7m, of bid pressures as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** of the submitted report, to be funded by Leeds City Council borrowing;
- £127.6m, of other priority pressures as set out in **Appendix A(iii)** of the submitted report, to be funded by £54.8m of Leeds City Council borrowing and £72.8m of general fund specific resources.

(With it being noted that the above resolutions to inject funding of £464.2m will be implemented by the Chief Officer (Financial Services)).

(C) Treasury Management Strategy 2019/20

RESOLVED –

- (a) That the Treasury Strategy for 2019/20, as set out in Section 3.3 of the submitted report, be approved by Executive Board, and that the review of the 2018/19 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That it be noted by Executive Board that the revised CIPFA (Chartered Institute of Public Finance and Accountancy) Codes and Practice and Ministry of Housing, Communities and Local Government guidance have been adopted, with it also being noted that related changes are detailed in sections 3.6, 3.7 and 3.8 of the submitted report;
- (c) That subject to full Council approval, the proposals for forward funding, as detailed in sections 3.3.6 to 3.3.9 of the submitted report, and as updated in the Treasury Management Policy Statement, as detailed at appendix D to the submitted report, be noted by Executive Board;
- (d) That full Council be recommended to set the borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits;
- (e) That full Council be recommended to set the Treasury Management indicators for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.5 of the submitted report;
- (f) That full Council be recommended to set the investment limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.6 of the submitted report;

- (g) That full Council be recommended to adopt the revised Treasury Management Policy Statement, as detailed at appendix D to the submitted report.

(The matters referred to in Minute Nos. (A)(a)(i) – (A)(a)(iv) (Revenue Budget and Council Tax); (B)(a)(i) – (B)(a)(iii) (Capital Programme) and (C)(d) – (C)(g) (Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

RESOURCES AND SUSTAINABILITY

157 Financial Health Monitoring 2018/19 - Month 9

The Chief Officer (Financial Services) submitted a report which presented the Council's projected financial health position for 2018/19, as at month 9 of the financial year.

Responding to a Member's enquiry, the Board was provided with further information on the proposal within the submitted report to change the way in which PFI lifecycle costs were funded, together with details of the benefits and implications of such a proposal.

RESOLVED – That the projected financial position of the Authority, as at Month 9 of the 2018/19 financial year, be noted.

158 Best Council Plan 2019/20 - 2020/21

Further to Minute No. 136, 19th December 2018, the Director of Resources and Housing submitted a report presenting the Best Council Plan 2019/20 to 2020/21 for the Board's consideration and approval that it be recommended for adoption by Council on 27 February 2019.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2019/20 to 2020/21, as detailed at Annexe 1 to the submitted report, at its meeting on 27th February 2019;
- (b) That the Board's thanks be extended to Scrutiny Boards and other participants for their comments throughout the consultation process which have informed the proposed Best Council Plan 2019/20 to 2020/21;
- (c) That subject to the Best Council Plan being adopted by Council, it be noted that further development and graphic design work will take place prior to the publication of the updated Best Council Plan in April 2019.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

159 Full Fibre Network Programme for Leeds

The Director of City Development and the Director of Resources and Housing submitted a joint report which sought approval to undertake a procurement exercise for a partner to build and deliver a full fibre gigabit capable network for Leeds City Council and partner buildings across the district, within a financial envelope, with the aim of using such public sector owned sites as anchors to accelerate the wider roll out of 'fibre' provision.

In considering the submitted report, a Member requested that when this matter returns to the Board, the accompanying report provides details of the alternative approaches to this initiative which had been explored, why they had been rejected and why the approach being recommended was preferred.

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

RESOLVED –

- (a) That the necessary authority be provided to go through a new procurement process for a partner to build and deliver full fibre connectivity to ensure the provision of the greatest amount of coverage, coupled with the opportunity to extend connectivity further with commercial investment within Leeds City Council's financial envelope;
- (b) That agreement be given for all budgets, where there is a connectivity requirement, to be incorporated within the 'Full Fibre Programme', in order to achieve a greater coverage, cost saving and benefits realisation;
- (c) That it be noted that the Chief Digital and Information Officer will be responsible for overseeing the 'Full Fibre' implementation, and that the Chief Economic Development Officer will take responsibility for supporting the commercial investment opportunities that this build may generate for the city.

