



SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

Meeting to be held in Civic Hall, Leeds on
Monday, 20th June, 2011 at 10.00 am

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

MEMBERSHIP

Councillors

- B Anderson - Adel and Wharfedale;
- R Grahame - Burmantofts and Richmond Hill;
- K Groves - Middleton Park;
- M Hamilton - Headingley;
- P Harrand - Alwoodley;
- G Hyde - Killingbeck and Seacroft;
- J Jarosz - Pudsey;
- J Marjoram - Calverley and Farsley;
- E Taylor - Chapel Allerton;
- C Townsley - Horsforth;
- N Walshaw - Headingley;

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

Agenda compiled by:
Andy Booth
Governance Services
Civic Hall
LEEDS LS1 1UR
Tel: 24 74325

Principal Scrutiny Adviser:
Angela Brogden
Tel: 24 74553

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 Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:- No exempt items on this agenda.</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

DECLARATIONS OF INTEREST

To declare any personal/prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 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 OF THE SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) HELD ON 11 APRIL 2011

1 - 6

To confirm as a correct record, the minutes of the meeting held on 11 April 2011

7

CHANGES TO THE COUNCIL'S CONSTITUTION

7 - 8

To consider a report of the Head of Scrutiny and Member Development on the changes to the Council's Constitution in relation to Scrutiny

8

CO-OPTED MEMBERS

9 - 12

To consider a report of the Head of Scrutiny and Member Development on the appointment of co-opted members to Scrutiny Boards.

9		<p>CRIME AND DISORDER SCRUTINY JOINT PROTOCOL</p> <p>To consider a report of the Head of Scrutiny and Member Development on the joint protocol between Scrutiny and the local Community Safety Partnership</p>	13 - 22
10		<p>SOURCES OF WORK AND AREAS OF PRIORITY</p> <p>To consider a report of the Head of Scrutiny and Member Development on potential sources of work and areas of priority for the Scrutiny Board.</p>	23 - 44
11		<p>WORK SCHEDULE</p> <p>To consider the Board's Work Schedule for the forthcoming Municipal Year.</p>	45 - 50
12		<p>INQUIRY TO REVIEW THE ESTABLISHMENT OF A SHARED SERVICE CENTRE FOR THE LEEDS ARMS LENGTH MANAGEMENT ORGANISATIONS (ALMOS) - DRAFT FINAL REPORT</p> <p>To consider the draft final Scrutiny report following an Inquiry to review the establishment of a Shared Service Centre for the Leeds ALMOs.</p>	51 - 64
13		<p>DATE AND TIME OF FUTURE MEETINGS</p> <p>Monday, 18 July 2011 Monday, 12 September 2011 Monday, 10 October 2011 Monday, 14 November 2011 Monday, 12 December 2011 Monday, 16 January 2012 Monday, 13 February 2012 Monday, 12 March 2012 Tuesday, 3 April 2012</p> <p>All meetings commence at 10.00 a.m. with a pre-meeting for Board Members at 9.30 a.m.</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 11TH APRIL, 2011

PRESENT: Councillor B Anderson in the Chair

Councillors G Driver, P Ewens,
R Grahame, G Hyde, L Mulherin and
P Wadsworth

111 Chair's Opening Remarks

The Chair welcomed all in attendance to the April meeting of the Scrutiny Board (Environment and Neighbourhoods).

112 Declarations of Interest

Councillors Driver, G Hyde and R Grahame declared a personal interest in agenda item 8, Inquiry into Intelligence Gathering and Sharing (Safer Leeds), in their capacity as ALMO Directors. Councillor Driver also declared a personal interest in his capacity as a Member of Belle Isle Tenant Management Organisation (BITMO). (Minute No. 118 refers)

113 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

114 Minutes of the Previous Meeting

RESOLVED – That the minutes of the meeting held on 14th March 2011 be confirmed as a correct record.

115 Matters Arising from the Minutes

Minute No. 105 – Environment and Neighbourhoods Performance Report – Quarter 3 2010/11

The Principal Scrutiny Advisor, Richard Mills, reported that he had provided a response to Councillor R Grahame concerning blocked gullies on York Road, including the frequency of clean.

116 Trial of Pavement Advertising in Leeds City Centre

Further to Minute No. 93 of the meeting held on 14th February 2011, the Head of Scrutiny and Member Development submitted a report which presented the Scrutiny Board with the views of all the relevant Council Directorates on the trial of controlled clean advertising on designated areas of pavement in Leeds City Centre.

Draft minutes to be approved at the next meeting

The following information was appended to the report for Members' information:

- Map of designated areas in Leeds City Centre for the trial of pavement advertising
- List of Members consulted by a briefing note (Ward Members and City Centre Plans Panel)
- Advertising Content Guidance Notes.

The Chair welcomed to the meeting, Councillor Richard Lewis, Executive Member (Development and Regeneration), and the following officers to present the report and respond to Members' questions and comments:

- Martin Farrington, Acting Director of City Development
- Graham Wilson, Head of Environment Action and Parking
- John Ebo, Deputy Head of Service, City Centre Management.

In brief summary, the key areas of discussion were:

- Concerns about the consultation process, particularly the timescales involved and the lack of engagement with Elected Members. The Scrutiny Board was informed that no feedback had been received from members of the public.
- The need to ensure a co-ordinated response from Council departments, i.e. Planning, Highways, Streetscene, etc.
- Concern that pavement advertising sent out the wrong message that graffiti was acceptable. The Executive Member (Development and Regeneration) pointed out that unlike graffiti, pavement advertising was inoffensive and disappeared after a short period of time.
- Confirmation that the trial of pavement advertising was restricted to specific parts of Leeds City Centre.

RESOLVED –

- (a) That the report and information appended to the report be noted.
- (b) That the Scrutiny Board notes the intention to continue with the trial to completion. On completion of the trial a report which takes into account comments from the Scrutiny Board will be produced and submitted to the Executive Board, following discussion with the Executive Member (Development and Regeneration) and Ward Members on the outcome of the trial.

117 Inquiry into Intelligence Gathering and Sharing (Safer Leeds)

Further to Minute No. 96 of the meeting held on 14th February 2011, the Head of Scrutiny and Member Development submitted a report which presented information as part of the Scrutiny Board's inquiry into intelligence gathering and sharing.

The Chair welcomed to the meeting, Councillor Gruen, Executive Member (Neighbourhoods and Housing) and the following officers and police representative to present the report and respond to Members' questions and comments:

- Neil Evans, Director of Environment and Neighbourhoods
- Liz Jarmin, Head of Safety and Safeguarding
- Inspector Steve Lavelle, Area Community Safety.

In brief summary, the main areas of discussion were:

- The need to establish a more consistent approach to information sharing.
- Exploring options as part of locality based working.
- Issues around extending the use of Police Community Support Officers (PCSOs), particularly in relation to graffiti and needle finds.
- The role of multi-agency quest teams and the impact on local communities.
- Concern about proposed efficiency savings as part of the intelligence review.

RESOLVED –

- (a) That the report and information appended to the report be noted
- (b) That the comments raised at the meeting be used to inform further scrutiny in the 2011/12 municipal year.

118 Burglary Joint Inspection Safer Leeds Partnership

The Head of Scrutiny and Member Development submitted a report which presented the joint inspection report on burglary in Leeds.

The following Executive Member, officers and police representative attended the meeting and responded to Members' questions and comments:

- Councillor Gruen, Executive Member (Neighbourhoods and Housing)
- Neil Evans, Director of Environment and Neighbourhoods
- Liz Jarmin, Head of Safety and Safeguarding
- Inspector Steve Lavelle, Area Community Safety.

In brief summary, the key areas of discussion were:

- Encouraging private sector landlords to extend their responsibilities to include matters involving health and security.
- Raising awareness of the Landlord Accreditation Scheme and links with student unions.
- Development of licensing arrangements in relation to Housing Management Organisations (HMO's).
- Challenges imposing responsibilities on non-registered landlords.

- Supporting residents not eligible for grants, etc, to protect their home.
- Concern about the large reduction in area based funding and the impact on local communities.
- A suggestion that a representative of the Crown Prosecution Service could be invited to attend a future meeting of the Scrutiny Board.
- One Member requested a copy of the Police Reform Bill be forwarded to the Scrutiny Board.

The Chair thanked officers and representatives for their attendance at the meeting, particularly Councillor Gruen, Executive Member (Neighbourhoods and Housing), for his overall contribution to the Scrutiny Board's work during the year.

RESOLVED –

- (a) That the report and information appended to the report be noted
- (b) That the comments raised at the meeting be used to inform further scrutiny in the 2011/12 municipal year.

119 Review of Household Waste Sorting Sites (HWSS)

The Director of Environment and Neighbourhoods submitted a report which provided the Scrutiny Board with an update on the findings of the ongoing review into operational practices of HWSS.

The Chair welcomed to the meeting the following officers to present the report and respond to Members' questions and comments:

- Andrew Mason, Chief Environmental Services Officer
- Susan Upton, Head of Waste Management Services.

