



SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

Meeting to be held in Civic Hall, Leeds on
Monday, 14th November, 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 (Chair) - Adel and Wharfedale;
R Grahame - Burmantofts and Richmond Hill;
K Groves - Middleton Park;
M Hamilton - Headingley;
J Hardy - Farnley and Wortley;
P Harrand - Alwoodley;
G Hyde - Killingbeck and Seacroft;
J Jarosz - Pudsey;
J Marjoram - Calverley and Farsley;
C Townsley - Horsforth;
N Walshaw - Headingley;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:- 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 - 10 OCTOBER 2011

To confirm as a correct record, the minutes of the meeting held on 10 October 2011

1 - 4

7

DOG CONTROL ORDERS - PHASE 2 PROJECT - SCRUTINY COMMENTS

To receive a report from the Head of Scrutiny and Member Development presenting the draft comments of the Scrutiny Board in relation to the proposed Dog Control Orders in line with the Phase 2 project – **report to follow**

8

REFORM OF COUNCIL HOUSING FINANCE - COMMENTS FROM SCRUTINY ON THE DRAFT NEW HRA BUSINESS PLAN

To receive a report from the Head of Scrutiny and Member Development presenting the draft comments of the Scrutiny Board in relation to the draft new Housing Revenue Account Business Plan – **report to follow**

9		<p>RESPONSE TO THE SCRUTINY REVIEW OF THE ALMO BUSINESS CENTRE LEEDS</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the response to the Scrutiny review of the ALMO Business Centre Leeds.</p>	5 - 28
10		<p>THIRD SECTOR REVIEW - UPDATE</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting an update on the Council review of third sector relationships.</p>	29 - 46
11		<p>FINANCIAL HEALTH MONITORING 2011/12 - ENVIRONMENT AND NEIGHBOURHOODS DIRECTORATE</p> <p>Top consider the financial position of the Environment and Neighbourhoods Directorate after 6 months of the 2011/12 financial year.</p>	47 - 54
12		<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	55 - 94
13		<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 12 December 2011 at 10.00 a.m. Pre meeting at 9.30 a.m. for all Board Members</p>	

Agenda Item 6

SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

MONDAY, 10TH OCTOBER, 2011

PRESENT: Councillor B Anderson in the Chair

Councillors R Grahame, K Groves,
M Hamilton, J Hardy, P Harrand, G Hyde,
J Jarosz, J Marjoram, C Townsley and
N Walshaw

35 Late Items

The following late items had been forwarded to Members in a supplementary agenda:

- Agenda Item 6 – Minutes of the meeting held on 12 September 2011
- Agenda Item 8 – Financial Health Monitoring 2011/12 – Environment and Neighbourhoods Directorate

36 Declarations of Interest

The following declarations of interest were made:

- Councillor G Hyde – Agenda Item 8, Financial Health Monitoring 2011/12 – Environment and Neighbourhoods Directorate – due to his position as a Director of the East North East Homes ALMO Board
- Councillor R Grahame – Agenda Item 8, Financial Health Monitoring 2011/12 – Environment and Neighbourhoods Directorate – due to his position as a Director of the East North East Homes ALMO Board.

37 Minutes - 12 September 2011

RESOLVED – That the minutes of the meeting held on 12 September 2011 be confirmed as a correct record.

38 Recommendation Tracking

The report of the Head of Scrutiny and Member Development set out the progress made in response to the recommendations arising from the previous Scrutiny Inquiry into Integrated Offender Management.

The following were in attendance for this item:

- Samantha Millar – Chief Inspector, Community Safety
- Louise Hackett – Commissioning and Development Manager (Criminal Justice)
- Neil Moloney – Head of Leeds Probation

Draft minutes to be approved at the meeting
to be held on Monday, 14th November, 2011

Members were asked to consider the progress made against recommendations and to agree those which no longer required monitoring.