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

160 Fleet Improvement Plan

The Director of Resources and Housing submitted a report providing a summary of the progress which had been made to date on the upgrade of the Council's fleet, which presented details of the next phase of the Council's fleet replacement plan and the electric vehicle scheme for the city, and which also

Draft minutes to be approved at the meeting
to be held on Wednesday, 20th March, 2019

provided an overview of the roll out of the related electric infrastructure across the city.

Responding to an enquiry regarding the initiative which would enable local businesses to trial electric vehicles, it was highlighted that to ensure that the maximum number of businesses could benefit from this, an individual trial would only be for a pre-determined timeframe, currently proposed as 2 months.

Also, the Board received further information on the proposal regarding the electric retro-fitting of four refuse collection vehicles, and how such an innovative proposal would provide the Council with an interim opportunity to evaluate the performance of such vehicles on the ground, during a period when electric vehicle technology progressed rapidly. In addition, Members also received further information on how some businesses with fleets of heavy duty vehicles, such as bus companies, were approaching such matters.

Also, in acknowledging the speed at which technology in the field of ultra-low emissions vehicles was progressing, Members received further information on how the Council looked to continually review and monitor such matters in order to inform the approach that the Authority was taking.

RESOLVED –

- (a) That it be noted that there is a separate report regarding the Revenue Budget Proposals and Capital Programme for 2019/2020 on the agenda for this meeting which seeks an injection of £1.98m into Capital Scheme 32834/HEL/000 (Minute No. 156 refers);
- (b) That the authority to spend the £1.98m capital received from Highways England into the capital programme, be approved;
- (c) That the authority to procure for the electric vehicle scheme for: (i) up to 75 vehicles; and (ii) the external partner to support mobilisation of the electric van scheme, be approved;
- (d) That the authority to procure for the electric retrofit of four of the refuse collection vehicles, using the capital funding previously allocated for CNG vehicles, be approved;
- (e) That the fleet replacement programme for 2019/20, which includes the accompanying electric infrastructure for the Council's own fleet, be approved;
- (f) That the authority to procure for the additional electric charging infrastructure, funded through grant funding, be approved;
- (g) That the development of the Alternative Fuel Strategy, be supported.

ENVIRONMENT AND ACTIVE LIFESTYLES

161 Design and Cost Report for Proposed new Gym at Middleton Leisure Centre

The Director of City Development submitted a report which outlined proposals to develop a new gym and re-modelled entrance area at Middleton Leisure Centre, and which also sought the relevant 'Authority to Spend' on the further design and construction of the proposed works at the Centre.

RESOLVED –

- (a) That Authority to Spend £1,146,000 against Capital Scheme 33055 on the further design and construction of the proposed new gym, be approved, which will be inclusive of construction costs, fees and contingencies, subject to the award of planning consent for the proposed works;
- (b) That it be noted that the Head of Active Leeds is responsible for the implementation of these proposals through existing delegated authority.

REGENERATION, TRANSPORT AND PLANNING

162 Leeds Public Transport Investment Programme: Bradford to Leeds (A647) Bus Priority Corridor

Further to Minute No. 45, 25th July 2018, the Director of City Development submitted a report which provided an update on the progress during 2018/19 on the significant schemes and the package development of the Leeds Public Transport Investment Programme. In addition, the report specifically set out the next steps for delivering the Bradford to Leeds A647 Bus Priority Corridor as part of the Programme and which sought related approvals.

Responding to a Member's specific concerns, officers provided assurances that where any related proposals required Traffic Regulation Orders to be obtained, then they would be subject to the usual statutory processes, including any formal public notice requirements.

With regard to the specific proposals regarding bus lanes and the operation of such lanes, the Board was provided with assurances that prior to any decisions being taken on such matters, Members of any affected Wards would be consulted.

RESOLVED –

- (a) That the progress made since April 2016 in developing proposals, together with the subsequent public consultation responses received, be noted;
- (b) That the total expenditure of £9.93m, funded from the existing Leeds Public Transport Investment Programme funding of £9.68m and an injection of £246,222 from S106 Developer Contributions to carry out

the detailed design and construction of the Bradford to Leeds A647 Bus Priority Corridor, be approved;

- (c) That it be noted that the Chief Officer for Highways and Transportation is responsible for the implementation of the decisions arising from the submitted report.