In brief summary, the main points of discussion were:

- Concerns about the proposed revised opening hours at HWSS, particularly due to noise disturbance and the impact on traffic. The Board was advised that there was a need to ensure a consistent approach across the city. The revised opening hours were in line with other core cities. In response to concerns about noise disturbance, it was reported that levels of noise were being monitored and a noise barrier was being installed at the site referred to.
- Concerns that the increase in recycling facilities was not consistent across all sites.
- Issues associated with disposing of commercial waste and proposed trial of Automatic Number Plate Recognition (ANPR). The Scrutiny Board discussed raising this issue with the Executive Member (Environmental Services).
- Confirmation that Trade Unions had been consulted on the proposals.

- Ongoing work in relation to behavioural attitudes to inform the city strategy.
- Future update report to include a focus on a textiles strategy.
- Greater support required for individuals that had no access to a car, especially students and those from deprived areas.
- Suggestion to extend the opening hours on bank holidays and weekends – Members were reminded of the need to ensure consistency across sites.
- Concerns about poor lighting on site due to the revised opening hours – discussions with officers and trade unions were already underway.

RESOLVED –

- (a) That the report and information appended to the report be noted
- (b) That the Scrutiny Board supports the changes required to operational staffing arrangements in order to implement amended opening hours across all sites which was in accordance with the Board's recommendations on this matter following its inquiry on recycling.
- (c) That the Scrutiny Board supports the proposed Automatic Number Plate Recognition (ANPR) trial.

(Councillor G Hyde left the meeting at 12 noon at the conclusion of this item.)

120 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which requested Members to confirm the status of recommendations from previous scrutiny inquiries.

Appended to the report was the recommendation tracking flowchart and draft status of recommendations.

The Principal Scrutiny Advisor, Richard Mills, presented the report.

In brief summary, the main highlighted points were:

- Confirmation in relation to recommendation 3, that the Waste Resources Action Programme (WRAP) had completed its report on the collection of glass at the kerbside. Susan Upton, Head of Waste Management Services, undertook to provide the Scrutiny Board with a copy of the report.
- Confirmation in relation to recommendation 19, that the business waste handbook was being promoted to all businesses in Leeds.

RESOLVED –

- (a) That the report and information appended to the report be noted; and
- (b) That the Board agrees the status of recommendations, subject to recommendation 14 being given a status of 4, not achieved (progress made acceptable – continue monitoring, and recommendations 9 and 10 being

Draft minutes to be approved at the next meeting

given a status of 5, not achieved (progress made not acceptable – continue monitoring).

121 Annual Report 2010/11

The Head of Scrutiny and Member Development submitted a report which presented the Board's contribution to the Annual Scrutiny Report 2010/11.

The Principal Scrutiny Advisor, Richard Mills, presented the report.

In relation to the Board's Inquiry into Gypsies and Travellers Site Provision within Leeds, it was agreed to include reference to attendance from different political groups.

RESOLVED – That the Board's contribution to the Annual Scrutiny Report 2010/11 be approved, as amended.

(Councillor Wadsworth left the meeting at 12.12 pm during the consideration of this item.)

122 Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

A report was submitted by the Head of Scrutiny and Member Development which detailed the Scrutiny Board's work programme for the remainder of the current municipal year.

Appended to the report was the current version of the Board's work programme, the minutes of the Executive Board meeting held on 9th March 2011, and an extract from the Forward Plan of Key Decisions for the period 1st April 2011 to 31st July 2011.

The Principal Scrutiny Advisor, Richard Mills, presented the report.

It was advised that feedback on dog control orders was being reported back to the June Scrutiny Board (Environment and Neighbourhoods).

RESOLVED – That subject to the comment raised at the meeting, the work programme be approved.

(The meeting concluded at 12.14 pm.)



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Changes to the Council's Constitution in relation to Scrutiny

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Purpose of this report

- 1.1 This report provides the Board with information on recent amendments to the Council's Constitution, as agreed by Council on 26th May 2011, which directly relate to and/or impact on the work of Scrutiny Boards.

2 Background information

- 2.1 The annual review of Scrutiny more often than not identifies a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards' Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity.

3 Main issues

- 3.1 The more significant amendments made to the Council's Constitution in relation to the Overview and Scrutiny function are summarised below.

Article 6

- 3.2 The inclusion of specific reference to the appointment of Scrutiny Chairs. To demonstrate and reinforce the importance of a non-political group approach to Scrutiny, Group spokespersons shall not be appointed to Chair a Scrutiny Board which corresponds to the same portfolio.

Scrutiny Board Terms of Reference

- 3.3 Five themed Scrutiny Boards have been established to mirror the current Strategic Partnership Boards. This approach promotes a more strategic and outward looking

Scrutiny function and focuses on the City Priorities. The terms of reference for the five Scrutiny Boards now determine a number of areas of review to be undertaken by the Boards as part of their workload during a municipal year.

- 3.4 A sixth Scrutiny Board has also been established and called Scrutiny Board (Resources and Council Services). Decisions made, or actions taken, in connection with the discharge of any functions which are the responsibility of the executive, which do not fall within the terms of reference of the five themed Scrutiny Boards, will be considered by the Scrutiny Board (Resources and Council Services).

Scrutiny Board Procedure Rules

- 3.5 Procedures in relation to Call In, which previously resided in the Scrutiny Board Guidance Notes, are now incorporated into the Scrutiny Board Procedure Rules to provide clarity.
- 3.6 Call-Ins will continue to be considered by the relevant Scrutiny Board. However, those requesting a Call In are now required to consider the financial consequences of Calling In the decision. The financial implications will be detailed to those Calling In the decision as part of the required pre Call In discussion with the relevant Director or Executive Board Member.
- 3.7 Previously, a Scrutiny Board Member could not be a signatory to a Call In if they were a member of the Scrutiny Board considering the Call In. This restriction has now been removed. A decision can be Called In by two non executive elected Members (who are not from the same political group) or any five non executive elected Members. Those Scrutiny Board Members not in a political group would be eligible but not co-opted Board members.
- 3.8 Added to the list of decisions exempt from Call In are decisions made during the development and approval of documents forming part of the Budget and Policy Framework. This amendment is in accordance with existing practice and procedure as the decision rests with full Council and not the Executive.
- 3.9 With regard to petitions, where a Scrutiny Board Chair receives in their capacity as a Scrutiny Chair a petition, the Chair will respond to the petition organiser only. Thereafter the Scrutiny Officer will be responsible for notifying the petition organiser of the date on which the petition will be considered and of the outcome of that meeting. The Scrutiny Officer will ensure the appropriate Executive Board Member receives a copy of the petition.
- 3.10 A minor amendment is made in relation to education co-optees on the relevant Scrutiny Board. This amendment clarifies the process of nomination and confirmation of education representatives to the Scrutiny Board.

4 Recommendations

- 4.1 In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council's Constitution outlined in this report.

Background Papers

- Report of the Head of Scrutiny and Member Development on Overview and Scrutiny – Proposed Changes and Amendments to the Constitution. General Purposes Committee, 17th May 2011.
- Council's Constitution - Scrutiny Board Procedure Rules.



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Co-opted Members

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.

3.2 In general terms, Scrutiny Boards can appoint:

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

3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.

3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

Arrangements for appointing specific co-opted members

Education Representatives

3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹
- One Roman Catholic diocese representative¹
- Three parent governor representatives²

3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected. Such representatives are then notified to the Scrutiny Board and their appointment confirmed.

3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

Crime and Disorder Committee

3.8 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Safer and Stronger Communities) to act as the Council's crime and disorder committee.

3.9 In its capacity as a crime and disorder committee, the Scrutiny Board (Safer and Stronger Communities) may co-opt additional members to serve on the Board, providing they are not an Executive Member.

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

- 3.10 The Scrutiny Board (Safer and Stronger Communities) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.
- 3.11 Unless the Scrutiny Board (Safer and Stronger Communities) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

Issues to consider when seeking to appoint co-opted members

- 3.12 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Councils use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.
- 3.13 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.
- 3.14 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.15 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.16 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4 Recommendations

- 4.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

Background Papers

- The Council's Constitution
- Police and Justice Act 2006
- KPMG Scrutiny Review May 2009

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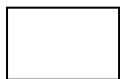
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Crime and Disorder Scrutiny Joint Protocol

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.
- 1.2 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, further extend the remit of local authorities to scrutinise crime and disorder functions and as from April 2009, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Safer and Stronger Communities Scrutiny Board has been assigned to fulfil this role.
- 1.3 In its capacity as a 'Crime and Disorder Committee', the Safer and Stronger Communities Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, and include the Local Authority, the Police Force, the Police Authority, the Fire and Rescue Authority and the Primary Care Trust. In April 2010, the Probation Service became the sixth responsible authority.
- 1.4 The Crime and Disorder Act 1998 also introduced Crime and Disorder Reduction Partnerships (now referred to as Community Safety Partnerships) to develop and implement such strategies. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.

- 1.5 Home Office guidance recommended that a protocol be developed jointly between the local Scrutiny function and Community Safety Partnership to help provide guidance and a common understanding of how crime and disorder scrutiny will operate in practice.
- 1.6 A protocol between Scrutiny and the local Community Safety Partnership was developed last year and has been recently updated.
- 1.7 This protocol is attached for the information of the Scrutiny Board.