The following issues were discussed:

- Recommendation 1 – Members sought clarification of the definition and operational management of the rehabilitation and re-settlement strand of the Integrated Offender Management (IOM) model.
- Recommendation 2 – Issues discussed included the support available to ex-offenders on Job Seekers Allowance in line with the new Work Programme model from the Department of Works and Pensions and Jobcentre Plus. The use of European Social Funding to support employment and training was also discussed and Members requested further information on this. It was reported that there was capacity to work with between 75 and 80 offenders per month as part of the Leeds Work and Skills Platform in conjunction with external partners, including support from the third sector. It was further agreed to provide mapping information in relation to the partners involved in IOM and the Drugs Intervention Programme (DIP). Further details around the performance 'outcomes' in relation to IOM was also requested.
- Recommendation 4 – In response to questions regarding budgets, it was reported that whilst Leeds was currently not in a difficult position in terms of resources, it was recognised that in future there may be a need explore opportunities for regional collaboration between forces to tackle cross boundary issues and to share resources.
- Recommendation 7 – In relation to the Deter Young Offenders Scheme, further information was requested on numbers of offenders, targets, timescales and partners involved in delivering this scheme. Reference was made to a team of 5 Police Officers that worked with young offenders across the city.
- Recommendation 9 – It was estimated that there was approximately 262 Priority and Prolific Offenders (PPOs) in the City being actively managed. However, a maximum of 99 PPOs are managed as part of the IOM cohort. Further to the statistical information provided, it was reported that it is often expected to see an initial rise in the conviction figures for those 99 PPOs due to the active management of this group and higher detection rates. There had been a significant reduction in the numbers of PPOs involved with drugs in recent years. It was also reported that there was a tendency for these PPOs to be in the under 25s age group. Members requested more detail around the age range of PPOs and the initiatives in place to manage offenders within this age range appropriately. Members also requested a copy of the recent inspection report on Youth Offending Work in Leeds. Further reference was made to tackling organised crime groups and families within the City.
- Recommendation 11 – Reference was made to sharing information with Ward Councillors through Area Management.

RESOLVED – That those recommendations that no longer require monitoring be agreed and that the Board continues to track the remaining recommendations.

(Councillor Jarosz declared a personal interest in this item due to her employment with the Probation Service as did Councillor Marjoram due to his wife's employment within the Criminal Justice System).

39 Financial Health Monitoring 2011/12 - Environment and Neighbourhoods Directorate

The report of the Head of Scrutiny and Member Development informed Members of the financial health of the Environment and Neighbourhoods Directorate after five months of the financial year 2011/12.

Neil Evans, Director of Environment and Neighbourhoods and Richard Ellis, Head of Finance, Environment and Neighbourhoods were in attendance for this item.

The following issues were discussed:

- Transfer Payments – Changes for funding support charges in sheltered housing through housing benefit were explained. This would realise savings of £1million and this would be covered by central government.
- Whilst the budget makes full provision for 100% performance related pay, it was reported that the true figure was likely to be less due to cases where performance related pay was deducted.
- With reference to figures detailed as 'cross cutting' and 'to be determined' it was reported that these related to a freeze on expenditure that was currently being reviewed
- Role of the Directorate's Delegated Decision Panel.
- Cost issues relating to vehicle repairs, office moves and recycling.

Members were also informed that there would be a Budget Working Group on Thursday, 10 November 2011.

RESOLVED – That the projected financial position of the Environment and Neighbourhoods Directorate after 5 months of the financial year 2011/12 be noted.

40 Scrutiny review of Health and Safety and Food Safety Regulatory Services within Environmental Health - Draft Terms of Reference

The report of the Head of Scrutiny and Member Development referred to the Board's agreement to undertake a review of the Health and Safety and Food Safety Regulatory Services provided by the Council to businesses across the City. Draft terms of reference were appended to the report.

Draft minutes to be approved at the meeting
to be held on Monday, 14th November, 2011

Graham Wilson, Environmental Health Manager attended the meeting for this item.

Members were informed of opportunities for them to accompany officers within the Health and Safety Team and Food Safety Team to visit premises and gain an insight into the inspection regime.

RESOLVED – That the terms of reference for the forthcoming Scrutiny review of Health and Safety and Food Safety Regulatory Services within Environmental Health be agreed.