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

163 Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways and Leeds City Council

Further to Minute No. 80, 17th October 2018, the Director of City Development submitted a report which presented the proposed Heads of Terms for Joint Venture Arrangements with London and Continental Railways (LCR) in order to progress the proposals for the redevelopment of Leeds railway station. In addition, the report also sought relevant approvals to progress such proposals.

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

RESOLVED –

- (a) That the detail of the Heads of Terms for Joint Venture Arrangements with London & Continental Railways, as set out in exempt Appendix A to the submitted report, be approved, in order to progress the proposals for the redevelopment of Leeds railway station;
- (b) That the necessary authority be delegated to the Director of City Development, to enable the Director to finalise and enter into the Joint Venture Arrangements with London & Continental Railways;
- (c) That approval be given to inject and to provide the ‘Authority to Spend’ £2m as the Council’s Capital contribution towards the partnership to be established, pursuant to the Joint Venture Arrangements;
- (d) That it be noted that the principle of joint acquisitions with LCR will be the subject of a further report to Executive Board in the future.

164 Phase 2 Leeds (River Aire) Flood Alleviation Scheme

Further to Minute No. 114, 13th December 2017, the Director of City Development submitted a report providing a further update on the development of Phase 2 of the Leeds Flood Alleviation Scheme (LFAS2). In addition, the report also sought approval of the remaining elements of the scheme required to deliver the proposals.

Members welcomed the proposals detailed within the submitted report and briefly discussed the location of the proposed attenuation area.

In addition, the Board acknowledged that the two step approach being recommended was the most pragmatic way forward, given the Government's current position of being unable to provide any more than £65million of funding at this stage, prior to the next Comprehensive Spending Review.

Regarding the Council making representations to Government with the aim of securing further Government funding for the scheme, Members discussed the actions which had been taken to date to make such representations, with the Chief Executive also providing an update in which he advised that liaison with senior civil servants and the Environment Agency continued, and that the city's MPs were also being kept informed.

RESOLVED –

- (a) That the scheme, as described within the submitted report, be approved;
- (b) That approval be given that the two step phased approach is the most pragmatic way forward at this time;
- (c) That the injection of the remaining confirmed funding, as listed within section 4.4.1 of the submitted report, be approved;
- (d) That subject to the affordability of tendered prices, the necessary authority required to spend consultant and contractor costs to progress the resolutions arising from the submitted report be delegated to the Director of City Development, subject to agreement with both the Executive Member for 'Regeneration, Transport and Planning' and the Leader of the Council;
- (e) That approval be given for Leeds City Council to take responsibility for the maintenance and operation of all assets constructed as part of the LFAS2;
- (f) That it be noted that the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

165 Local Flood Risk Management Strategy

Further to Minute No. 125, 19th December 2018, the Director of City Development submitted a report which reviewed the implementation of the Local Flood Risk Management Strategy (LFRMS) over the past 6 years. In addition, the report provided information on the outcomes from the consultation undertaken in respect of the LFRMS since the Board's initial consideration of the Strategy in December 2018 and which invited the Board to endorse the LFRMS as submitted, and refer it to full Council with a recommendation that it be formally adopted.

RESOLVED –

- (a) That the contents of the submitted report; the outcomes from the consultation undertaken, together with the comments of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth), as detailed at Appendix 5 to the submitted report, be noted;
- (b) That the Local Flood Risk Management Strategy as appended to the submitted report, be endorsed, and that agreement be given for the Strategy to be referred to full Council in line with the Budgetary and Policy Framework Procedure Rules, with a recommendation that it is formally adopted by the Council;
- (c) That it be noted that subject to the Strategy being approved by Council on 27th March 2019, the Strategy will be implemented by 30th April 2019.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

166 Leeds City Region Enterprise Zone update and Infrastructure Delivery

The Director of City Development submitted a report providing an update on the progress within the Leeds City Region Enterprise Zone and which sought to delegate authority to the Director of City Development to negotiate and enter into agreements with Northern Powergrid (NPG), West Yorkshire Combined Authority (WYCA) and the relevant landowners / developers in order to facilitate the installation of, and payment for the infrastructure required for the provision of additional power to the Enterprise Zone and adjoining areas.