2.0 Recommendations

- 2.1 Members of the Scrutiny Board (Safer and Stronger Communities) are asked to note the attached joint protocol between Scrutiny and the local Community Safety Partnership.

Background Papers

National Support Framework. Delivering Safer and Confident Communities. Guidance for the Scrutiny of Crime and Disorder Matters – England. Implementing Sections 19 and 20 of the Police and Justice Act 2006. Home Office (May 2009).



Crime and Disorder

Protocol between Scrutiny and the Community Safety Partnership in Leeds

June 2011

1.0 BACKGROUND

- 1.1 The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.
- 1.2 There are four fundamental roles that define good scrutiny and underpin scrutiny activity:
1. provides ‘critical friend’ challenge to executive policy-makers and decision-makers;
 2. enables the voice and concerns of the public and its communities to be heard;
 3. is carried out by ‘independent minded governors’ who lead and own the scrutiny process; and
 4. drives improvement in public services
- 1.3 In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.
- 1.4 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council’s ‘Crime and Disorder Committee’.
- 1.5 The purpose of this protocol is to provide guidance and a common understanding on how scrutiny of crime and disorder will operate in Leeds. The publication of Regulations¹ and good working practice has shaped this protocol, which may be revised by agreement between all the interested parties in order to continually improve the scrutiny process. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.

2.0 SCRUTINY BOARDS (GENERAL)

- 2.1 The overall role and function of scrutiny is to hold decision-makers to account and secure improvements in local practice for local people via a contribution to policy development and review. As such, Scrutiny Boards do not have decision-making powers.
- 2.2 Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. These Members will be the only members of the Board with voting rights and will be selected to serve for a period of 12 months. The membership of the Board will seek to avoid conflicts

¹ The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (S.I.2009/942) and the Crime and Disorder (Overview and Scrutiny) (Amendment) Regulations 2010 (S.I. 2010/616).

of interest and where potential for this exists interests of those Members will be declared and subject to the Council's procedures on these matters².

- 2.3 Scrutiny Boards may also seek nominations from other representative groups to act as co-opted members of the Board. These nominations may be for the duration of a municipal year and/or on an inquiry by inquiry basis, as set out in the Scrutiny Board Procedure Rules, Leeds City Council Constitution. However, the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'.

3.0 SCRUTINY OF CRIME AND DISORDER IN LEEDS

3.1 Scope

- 3.1.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5³. The Act also introduced Crime and Disorder Reduction Partnerships (CDRPs) to develop and implement such strategies. However, since 1st March 2010 the Home Office use the term Community Safety Partnerships in replace of CDRPs. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 3.1.2 Responsible authorities also have a duty to work in conjunction with the 'co-operating' bodies, which involve parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools and governing bodies of an institution within the further education sector.
- 3.1.3 The Safer Leeds Partnership has an Executive and a Board. The Board meets quarterly and the Executive meets monthly. Membership comprises a number of responsible authorities* and organisations as follows:
- 3.1.4 The Safer Leeds Executive comprises of Leeds City Council*, West Yorkshire Police*, West Yorkshire Police Authority*, West Yorkshire Fire and Rescue Service*, Local Strategic Partnership, NHS Leeds*, West Yorkshire Probation Trust* and Government Office for Yorkshire and the Humber.
- 3.1.5 The Safer Leeds Board comprises of Leeds City Council, West Yorkshire Police, West Yorkshire Police Authority, West Yorkshire Fire and Rescue Service, West Yorkshire Probation Trust, Prison Service, Government Office for Yorkshire and the Humber, CASAC, Leeds University, re'new, National Treatment Agency and Leeds Voice.
- 3.1.6 The Scrutiny Board will scrutinise the work of the Community Safety Partnership and the partners who comprise it, only insofar as their activities

² Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

³ This was amended by the Policing and Crime Act 2009. Section 108 of the Act provides for every provider of probation services in a particular area, whose arrangements under section 3 of the Offender Management Act 2007 provide for it to be a responsible authority, to be added to the list of "responsible authorities" which comprise the Community Safety Partnership. It also extends the remit of CSPs to explicitly include the reduction of re-offending.

relate to the partnership itself. For the avoidance of doubt, the Scrutiny Board will not extend to the separate statutory functions of the partner bodies, nor will it entail scrutiny of individual cases.

3.1.7 The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass crime and disorder matters that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:

- Antisocial behaviour;
- Other behaviour adversely affecting the local environment;
- The misuse of drugs, alcohol or other substances

3.1.8 While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral. A separate Guidance Note on how to progress a CCfA is set out within the Council's Constitution.

3.2 Work items

3.2.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board is responsible for considering any Member referred crime and disorder matter. At the beginning of each municipal year, the Community Safety Partnership will be invited to make any referrals to the Scrutiny Board which will be considered as part of its overall work schedule. Such referrals are to be formally agreed and presented by a representative of the Safer Leeds Executive.

3.2.2 Where the production of a specific report is requested and/or necessary for a particular Scrutiny Board meeting, then sufficient notice will be given for the preparation of that documentation. There will be a minimum of 7 working days notice.

3.3 Information to be supplied to the Board

3.3.1 Where the Scrutiny Board makes a request in writing for information, this request will be directed to the Chair of the Safer Leeds Executive for action. This information must be provided no later than the date indicated in the request, or as soon as reasonably possible, but not beyond 2 weeks of the date indicated without the agreement of the Scrutiny Board Chair.

3.3.2 Where information has been requested by the Scrutiny Board in connection with their inquiries, this shall be depersonalised information, unless the identification of an individual is necessary or appropriate in order to enable the Scrutiny Board to properly exercise its powers.

3.3.3 However, requests made by the Scrutiny Board shall not include information that the disclosure of which would not be in the public interest or would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the co-operating bodies.

3.3.4 The Scrutiny Board will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by the Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report. However, Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by placing reports which are not depersonalised onto a Scrutiny Board agenda as an item to be heard without the press or public present.

3.4 Attending Scrutiny Board Meetings

3.4.1 As the 'Crime and Disorder Committee' the designated Scrutiny Board is required to meet no less than once in every twelve month period to carry out this particular function.

3.4.2 The Scrutiny Board may require the attendance of an officer of a responsible authority or of a co-operating body to answer questions. Where reasonable notice of the intended date is given, the responsible authority or co-operating body will be obliged to attend⁴.

3.4.3 The Scrutiny Support Unit will also try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.

3.4.4 Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the responsible authorities or co-operating bodies may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

3.5 Conduct of Scrutiny Board Inquiries

The role of Terms of Reference

3.5.1 The majority of Scrutiny Inquiries have agreed terms of reference. These are used to inform departments of the Council and partners of the emphasis of a particular inquiry.

3.5.2 Officers in the Scrutiny Support Unit will liaise with relevant officers of the Council and the responsible authorities and co-operating bodies during the preparation of Terms of Reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Co-opted Members

3.5.3 The Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional

⁴ The responsible authority or co-operating body should ensure that officers attending Scrutiny Board meetings are in a position to answer the Scrutiny Board's questions and are given appropriate support by their line managers.

members to serve on a 'Crime and Disorder Committee'. The Scrutiny Board has agreed to consider the co-option of any additional members on an inquiry by inquiry basis.

- 3.5.4 The Home Office guidance for the Scrutiny of Crime and Disorder Matters makes specific reference to the role of police authorities and emphasises the importance of ensuring that community safety scrutiny complements this role. It states that *'all local authorities should presume that the police authority should play an active part at committee when community safety matters are being discussed – and particularly when the police are to be present'*. One option suggested in the guidance is *'to consider co-opting a police authority member onto the committee when policing matters are being considered, and it would be for the police authority to decide the most appropriate member to appoint – this can be an independent or councillor member. This would provide a more direct link between the police authority and overview and scrutiny committee and would be particularly relevant if the committee is considering matters directly relevant to policing'*

Gathering evidence

- 3.5.5 The evidence to be gathered will be detailed in the inquiry's terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.
- 3.5.6 The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to the responsible authorities or co-operating bodies to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation and publication of reports

- 3.5.7 At the conclusion of an inquiry, where considered appropriate, the Scrutiny Board will produce a preliminary report. This will be drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Board. This report will provide a summary of the evidence submitted, along with the Scrutiny Board's conclusions and recommendations. The Scrutiny Board will consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report. Final reports will be published on the Council's website and be widely available to all relevant stakeholders and members of the public. Copies will be sent to each of the responsible authorities and each of the co-operating persons and bodies.

Response to reports

- 3.5.8 Where the Scrutiny Board makes a report or recommendations to the Council or the Executive about the exercise of crime and disorder functions by responsible authorities, a copy will be provided to each of the responsible authorities and each of the co-operating persons and bodies.

3.5.9 Where a relevant authority or co-operating persons or body has been notified, it must:

- consider the report and recommendations;
- respond in writing to the Scrutiny Board within 28 days of the date of the report or recommendations, indicating what (if any) action it proposes to take; and
- have regard to the report or recommendations in exercising its functions.