41 Work Schedule

The report of the Head of Scrutiny and Member Development detailed the Board's work schedule. Also attached were copies of recent Executive Board Minutes and a copy of the Forward Plan relating to the Board's portfolio.

Members were reminded that there was a meeting of the Housing Revenue Account Scrutiny Working Group on Friday, 4 November 2011.

RESOLVED – That the report be noted.

42 Date and Time of Next Meeting

Monday, 14 November 2011 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 14th November 2011

Subject: Response to the Scrutiny Review of the ALMO Business Centre Leeds

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

Summary of main issues

1. At its meeting in June 2011, the Safer and Stronger Communities Scrutiny Board agreed its final report following a review of the establishment of a Shared Service Centre for the Leeds Arms Length Management Organisations (ALMOs). A copy of this report is attached.

2. The recommendations arising from the Scrutiny review referred to progress reports being brought back to Scrutiny in relation to the operation of the new Shared Service Centre. The recommendations were as follows:

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.

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.

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.

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.

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.

3. The Shared Service Centre has now formally adopted the operating name of ALMO Business Centre Leeds (ABCL). An update on progress in implementing the key reforms to the 3 ALMO model in Leeds, which included the creation of the ALMO Business Centre Leeds, was reported to the Executive Board on 2nd November 2011.
4. A copy of the Executive Board report is attached for Members' consideration as this report also responds to the issues and recommendations arising from the Scrutiny review.
5. Officers from the Environment and Neighbourhoods directorate will also be attending today's meeting to address any further questions from Members.

Recommendations

6. Members are asked to:
 - a) Note the attached ALMO Review update report to the Executive Board
 - b) Determine whether any further Scrutiny involvement on this matter is required.

Background documents

7. None used

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

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 Clark, 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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Report of Director of Environment and Neighbourhoods

Report to Executive Board

Date: 2nd November 2011

Subject: ALMO Review Update

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

Summary of main issues

1. This report provides members with an update on progress in implementing the recommendations set out in the November 2010 Executive Board report on the Future of Council Housing.
2. Progress continues to be made. The Strategic Governance Board meets regularly, and the establishment of the ALMO Business Centre Leeds is progressing with significant staff already transferred into WNWhL to support its establishment as a part of this ALMO's operations.
3. The ALMO Business Centre Leeds' staff from the ALMOs that have been transferred have been relocated into combined teams in interim accommodation at Acorn Business Park, or Tribeca House, as appropriate. Long-term permanent accommodation is still being sourced.
4. The teams that have so far transferred into the ALMO Business Centre Leeds are also starting the formal restructure processes which will confirm the levels of savings being generated by the creation of the new body. The teams reviewed to-date are planned to deliver £0.97m of savings following restructure, compared with the base position of the 2010/11 budgets.
5. Further posts with an annual cost of some £0.37m from within the 2010/11 budgets for other areas in scope of the ALMO Business Centre Leeds are currently being held vacant. This leaves a savings target of a further £0.2m to £0.3m to be identified from

the remaining teams in scope and joining the ALMO Business Centre Leeds, to achieve the target savings level of £1.6m for the end of the financial year.

Recommendations

6. The Executive Board is recommended to note the progress made in implementing the key reforms to the ALMO model in Leeds.

1.0 Purpose Of This Report

- 1.1 The purpose of this report is to update the Executive Board on progress with the implementation of the key reforms to the 3 ALMO model in Leeds as set out in the recommendations to the November 2010 report on the future of council housing.

2.0 Background Information

- 2.1 At the November 2010 Executive Board it was agreed to retain the three ALMO model in Leeds but that two key reforms should be made to that model to overcome current weaknesses.
- 2.2 The key reforms included in that report were the creation of a Strategic Governance Board, which would provide a more coordinated approach to decision making, without removing any decision making powers from the Executive Board or the ALMO Boards, providing a formal link between the City Council, the 3 ALMOs and the Belle Isle Tenant Management Organisation for the development of policy and strategy in relation to council housing. The second reform saw the Executive Board approve the creation of a Shared Service Centre (SSC) to provide a common set of back office teams to support the housing operations undertaken across the City. The SSC has now formally adopted the operating name of ALMO Business Centre Leeds (ABCL).
- 2.3 The creation of the SSC was anticipated to create the opportunity to restructure the teams involved, and deliver staff savings of some £1.6m from its creation.
- 2.4 The proposed changes will not only tackle the perceived weaknesses of the multi organisation operation of the housing service, without losing the strengths and benefits that those local organisations have brought to the City, but will also offer the opportunity to maximise the efficiencies required to secure a long term sustainable financial future for the overall service.