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

RESOLVED –

- (a) That the progress which has been made to secure the development and occupation of new floorspace within the Enterprise Zone, be noted;
- (b) That subject to the approval of a Final Business Case by the West Yorkshire Combined Authority, the principle of the Council entering into agreements with Northern Powergrid and the Combined Authority, as well as with relevant landowners/developers, be approved, in order to facilitate the construction of the infrastructure required to provide an additional power supply for the Enterprise Zone and the adjoining area;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into an agreement with West Yorkshire Combined Authority for the

provision of funding to support power infrastructure delivery and to inject the funding provided into the Council's Capital Programme;

- (d) That subject to an agreement acceptable to the Director of City Development being negotiated with Northern Powergrid for the installation of the required infrastructure, the necessary authority be delegated to the Director of City Development in order to enable the Director to accept a formal quote from Northern Powergrid and to incur the necessary expenditure to facilitate such installation;
- (e) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into agreements with Northern Powergrid for the installation of the required infrastructure, and also with relevant landowners in order to recover the costs of installing such infrastructure.

167 Leeds Living: Housing Infrastructure Fund Bid

The Director of City Development submitted a report regarding the Council's proposed approach towards supporting a healthy and diverse city centre residential market through a bid to the Government's Housing Infrastructure Fund (HIF).

RESOLVED –

- (a) That the contents of the submitted report, together with the vision for the development of the residential offer in the city centre through the Leeds Living programme in line with the Leeds Inclusive Growth Strategy; Best City Centre Vision; Our Spaces Strategy; Connecting Leeds Transport Strategy and the South Bank Regeneration Framework, be noted;
- (b) That agreement be given for the Director of City Development to submit a business case to the Housing Infrastructure Fund on the basis as set out at paragraphs 3.5-3.16 of the submitted report, in order to support the acceleration and unlocking of housing delivery in the city centre, with a further report being submitted to the Board to enable the injection of funding, delivery and spending programme, if the submission is successful;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into collaboration agreements with landowners/developers in connection with the submission of the Council's business case;
- (d) That the necessary authority be delegated to the Director of City Development in order to enable the Director to approve the final details of the Housing infrastructure Fund business case by 22nd March 2019.

DATE OF PUBLICATION: FRIDAY, 15TH FEBRUARY 2019

**LAST DATE FOR CAL IN
OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY 22ND FEBRUARY 2019



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

June	July	August
Meeting Agenda for 13 June 2019	Meeting Agenda for 11 July 2019	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Financial health monitoring (PM) Performance Update (PM) Credit Union (ExB referral)	Revised Safer Leeds Plan 2019/20 (PDS) Tenant Scrutiny - Annual Update / Governance Arrangements Formal Response – Waste Inquiry Report	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

September	October	November
Meeting Agenda for 12 September 2019	Meeting Agenda for 17 October 2019	Meeting Agenda for 14 November 2019
<p>Housing Repairs – Response Management, contractual arrangements and performance Progress update following working group 26 Sept 18. (PSR)</p> <p>Terms of Reference – For any identified major inquiry (latest)</p>	<p>Inquiry Session 1 – For any identified major inquiry</p> <p>Inquiry into Leeds’ response to Grenfell - (RT)</p>	<p>Inquiry Session – For any identified major inquiry</p>
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

December	January	February
No Meeting	Meeting Agenda for 09 January 2020	No Meeting
	Performance report (PM) Financial Health Monitoring (PSR) 2020/21 Initial Budget Proposals (PDS) Best Council Plan Refresh (PDS)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

March	April	May
Meeting Agenda for 05 March 2020	Meeting Agenda for 16 April 2020	No Scrutiny Board meeting scheduled.
Reducing Repeat Customer Contacts (RT) Impact of Universal Credit – Update position (PSR) Development of Community Hubs – Update position (PSR)	Agree Scrutiny Inquiry Report	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Unscheduled - Leeds Waste and Recycling Strategy (pre-decision depending on draft completion and Exec Board date)