3.5.10 The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

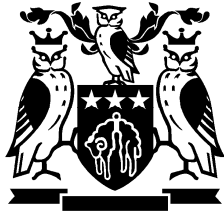
3.6 Scrutiny Support Unit

3.6.1 In summary, the work of the Scrutiny Support Unit entails:

- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
- Managing programmes of inquiries for each of the Scrutiny Boards
- Providing support and guidance to witnesses
- Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports “in house” as appropriate
- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council’s decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

3.6.2 Contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Sources of work and areas of priority for the Scrutiny Board

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
- 2.2 The amendments made to the Overview and Scrutiny function this year encourage Scrutiny to be more strategic and outward looking in its operation and focus on the City Priorities.
- 2.3 City Priority Plans have recently been established to replace the Leeds Strategic Plan. These new city-wide partnership plans identify the key outcomes and priorities to be delivered by the Council, and its partners, over the next 4 years. The City Priority Plans are aligned to the new Strategic Partnerships who will own the plans and be responsible for ensuring the delivery of the agreed priorities.
- 2.4 The City Priority Plans are structured around a small set of short term (4 years) priorities each of which is measured through a headline indicator. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed plans as the partnership sees fit.

3 Main issues

Scrutiny Board Terms of Reference

- 3.1 Five of the Scrutiny Boards are now themed to mirror the Strategic Partnership Boards. In doing so, the terms of reference for these Scrutiny Boards now determine a number of areas of review to be undertaken during a municipal year on behalf of the Council.
- 3.2 For this Scrutiny Board the focus of review is;
 - a) Reducing burglary
 - b) The management and reduction of anti-social behaviour
 - c) The effectiveness of streetscene services
 - d) The relationship and respective roles of the city council and third sector organisations in mitigating the negative effects of the recession on the communities they serve.
- 3.3 These areas of review are focused around the City Priorities and therefore come from a strategic approach. However, all Scrutiny Boards remain autonomous in determining the scope of their reviews.
- 3.4 A copy of the terms of reference for the Scrutiny Board (Safer and Stronger Communities) is attached for reference purposes (Appendix 1).

Other sources of Scrutiny work

- 3.5 In addition to the areas of review outlined with the Scrutiny Board's terms of reference, other sources of work will continue to be 'requests for scrutiny' and corporate referrals. The Scrutiny Board may also undertake further pieces of scrutiny work as considered appropriate.
- 3.6 In its capacity as a 'Crime and Disorder Committee', the Scrutiny Board will also be required to consider any referrals made by elected members to review or scrutinise local crime and disorder matters. The Board also has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. Further details are set out within the joint protocol between Scrutiny and the local Community Safety Partnership.
- 3.6 However, over the last few years of Scrutiny Board work, experience has shown that the process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time. This view was echoed within the findings of the KPMG external audit report 2009 on the Scrutiny function in Leeds.
- 3.7 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an inquiry, to consider the current workload of the Scrutiny Board and the available resources to carry out the work.

4 Consultation

- 4.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Director and Executive Board Member holding the relevant portfolio and also the Partnership Chair.
- 4.2 The Director of Environment and Neighbourhoods and the Executive Board Members with responsibility for Neighbourhoods and Housing and Environmental Services have

been invited to attend today's meeting to discuss the City Priorities in relation to the Board's terms of reference.

- 4.3 An extract of the draft City Priority Plan 2011 – 2015 relevant to the Board's terms of reference will follow and be made available prior to the meeting for the Board's consideration. The full draft City Priority Plan is expected to be considered by the Executive Board in June 2011 prior to being approved by full Council.
- 4.4 Attached as Appendix 2 and 3 respectively are the latest Executive Board minutes and the Council's current Forward Plan relating to this Board's portfolio.

5 Recommendations

- 5.1 Members are requested to use the attached information and the discussion with those present at the meeting to
- (a) confirm the areas of Scrutiny for the forthcoming municipal year
 - (b) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

Background papers

None used

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Scrutiny Board (Safer and Stronger Communities)

The Scrutiny Board (Safer and Stronger Communities) is authorised to discharge the following overview and scrutiny functions¹.

1. to review or scrutinise the exercise of any council or executive function or any other related matter including:-
 - a) Reducing burglary
 - b) The management and reduction of anti-social behaviour
 - c) The effectiveness of streetscene services
 - d) The relationship and respective roles of the city council and third sector organisations in mitigating the negative effects of the recession on the communities they serve
2. To carry out such other reviews or policy development tasks as it may be requested to do by either the Executive Board or the Council.
3. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy² within the Budget and Policy Framework³
4. to review or scrutinise executive decisions that have been Called In⁴
5. to exercise the functions of a crime and disorder committee⁵, including the following:
 - a) to review or scrutinise the exercise of crime and disorder functions⁶ by responsible authorities⁷;
 - b) to review or scrutinise any local crime or disorder matter in relation to a Member⁸

¹ In relation to the functions delegated to

- a) the Director of Environment and Neighbourhoods under
 - the Officer Delegation Scheme (Council Functions) and
 - the Officer Delegation Scheme (Executive Functions) at paragraphs 1(a) to (e), and 2 (a) to (c), (f) and (h) to (k); and
- b) the Assistant Chief Executive (Planning, Policy and Improvement) under the Officer Delegation Scheme (Executive Functions) at paragraph (k)

whether or not those functions are concurrently delegated to any other committee or officer.

² Namely the Safer and Stronger Communities Plan

³ In accordance with Budget and Policy Framework Procedure Rules.

⁴ In accordance with the Scrutiny Board Procedure Rules.

⁵ In accordance with Section 19 Police and Justice Act 2006

⁶ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies).

⁷ These are the authorities responsible for crime and disorder strategies set out in Section 5 of the Crime and Disorder Act 1998

⁸ This is any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment) or

Council Committees' Terms of Reference

6. to receive requests for scrutiny and councillor calls for action in relation to crime and disorder matters.
7. to receive and monitor formal responses to any reports or recommendations made by the Board
8. to review outcomes, targets and priorities within the Council Business Plan and City Priority Plans and to make such reports and recommendations as it considers appropriate;
9. to receive requests for scrutiny and councillor calls for action⁹ and undertake any subsequent work

b) the misuse of drugs, alcohol and other substances in that area which affects all or part of the electoral area for which the Member is elected or any person who lives or works in that area.

⁹ Including requests made in relation to health and social care matters in accordance with the Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 but not including requests in relation to crime and disorder matters.

Part 3 Section 2B(4)
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EXECUTIVE BOARD

WEDNESDAY, 18TH MAY, 2011

PRESENT: Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,
S Golton, P Gruen, R Lewis, T Murray,
A Ogilvie and L Yeadon

Councillors J Dowson and R Finnigan – Non-Voting Advisory Members

214 **Exempt Information - Possible Exclusion of the Press and Public**

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 2 to the report referred to in Minute No. 225, under the terms of Access to Information Procedure Rule 10.4(1) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that the information contained within the appendix relates to individuals who are current tenants of the properties leased by Leeds Federated Housing Association from the Council.
- (b) Appendix 1 to the report referred to in Minute No. 220, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained within the appendix relates to the financial or business affairs of the Council. It is considered that it is not in the public interest to disclose this information at this point in time as it could undermine the Council's bid to the Department for Transport (DfT), particularly as the New Generation Transport bid will be submitted earlier than competing bids from other promoters. It is therefore considered that whilst there may be a public interest in disclosure, this information will be publicly available from the DfT after all bids from promoters have been received.

215 **Declaration of Interests**

Councillors Wakefield, Ogilvie, Murray, Yeadon, R Lewis, Dowson, Gruen and Blake all declared personal interests in the item entitled, 'Primrose High School', due to their respective memberships of the Co-operative Group (Minute No. 223 refers).

Councillors Murray and Golton both declared personal interests in the item entitled, 'Property Exchange with Leeds Federated Housing Association', due

to their respective positions as an Area Panel Member and a Board Director of Aire Valley Homes ALMO (Minute No. 225 refers).

Councillor Gruen declared a personal interest in the item entitled, 'John Smeaton Academy', due to his position as a Governor of John Smeaton High School (Minute No. 222 refers).

Councillor A Carter declared a personal interest in the item entitled, 'Submission of the Best and Final Bid for the NGT Scheme' due to being a member of the West Yorkshire Integrated Transport Authority (Minute No. 220 refers).

216 Minutes

RESOLVED – That the minutes of the meeting held on 30th March 2011 be approved as a correct record.

DEVELOPMENT AND REGENERATION

217 Scrutiny Board Recommendations - Leeds Bradford International Airport - Provision for Public Hire Taxis

The Head of Scrutiny and Member Development submitted a report providing a summary of the responses to the recommendations arising from Scrutiny Board (City Development) inquiry into 'Leeds Bradford International Airport: Provision for Public Hire Taxis' and inviting the Board to pronounce on the recommendation presented.

Councillor J Procter, the Chair of the Scrutiny Board (City Development) attended the meeting to present the Board's findings.