3.0 Strategic Governance Board

- 3.1 The Strategic Governance Board (SGB) convened for the first time in February and has met monthly, with the exception of June, since. The Board consists of representatives from the City Council, the 3 Arms Length Management Organisations and the Belle Isle Tenant Management Organisation and is chaired by the Executive Member for Environments and Neighbourhoods.
- 3.2 No powers are delegated to the SGB, but recommendations are made for decision-making bodies to consider and/or ratify as appropriate.

- 3.3 The SGB considers Governance, Policy and ABCL items. There is a forward plan for items to be tabled and an ongoing Action List is maintained from meeting to meeting.
- 3.4 The Board does not take on any existing powers currently placed with the Executive Board, nor does it directly manage local delivery of services. The Board meets to agree key high level strategies to ensure that there are joint approaches across the ALMOs on key issues. The ALMO Boards remain responsible for the decisions relating to local service delivery. However, in so doing it is expected that the Chairs of the Boards and their Chief Executives work together to ensure that there is greater standardisation in the delivery of those services.
- 3.5 Whilst a substantial amount of business at SGB has consisted of progressing the set up of the ABCL, policy items discussed at SGB to date include:
- FRS17 proposal
 - Harmonisation of Terms & Conditions
 - Procurement 2011 and issues arising
 - Employment and Skills & Job skills and training
 - HRA Business Plan Project
 - Burglary Reduction Strategy
- 3.6 The November 2010 Executive Board report noted that work would need to be completed to assess the implications of the creation of the SGB and the ABCL. Initial work has commenced through the workstream looking at the service level agreements that will need to exist between the ALMOs and the ABCL.
- 3.7 The current Management Agreements run until January 2013 before which date the Executive Board will need to decide whether or not to continue with the current ALMO model in Leeds.

4.0 ALMO Business Centre Leeds

- 4.1 A significant weakness of the original 3 ALMO model was duplication of functions and processes across the ALMOs and the Council, which led to inefficient use of resources. Each ALMO had their own back office functions which included, for example, HR, Finance, Governance Support and Asset Management.
- 4.2 The option supported by Executive Board in 2010 was that of 3 ALMOs but with a shared service centre to deliver efficiencies and savings in delivery. This shared service centre is now known as the ALMO Business Centre Leeds (ABCL).
- 4.3 The Chief Executive of WNWhL is the appointed lead for the ABCL and WNWhL ALMO is the employing organisation for the ABCL, with all staff who are going into the ABCL being TUPE'd into WNWhL.
- 4.4 The appointed project team has been managing the programme of change required to create the ABCL since February, and was increased in size with additional resources from all partners as the project progressed. As key roles in the ABCL are appointed it is anticipated this requirement will reduce.