RESOLVED –

- (a) That the response to the Scrutiny Board (City Development) recommendation be noted.
- (b) That more detailed plans be drawn up for the provision of a hackney carriage stand at Whitehouse Lane adjacent to Leeds Bradford International Airport, with a further report being submitted to the September 2011 Board meeting, detailing the progress which has been made in respect of this matter and outlining a proposed way forward, with further negotiations being undertaken with all relevant parties in the meantime.

218 Natural Resources and Waste Development Plan Document: Formal Submission

Further to Minute No. 108, 3rd November 2010, the Acting Director of City Development submitted a report detailing the outcomes from the consultation exercise undertaken in respect of the Natural Resources and Waste Development Plan Document (DPD) and presenting the DPD to the Board, with the request that it was recommended to Council for the purposes of formal submission to the Secretary of State for Independent Examination.

RESOLVED - That Council be recommended to approve the Natural Resources and Waste Development Plan Document (together with the proposed changes, as detailed within Appendix 2 to the submitted report) for the purposes of submission to the Secretary of State for independent examination, pursuant to Section 20 of the Planning & Compulsory Purchase Act 2004.

(The matters referred to in this minute, being matters reserved to Council, were not eligible for Call In)

219 Proposal to Invest in Additional Energy Saving Measures for Street Lighting

The Acting Director of City Development submitted a report providing an overview of the current energy saving initiatives embedded within the current street lighting service and outlining the possible opportunities for further reductions in energy consumption with recommendations as to how they may be achieved.

The Board emphasised the importance of Ward Members' views being sought from the outset of the associated consultation exercise.

The report provided details of the Equality, Diversity, Cohesion and Integration Impact Assessment which had been undertaken in respect of the proposals on the 16th March 2011.

RESOLVED -

- (a) That the content of the submitted report and the efficiency measures already undertaken as part of the street lighting PFI be noted.
- (b) That the potential annual savings of the proposed programme of implementation, as outlined within paragraph 3.30 of the submitted report be noted.
- (c) That approval be given to officers beginning a process of consultation on the proposed programme of implementation, with a view to an injection into the capital programme of £334,700 for 2011 to 2014, resulting in an estimated net saving from a reduction in energy consumption of £940,860 by 2021.

220 Submission of the Best and Final Bid for the New Generation Transport (NGT) Scheme

The Acting Director of City Development submitted a report providing an update on proposals regarding the development of a high quality public transport system in Leeds, outlining details of the next key stage of the project, namely, a 'Best and Final Bid' to the Secretary of State for Transport, whilst also seeking approval for this application to be made at the most appropriate time, following consultation being undertaken with the Department for Transport (DfT).

Following consideration of appendix 1 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That approval be given to the submission of the Best and Final Bid to the Department for Transport at the most appropriate time for the New Generation Transport scheme.
- (b) That the local contribution towards the scheme, as detailed within exempt appendix 1 to the submitted report, be agreed.
- (c) That agreement be given to the Council and Metro underwriting the risk of overspend on the project, as previously, any overspends have been reported as being shared 50/50 with the DfT.
- (d) That the development and undertaking of a lobbying campaign be agreed, which will support the Best And Final Bid from the wider Leeds community.

221 Interim Affordable Housing Policy

Further to Minute No. 166, 11th February 2011, the Acting Director of City Development submitted a report providing details of the public consultation exercise undertaken in respect of the Draft Interim Affordable Housing Policy and seeking agreement of the proposed amendments to the policy and its immediate implementation.

The Board emphasised the importance of the policy being kept under review, and that it remained flexible enough to adapt to changes within the housing market.

The report provided details of the equality, diversity, cohesion and integration screening process which had been undertaken on the proposed policy.

RESOLVED - That the proposed amendments to the draft Interim Affordable Housing Policy as set out within appendix A to the submitted report be agreed, and that approval be given to the draft Interim Affordable Housing Policy (as amended) being implemented with effect from 1st June 2011 (the policy would therefore apply to all relevant decisions made on or after 1st June 2011 – this allows for the call-in period after the Executive Board meeting on 18th May).

222 John Smeaton Academy

The Acting Director of City Development submitted a report seeking approval to the Heads of Terms for the leasehold disposal at nil consideration of John Smeaton Community College for the Academy scheme to John Smeaton Academy, who were the Council's selected operator for an Academy at this school.

RESOLVED - That the disposal of John Smeaton Community College for the proposed Academy on a 125 year lease at nil consideration be agreed, and

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd June, 2011

that the Acting Director of City Development be authorised to agree the final terms, as detailed within paragraph 3 of the submitted report.

223 Primrose High School

The Acting Director of City Development submitted a report seeking approval to the Heads of Terms for the leasehold disposal at nil consideration of Primrose High School to the Co-operative Academy scheme, who were the Council's selected operator for an Academy at this school.

In response to enquiries raised regarding the legal costs associated with the proposals detailed within Minute Nos. 222 and 223, officers undertook to provide details to the Member in question.

RESOLVED - That the disposal of Primrose High School for the proposed Academy on a 125 year lease at nil consideration be agreed, and that the Acting Director of City Development be authorised to agree the final terms as detailed within paragraph 3 of the submitted report.

NEIGHBOURHOODS AND HOUSING

224 Land at West Grange Road, Belle Isle, Leeds, LS10

The Director of Environment and Neighbourhoods submitted a report regarding the proposed disposal of land at West Grange Road, Belle Isle, to Leeds Federated Housing Association at less than best consideration.

RESOLVED - That the disposal of the land at West Grange Road, Belle Isle, at less than best consideration be approved.

225 Property Exchange with Leeds Federated Housing Association

The Director of Environment and Neighbourhoods submitted a report outlining proposals in relation to the transfer of 14 Council owned miscellaneous properties to Leeds Federated Housing Association (LFHA) in exchange for 15 properties, which would contribute towards the wider regeneration of the area.

The submitted report presented the following three options:

Option A: Do nothing

Option B: The purchase of LFHA properties within the Garnets demolition area

Option C: The exchange of LFHA properties within the Garnets demolition area for other council owned miscellaneous properties.

Following consideration of appendix 2 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(1), which was circulated, considered in private and subsequently retrieved at the conclusion of the meeting, it was

RESOLVED -

(a) That the transfer of 15 LFHA properties in the Garnets clearance area to LCC in exchange for 14 Council owned miscellaneous properties to

LFHA be authorised, with the difference in value being contributed by LFHA towards the costs of demolition on the scheme.

- (b) That all properties detailed within exempt appendix 2 to the submitted report be declared as surplus for disposal to LFHA.
- (c) That the Acting Director of City Development be authorised to approve the detailed terms of the transaction.

CHILDREN'S SERVICES

226 Basic Need Programme 2012 - Outcome of Consultation on Proposals for Primary Provision for 2012

Further to Minute No. 203, 30th March 2011, the Director of Children's Services submitted a report presenting the outcome of work which had been undertaken following the conclusion of the consultation exercise on proposals to expand primary provision at three schools in Leeds from September 2012. In addition, the report also sought permission to publish a statutory notice for one of those schools concerned.

RESOLVED -

- (a) That individual approval be given to the publication of a statutory notice for the following:-
 - **Proposal two:** Change the age range of Roundhay School Technology and Language College to 4-18, with a reception admission limit of 60, and use land off Elmete Lane for the primary provision.
- (b) That it be noted that further work will be completed by officers prior to bringing forward a recommendation on the following:-
 - **Proposal three:** Change the age range of Allerton Grange School to 4-18, with a reception admission limit of 60, and use land next to the school for the primary provision.
 - **Proposal six:** Expand the capacity of Little London Primary School from 210 to 630 using land off Cambridge Road.

227 Outcome of Feasibility on Providing Girls Only Education at a Central Location in Leeds

Further to Minute No. 220, 7th April 2010, the Director of Children's Services submitted a report providing an update on the feasibility work undertaken in respect of single sex education provision for girls at a central location in the city.

RESOLVED -

- (a) That the Local Authority does not move to establish girls-only education in Leeds at this time.
- (b) That the Local Authority continues to undertake a choice and diversity survey each year during its admissions process in order to inform its statutory duty.

- (c) That the Local Authority continues to take account of parental responses around choice and diversity, and effectively integrates emerging academies and free schools into strategic planning.

228 Scrutiny Board Recommendations - Outdoor Education Centres

The Head of Scrutiny and Member Development submitted a report providing a summary of the responses to the recommendations arising from the Scrutiny Board (Children's Services) inquiry into Outdoor Education Centres.

RESOLVED - That the responses to the recommendations of the Scrutiny Board (Children's Services) arising from its inquiry into Outdoor Education Centres be noted.

LEISURE

229 Leeds Libraries and Information Service: Proposals for the Future

Further to Minute No. 135, 15th December 2010, the Acting Director of City Development submitted a report providing the outcomes of the consultation exercise undertaken in relation to the proposals outlined within, 'A New Chapter for Leeds Libraries' and seeking the Board's agreement to the resultant proposals for future library provision in the city.

Further to the recommendations detailed within the submitted report, Members were asked to consider some updated proposals, specifically that Cow Close library remained open for a year whilst further consideration was given to its future, and that Rawdon library remained open for a year whilst further discussions were undertaken with interested parties regarding community asset transfer opportunities.

Members highlighted the importance of the mobile provision and the need to ensure that those users affected by the proposals were able to access such provision.

The report provided details of the reviews which had been undertaken in respect of the impact that the proposals would potentially have on various communities.

RESOLVED -

- (a) That the recommendations, as defined within Section 7 of the submitted report, including the changes to the opening hours as identified within paragraph 7.2, modified by the impact of the inclusion of the updated proposals detailed above, be supported.
- (b) That the change in the method of delivering the library service for 20 libraries, as outlined within paragraph 7.3.1 of the submitted report be approved, with the inclusion of the updated proposals detailed above and as reported at the meeting.

- (c) That mobile provision be developed across the City as outlined within paragraph 7.4 of the submitted report.
- (d) That, for a limited period, a consultation exercise be offered to the community on the asset transfer opportunities for the vacated libraries, and that after this designated period, the asset management team find the best solutions for the buildings.

230 Call In of Decision on Garforth Squash and Leisure Centre

Further to Minute No. 205, 30th March 2011, the Acting Director of City Development submitted a report advising that following the original decision taken by the Board, this matter was called in and subsequently considered by Scrutiny Board (City Development) on 20th April 2011, who resolved to refer the decision back to Executive Board for further consideration. The report recommended that the original decision taken on 30th March 2011 by Executive Board was reaffirmed.

RESOLVED – That the decision taken by the Executive Board at its meeting on 30th March 2011 regarding Garforth Squash and Leisure Centre (Minute No. 205 refers) be reaffirmed.

(The matters referred to in this minute, having been the subject of a previous Call In process, were not eligible for Call In)

231 Long Term Supply of Burial Space

The Acting Director of City Development submitted a report advising that as a result of a call in meeting, Scrutiny Board (City Development) had referred back to Executive Board for further consideration, its decision concerning proposals to consult on the Draft Informal Planning Statement for Whinmoor Grange, including plans for a cemetery on the site. In addition, the report considered the issues which had been raised by the Scrutiny Board during the Call In process and detailed proposals in respect of how such issues could be progressed.

The Board was informed that the duration of the consultation period had been extended from 4 weeks to 6 weeks, in order to ensure that all potential stakeholders had a greater opportunity to engage in the process.

RESOLVED –

- (a) That the Draft Informal Planning Statement for Whinmoor Grange be approved for the purposes of a public consultation exercise, which is to be undertaken over a six week period, with the findings being reported back to Executive Board in due course.
- (b) That the expenditure on Capital Scheme Number 1358 be held in abeyance pending the outcome of the consultation exercise referred to in resolution (a).

(The matters referred to in this minute, having been the subject of a previous Call In process, were not eligible for Call In)

232 Scrutiny Board Recommendations: Cemeteries and Crematoria Horticultural Maintenance

The Head of Scrutiny and Member Development submitted a report providing a summary of the responses to the recommendations arising from Scrutiny Board (City Development) inquiry into 'Cemeteries and Crematoria Horticultural Maintenance' and inviting the Board to pronounce on the recommendation where there had been a difference of opinion between the Scrutiny Board and Director/Executive Member.

Councillor J Procter, the Chair of the Scrutiny Board (City Development) attended the meeting to present the Board's findings.

Having discussed the process by which responses to Scrutiny Board inquiry reports were considered by the Executive, it was suggested that the Chair of the Scrutiny Board which had conducted the inquiry approved the summary covering report prior to its submission. In addition, responding to concerns raised, it was also suggested that further consideration was given to the extent and nature of the information provided to Executive Board Members when considering Scrutiny Board inquiries, in order to ensure that they had access to all relevant details.

RESOLVED –

- (a) That the responses to the Scrutiny Board (City Development) recommendations arising from its inquiry into Cemeteries and Crematoria Horticultural Maintenance be noted.
- (b) That in respect of recommendation two of the Scrutiny Board Inquiry Report, further work on this matter be undertaken with a report being submitted to a future meeting of the Executive Board outlining proposals for a way forward.

ADULT HEALTH AND SOCIAL CARE

233 Review of Consultation Process for Building Based Services

The Director of Adult Social Services submitted a report advising that following the resolutions made by Executive Board at its meeting on 11th February 2011 (Minute No. 163 referred) regarding mental health day service provision, representations on such matters had been made to the Scrutiny Board (Adult Social Care) and therefore, the report invited Executive Board to review the decisions taken in February 2011.

In response to enquiries, Members were provided with reassurance regarding the nature and extent of the consultation process which was proposed.

RESOLVED -

- (a) That in view of the issues highlighted within the submitted report, the decision of the February 2011 Executive Board regarding the consolidation of buildings based services to one site not be implemented.

- (b) That the Board's support for the other recommendations, as outlined in paragraph 2.4 of the submitted report, regarding the direction of travel for the modernisation of Mental Health Day Services in Leeds be noted and confirmed.
- (c) That it be noted that the consultation process regarding the decision to consolidate the day service buildings base will be specific and will focus upon an interim model of provision for in house service, and that the findings from the consultation process will be joined with the consultation on the future commissioning of all community based mental health services
- (d) That a further report be submitted to the Executive Board detailing the outcomes from the consultation process.

234 Councillors Murray, Dowson and A Blackburn

On behalf of the Board, the Chair paid tribute to and thanked Councillors Murray, Dowson and A Blackburn for their services to the Board, as this marked their final meeting as Executive Board Members.

DATE OF PUBLICATION: 20TH MAY 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 27TH MAY 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12noon on 31st May 2011)

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd June, 2011



**FORWARD PLAN OF KEY DECISIONS
(Relevant to Safer and Stronger Communities
Scrutiny Board)**

1 June 2011 – 30 September 2011

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to enter into a Supporting People contract with The Salvation Army for the Mount Cross Hostel (Family Centre) and the Mount Cross Resettlement Service at a total contract value of approximately £332,518.82 per annum.</p> <p>Authorisation to enter into a Supporting People contract with The Salvation Army for the Mount Cross Hostel (Family Centre) and the Mount Cross Resettlement Service at a total contract value of approximately £332,518.82 per annum.</p>	<p>Director of Environment and Neighbourhoods ()</p>	<p>1/6/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke the second 12 month extension period to the existing Supporting People service level agreement with Leeds City Council Adult Social Care Mental Health for the Mental Health Housing Support Team Service at a cost of £732,544.85.</p> <p>Authorisation to invoke the second 12 month extension period to the existing Supporting People service level agreement with Leeds City Council Adult Social Care Mental Health for the Mental Health Housing Support Team Service at a cost of £732,544.85.</p>	<p>Director of Environment and Neighbourhoods ()</p>	<p>1/6/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
ALMO / BITMO penalty / Incentive scheme To approve the detail of the Strategic Landlord performance management penalty / incentive scheme.	Director of Environment and Neighbourhoods ()	1/6/11	ALMOs and BITMO.	Report.	Director of Environment and Neighbourhoods simeon.perry@leeds.gov.uk
Request to enter into a Supporting People contract with GIPSIL for the Community Services Resettlement 1 and Community Services Resettlement 2 services at a total contract value of approximately £355,702.47per annum	Director of Environment and Neighbourhoods ()	1/6/11	n/a	Report to be presented to the Delegated Decision Panel	Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Procurement of new drainage contractor for East North East Homes Leeds Approval to form a contract following procurement process conducted by central procurement unit and East North East Homes Leeds	Director of Resources ()	1/6/11		Procurement Report detailing process and selected firm	robert.goor@leeds.gov.uk
Burglary Reduction Programme For information only	Executive Board ()	22/6/11	Consultation with safer Leeds Exec	Burglary Reduction Commissioning pack	Mike Simpkin simon.whitehead@leeds.gov.uk
ALMO / BITMO Wide Quality Gas Audits Key decision to approve new contract	Director of Environment and Neighbourhoods ()	1/7/11	With ALMO's / BITMO	Proposed new contract	Director of Environment and Neighbourhoods paul.m.clarke@leeds.gov.uk
City Wide Almo properties for Asbestos Removal Key decision to approve new contract	Director of Environment and Neighbourhoods ()	1/7/11	With Almo's	Proposed new contract	paul.clarke@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Arms Length Management Organisations (ALMOs) Arms Length Management Organisations (ALMOs) and Belle Isle Tenant Management Organisation - 2010/11 achievement report.	Executive Board (Portfolio: Environments and Neighbourhoods)	27/7/11	ALMO's will cover in the individual reports	The report to be issued to the decision maker with the agenda for the meeting	Maureen Boyle maureen.boyle@leeds.gov.uk
Grounds Maintenance Contract Grounds Maintenance Tender Evaluation – recommendation on award of contract	Executive Board (Portfolio: Environment and Neighbourhoods)	27/7/11	n/a	The report to be issued to the decision maker with the agenda for the meeting	Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Work Schedule

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Purpose of this report

- 1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

2 Main issues

- 2.1 Further to the discussions already held with the Director and Executive Board Members during today's meeting, Members are now requested to translate the decisions made around the chosen topics for Scrutiny into a work schedule for the forthcoming municipal year.

Draft Work Schedule

- 2.2 A draft work schedule is attached. As the scope of each review is yet to be considered and agreed by the Board, the draft work schedule only seeks to prioritise the timing of the Board's reviews at this stage.
- 2.3 Already included within the draft work schedule are the traditional items of Scrutiny work. These involve performance monitoring, recommendation tracking and Budget and Policy Framework Plans.
- 2.4 The draft work schedule is subject to change pending the Board's decision to conduct any further pieces of work in accordance with its terms of reference and also in line with the Board's role as the designated Crime and Disorder Committee.

3. Recommendations

3.1 Members are asked to prioritise the topics identified for Scrutiny.

Background papers

None used

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	June	July	August
Reducing Burglary	Consider potential scope of review SB 12/06/11 @ 10am	Agree scope of review SB 12/07/11@ 10 am	
Anti-social Behaviour	Consider potential scope of review SB 12/06/11 @ 10am	Agree scope of review SB 12/07/11@ 10 am	
Streetscene Services	Consider potential scope of review SB 12/06/11 @ 10am	Agree scope of review SB 12/07/11@ 10 am	
Mitigating the negative effects of the recession upon communities.	Consider potential scope of review SB 12/06/11 @ 10am	Agree scope of review SB 12/07/11@ 10 am	
Board initiated piece of Scrutiny work (if applicable)	To consider potential areas of review. The following were put forward by the former Environment and Neighbourhoods Scrutiny Board as suggested pieces of Scrutiny work this year: <ul style="list-style-type: none"> • Dog Control Orders; • Refuse Collection Route Rationalisation Programme. 		
Crime and Disorder Committee work.	To consider potential areas of review. An initial report around intelligence gathering and sharing within community safety was considered last year, which the Board may wish to pursue.		
Budget & Policy Framework			
Recommendation Tracking			
Performance Monitoring			

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

WG – Working Group Meeting

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	September	October	November
Reducing Burglary			
Anti-social Behaviour			
Streetscene Services			
Mitigating the negative effects of the recession upon communities.			
Board initiated piece of Scrutiny work (if applicable)			
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking	Gypsy and Travellers Site Provision in Leeds SB 12/09/11 @ 10 am		
Performance Monitoring		Quarter 2 performance report SB 10/10/11 @ 10 am	

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Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	December	January	February
Reducing Burglary			
Anti-social Behaviour			
Streetscene Services			
Mitigating the negative effects of the recession upon communities.			
Board initiated piece of Scrutiny work (if applicable)			
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			

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Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	March	April	May
Reducing Burglary			
Anti-social Behaviour			
Streetscene Services			
Mitigating the negative effects of the recession upon communities.			
Board initiated piece of Scrutiny work (if applicable)			
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			

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Originator: Angela Brogden

Tel:2474553

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Safer and Stronger Communities)

Date: 20th June 2011

Subject: Inquiry Reviewing the Establishment of a Shared Service Centre for the Leeds Arms Length Management Organisations (ALMOs) - Draft Final Report and Recommendations

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Scrutiny Board (Environment and Neighbourhoods) undertook an inquiry last year to review the establishment of a Shared Service Centre for the Leeds Arms Length Management Organisations (ALMOs). This inquiry concluded in April 2011 and a final report has been drafted detailing the findings and conclusions and recommendations resulting from the evidence gathered.
- 1.2 A copy of the draft final report along with a summary of the evidence considered during the inquiry is attached for consideration at today's meeting.

2.0 Consultation

- 2.1 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 detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised. The Director shall consult with the appropriate Executive Member before providing any such advice."
- 2.2 The appropriate Director has been consulted and any comments or advice that is received will be presented to the Board meeting today.

3.0 Recommendations

3.1 The Board is requested to:-

- (i) Agree the Board's final report and recommendations.
- (ii) Request that a formal response to the recommendations is produced in line with normal procedures for scrutiny inquiry reports as set out in Scrutiny Procedure Rule 14.1.

**Review the Establishment of a
Shared Service Centre for the
Leeds Arms Length Management
Organisations (ALMOs)**

Draft Scrutiny Inquiry Report



Introduction and Scope

Introduction

1. The Executive Board in November 2010 approved a report on the future of council housing in Leeds. The report was subsequently called in and was discussed at an additional meeting of the Environment and Neighbourhoods Scrutiny Board on 23rd November 2010.
2. We released the Executive Board report for implementation but in so doing it was agreed that the Environment and Neighbourhoods Scrutiny Board would carry out an inquiry in to one of the key recommendations of the report, the establishment of the Shared Services Centre (SSC).
3. We welcomed the opportunity to have input to this important initiative, which has already identified substantial savings and efficiencies and will streamline Service Level Agreements (SLAs) between the Council and the Arms Length Management Organisations (ALMOs).
4. We recognised at an early stage that our scrutiny review would complement the wider piece of work already being undertaken to establish the SSC. We understood that work already underway would not stop while our inquiry was completed but the findings of our review would feed into the final principles of the SSC.
5. We acknowledged that the creation of a SSC was part of the proposed solution to improving the overall housing service within the City. The SSC was not being proposed

solely to seek cost efficiencies, although that was one key aim. Additionally the SSC would seek to address some of the service drivers identified within the current service including:

- Improved City wide processes;
 - Pooled resources to improve expertise;
 - Reducing unnecessary duplication of processes;
 - Provide a structure to improve collaboration across organisations;
 - Help the drive towards consistent service standards and delivery;
 - Maximise efficiencies and benefits from joint and collaborative working.
6. We are very grateful to everyone who gave their time to participate in this inquiry and for their commitment in helping us to understand and review this matter.

Scope of the Inquiry

7. At our meeting on 6th January 2011 we agreed terms of reference for our inquiry to review the establishment of the SSC for the Leeds ALMOs
8. We agreed to focus on three key facets of the SSC:
 - The potential for achieving the savings identified within the Executive Board in establishing the SSC and offer views on how further efficiencies could be made;
 - The best fit of services to be delivered within the SSC;
 - The potential to develop single service level agreements with services delivered to the ALMOs by Council service departments.
9. We established a working group which received evidence from a number of witnesses.



Conclusions and Recommendations

Potential for Achieving Savings

10. We were aware that a significant weakness of the existing model was the duplication of functions and processes across the ALMOs and the Council, which had led to inefficient use of resources.
11. Under the current arrangements, the ALMOs each have their own back office functions which include, for example, Human Resources (HR), Finance, Governance Support and Asset Management.
12. We understand that in part such arrangements have been developed in response to the approach of the Audit Commission in regulating ALMOs and their insistence that each organisation is independent of each other and the Council leading to the duplication of services across the three companies.
13. We were advised that the estimated recurring savings from the creation of an SSC are £1.6M per annum. This saving can be achieved by:
 - the reduction of 8 senior management posts, as a result of the removal of the duplication of support services, equating to £500k per annum,
 - a further reduction of 41 posts in both operational and corporate support posts, providing the balance.
14. Further savings are anticipated through the subsequent process reviews. One of the key areas for savings is efficiencies generated from procurement. It is estimated

that with a consistent approach to quality and cost across the city, for example within repairs and maintenance contract management, the model should be able to deliver efficiencies of around 2.5% per annum over and above those that could be achieved by the ALMOs acting separately. On this basis, this would deliver efficiencies of £3M over 2011/12 and 2012/13 on the new contracts currently in procurement and due to commence on 1st April 2011.

15. We received a paper detailed in Appendix 1 that summarises the anticipated savings of £1.6M per annum once the SSC is fully operational.

Recommendation 1

That the relevant Scrutiny Board monitor the actual key savings and efficiencies achieved as a result of the establishment of a Shared Service Centre; and,

That the Director of Environment and Neighbourhoods submit an initial report on this matter to the relevant Scrutiny Board no later than December 2011.



Conclusions and Recommendations

Best Fit of Services

16. We were advised that it was proposed to introduce services in to the SSC on a phased basis over the course of the financial year 2011/12.
17. We considered best fit of services using Asset Management as a specific example as this was identified as a particular weakness in the report to Executive Board in November 2010.
18. We were informed that relevant officers from the City Council's Strategic Landlord Section and Property Management Division alongside relevant ALMO officers had reviewed four principle areas of work:
 - Asset Information, stock condition surveying and assessment;
 - Investment planning and capital programme delivery;
 - Planned and cyclical maintenance;
 - Responsive maintenance.
19. Officers stated that this review had clarified the
 - range of functions under consideration
 - processes involved in each work areas
 - best fit for each function or process within the operational frontline services in the ALMOs or in the back office
20. The range of services that might be part of the SSC are set out in Appendix 2 of our report.
21. We supported the view that priority be given to the establishment of a single asset management / contract

management group within the SSC, to coincide with the introduction of the new contracts for repairs and maintenance, capital works and gas maintenance. We were advised that there was evidence of weakness in the current arrangements in these areas. A major factor being that the necessary skills and expertise are spread too thinly between the ALMOs and the Council, resulting in these vital functions being under - developed and not as effective as they could be. However, we were advised that a unified group within the SSC could develop a single approach to procurement, provide a skilled unit to administer revenue repairs and capital contracts, maximise the resources for scheme delivery and provide expertise in asset management and investment planning.

22. We noted that the next priority would be to bring together other corporate and back office services such as HR and Finance. This would offer significant opportunities to rationalise procedures and ensure a more efficient use of resources between the ALMOs and the SSC.
23. The next phase would then see other services provided by the Environment and Neighbourhoods Directorate through the Strategic Landlord Group moved into the SSC; such as the
 - administration of the advertising process in Choice Based Lettings
 - procurement and administration of capital contracts
24. Currently this split in processes is also inefficient and wasteful of resources.



Conclusions and Recommendations

Recommendation 2

That the Director of Environment and Neighbourhoods provide details to the relevant Scrutiny Board in December 2011 on progress in transferring services to the Shared Service Centre in 2011/12 and the conditions that have been applied to measure the outcomes of each service transfer.

Benchmarking of Housing Service

25. During our inquiry, although outside our original remit, we asked for information on the benchmarking of the housing service. We noted that the Leeds Council Housing Service has one of the largest local authority housing stocks in England, with a total stock of over 57,000 tenanted homes and provides freehold landlord services to just over 1,600 leasehold properties.

26. The housing stock is managed on behalf of the City Council through management agreements with the ALMOs and Belle Isle Tenant Management Organisation as follows:

- Aire Valley Homes (AVH) 15,471
- Belle Isle Tenant Management Organisation (BITMO) 1,984
- East North East Homes (ENEH) 19,324
- West North West Homes (WNWH) 21,478

27. We noted that the proposed changes associated with the creation of the SSC will not change the split of operational management across the City and that the housing organisations have been subject to detailed inspections by the Audit Commission since the creation of the ALMOs.

28. The most recent inspections were carried out over 2009 and 2010 and all three ALMOs were rated as 2 star 'good' organisations with 'promising prospects' for further improvement. That placed the Leeds ALMOs amongst the better performing council housing organisations across the country, although not performing as well overall compared to ALMO only inspection results.

29. For ALMOs across the country one third are 3 stars rated, over half of the remainder being 2 star, with the remaining ALMOs being 1 star.

30. However the Audit Commission inspection regime is not proposed to continue and we were informed that in future the Council will make greater use of benchmarking information.

31. We were advised that the ALMOs have subscribed to Housemark, the industry recognised benchmarking tool; which provides an annual survey of housing organisations including useful information on the detailed performance and costs of organisations.

32. Officers advised us that as part of the option appraisal process for the Future of Council Housing, a detailed benchmarking of cost and performance was commissioned



Conclusions and Recommendations

from Housemark to compare the Leeds ALMOs against 15 comparable housing organisations across the country.

33. The organisations were a mix of 2 and 3 star organisations ranging in stock size from 3,500 homes up to 42,000 homes. The benchmarking exercise compared a broad range of performance indicators and organisation unit costs across the Leeds ALMOs and the 15 comparator organisations. The results are set out below:

GN & HfOP	UNITS/ TOTAL STAFF	TOTAL UNITS/ TOTAL STAFF
ENE	70.74	73.11
Leeds ALMOs consolidated	65.83	70.25
ALMO 1	62.60	70.03
WNW	58.40	60.45
ALMO 2	44.78	50.04
ALMO 3	40.45	48.88
ALMO 4	37.03	37.78
ALMO 5	35.77	37.56
ALMO 6	35.54	37.46
ALMO 7	33.22	33.97
ALMO 8	31.35	35.17
ALMO 9	31.12	33.58
ALMO 10	28.92	32.14
ALMO 11	28.53	41.49
ALMO 12	27.99	49.30
ALMO 13	27.47	45.04
ALMO 14	27.28	27.59
ALMO 15	23.30	27.08

34. The comparison examined the full range of housing services including: rents, repairs, lettings and voids, estate management, cyclical maintenance and major works, tenant involvement and tenant satisfaction, as well as issues such as overheads, sickness levels and management costs.

35. We were pleased to hear that the Housemark report demonstrates the relative low cost and value for money of the Leeds ALMOs and the services they deliver, in comparison to similar organisations across the country, expressed in terms of the number of properties per Full Time Employee (FTE). The Leeds combined figure being 70.25 properties per FTE compared to an average of 40.47 properties per FTE. In effect Leeds is delivering its housing services with approximately 40% less staff than many other comparable organisations.

Recommendation 3

That the Director of Environment and Neighbourhoods provide the relevant Scrutiny Board with a further benchmarking report towards the year end 2011/12 following completion of the transfer of services to the Shared Service Centre to identify what effect it has had in reducing costs and increasing value for money.

Potential to Develop Single Service Level Agreements

36. We agreed that an important priority was to ensure that individual ALMOs have confidence that they can have effective service delivery as and when it is needed. This will require carefully constructed Service level Agreements (SLAs) and the establishment of strong business relationships between the ALMOs and the SSC.



Conclusions and Recommendations

37. We noted that the ALMOs currently receive many services from the Council. Examples of this are services such as ICT, Forestry, Contact Centre and Legal Services. These services are currently provided through a series SLAs.
38. The current practice is that each ALMO negotiates its own SLA with Council provided services. This leads to duplication of effort and often differing agreements with regard to service provision and cost. This means that there is often standard provision for customers across the city and often leads to unnecessary complications in service delivery.
39. We were advised that the SSC would analyse the current range of SLAs between the ALMOs and the Council and seek to reduce them to one per service. There will have to be some careful negotiations between the ALMOs and the SSC. The SSC would then take the lead in monitoring the delivery of those services to ensure compliance with the agreement and in consultation with the ALMOs identify service improvements.
40. We were pleased to hear that this approach will reduce the number of meetings and remove an element of duplication and thus providing a more efficient process. It will provide the service deliverer with a single point of contact and enable the service to concentrate on delivering to a single service standard. The approach will also ensure that customers receive a similar service regardless of their location across the City.

Recommendation 4

That the Director of Environment and Neighbourhoods submit a report to the relevant Scrutiny Board in December 2011 on the progress and outcome of the introduction of single Service Level Agreements and details of the savings and benefits that have accrued as a consequence.

41. We acknowledged the fact that the main political parties were involved in the appointment of the Chief Executive to the Shared Service Centre and hope this continues in the future.

Recommendation 5

That the decision making process relating to the operation of the Shared Service Centre be referred by the Head of Scrutiny and Member Development to the Corporate Governance and Audit Committee to monitor and ensure that proper and transparent arrangements are in place.



Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Members of the working group

Councillor B Anderson, Chair
Councillor R Grahame
Councillor G Driver
Councillor P Ewens

Reports and Publications Submitted

Report of the Director of Environment and Neighbourhoods on "The Future of Council Housing -The Shared Service

Report of the Director of Environment and Neighbourhoods on the Leeds Housing Shared Service Centre (SSC) Report 2 including appendices on:

- Draft structure SSC Model and Host ALMO
- VFM Comparison Data – Housemark October 2010
- Asset Management Functions and Tasks
- Services to be included in the SSC

Witnesses Heard

Mr J Statham, Strategic Landlord Manager
Mr John Clerk, Chief Executive of the Shared Service Centre and Aire Valley Homes
Mr Ian Kyles, Public Private Finance (PFI) Project Adviser

Dates of Scrutiny

6 January 2011, Scrutiny Board (Environment and Neighbourhoods) – Terms of Reference
3rd February 2011, Scrutiny Board (Environment and Neighbourhoods) SSC Working Group
21st February 2011, Scrutiny Board (Environment and Neighbourhoods Working Group) SSC
11th April 2011, Scrutiny Board (Environment and Neighbourhoods)



Appendix 1

Review of Savings

Function	Current		3 ALMO SSC		3 ALMO SSC Saving
	FTEs	Cost	FTEs	Cost	
Senior Management	39	2,568,547	31	2,011,909 (556,638)	(556,638)
Retained LCC	62	2,288,400	62	2,288,400 0	0
OPERATIONAL SUPPORT					
- Landlord Services	95	2,909,192	64	2,203,214	(705,978)
- Asset management	53	2,004,085	46	1,765,589 (944,474)	(238,496)
CORPORATE SUPPORT	46	1,550,441	42	1,444,823 (105,618)	(105,618)
OPERATIONAL STAFF	659	20,992,745	659	20,992,745 0	0
Overall Staffing	953	32,313,409	904 (49)	30,706,679 (1,606,729)	(1,606,729)



Appendix 2

Corporate Support	Operational Support	Asset Management
Finance	Choice base lettings	Procurement
HR	Paralegal (Possible secondment only)	Contract Administration
ICT	Leasehold Management	Commercial Asset Management
Service & Performance Standards	Disrepair	HRA assets –small land/gardens, Misc prop leases
Governance		Technical monitoring
Marketing		Contract compliance
Procurement		Contract Management
Housing Applications Support Team (Strategic Role around systems to remain at Leeds City Council)		Investment planning

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Asset Management Support included in phase 1. Corporate Support included in phase 2. Operational Support Services requires further consideration and to be included in Phase 3

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