- 4.5 The project is divided into functional workstreams, each having a Leader who coordinates the collaborative activities and workshops required. The workstreams are:-
- Corporate Services – including HR, Finance, Marketing & Communications and Performance, Improvement and Governance.
 - Asset Management services
 - Housing Services
- 4.6 These are supported by infrastructure workstreams which cover:
- HR Support
 - Accommodation and Logistics
 - ICT
 - Communications
- 4.7 Each functional workstream is following a similar process whereby it is working with existing senior managers, managers and appropriate staff to:
- Review the existing tasks and processes undertaken in the ALMOs currently;
 - Identify the staff therefore in scope of the ABC Leeds for each function;
 - TUPE identified staff into WNWhL;
 - Identify the structures necessary to deliver the service required to the ALMOs/LCC;
 - Restructure teams and recruit as appropriate to the identified structures;
 - Instigate a process for culture change and business improvements.
- 4.8 The outputs and recommendations for structures going forward are considered by the Project Team, Departmental Management Team/ Chief Officers Group and subsequently SGB, in order to support the preferred approach. Formal approval is then sought from WNWhL Board to the proposed restructures.
- 4.9 Work is just commencing to support the services and processes to be delivered with formal “Partnership Agreements” between the ABC Leeds and its customers. These aim to define the relationship between the bodies.
- 4.10 In order to support the creation of the ABCL culture from the earliest opportunity, SGB recommended bringing the functional teams from the new organisations together as far as possible within existing Council accommodation as an interim measure following TUPE transfer. The HR and Marketing teams have relocated to accommodation at Acorn Business Park, and the Finance and Asset Management and Investment Planning teams have been brought together in existing accommodation at ENeHL and Landmark Court respectively.
- 4.11 Longer-term accommodation needs for the ABC Leeds staff are still to be confirmed. Costings for a number of options are expected to be finalised by the end of October.
- 4.12 There is some capacity which has been freed up in existing ALMO locations from the relocation of c. 30 staff to Acorn Business Park currently. More may be freed up from the longer-term solutions currently being researched and evaluated. The ALMOs are reviewing their own accommodation needs given these changes.

- 4.13 The Project Team meet weekly to discuss progress and plan forthcoming activities as required by the Project Plan. As per project disciplines the team also record risks and issues, and provide regular reports to DMTCOG and to SGB.

5.0 Progress by Function

- 5.1 In the March Update Report the following timeframes were provided.

Phase 1 – Implement by end of June 2011:

Phase 2 – Implement by the end of September 2011

Phase 3 – Implement by the end of December 2011

- 5.2 Phase 1 commenced in May, with the first TUPE into WNWhL actioned on 30th June.

Phase 2 work commenced in July, and the first TUPE of staff from this phase is planned to be actioned on 31 October.

Phase 3 work commenced in July. TUPE is likely to be actioned during January or 1st February – dependant upon progress and on the feasibility of a mid-month TUPE date.

- 5.3 The project is showing some minor slippage against the timescales contained within the March report, but the ultimate target of having all new structures and processes in place by the end of the financial year is still on track to be achieved.

- 5.4 In Phase 1 the following teams were transferred into the ABC Leeds under TUPE arrangements.

Function/Team	TUPE date	Number permanent staff and FTC transferred into ABCL	Number of vacant posts and posts covered by temporary agency staff	Location post transfer
Leadership	1 st July	4	2	Various
HR	1 st July	17	5	Unit 1, Acorn Business Park
E'ee Health & Safety	1 st July/1 st Sept	2	0	Unit 1, Acorn Business Park
Finance	1 st July	20	8	Tribeca House
PMS	1 st July	16	4	Landmark Court
Technical Monitoring	1 st July	3	0	Landmark Court
Investment Monitoring, Planning & Validation	1 st July	4	0	Landmark Court
Marketing & Communications, inc Research.	1 st September	12	1	Unit 1, Acorn Business Park
Sub-total		78	20	
1 October transfers:				
Capital Project & Programme Delivery & Tenant Liaison Teams	1 st October	13	6	Dispersed amongst ALMO's
Health & Safety, Asbestos and Fire.	1 st October	6	0	Dispersed amongst ALMO's
Commercial Asset Management	1 st October	5 + 2 students	0	Dewsbury Road
Totals		104	26	

- 5.5 Proposals for restructure for the Leadership Team and the HR and Finance structures were considered by SGB, and subsequently agreed by WNW Board (as employer), during July. Consultation with staff and unions has been undertaken, and the formal restructuring process will have taken place during September and October.
- 5.6 Proposals for restructure of the Asset Management Teams that have TUPE'd continue to be developed. Formal consultation with staff will only take place after the TUPE of the second phase of staff on 1 October, as they will be affected by the restructure.
- 5.7 The existing teams now confirmed as in scope have been developed and confirmed since the last update, and are noted in the table below.

Corporate Support	Operational Support	Asset Management Support
Finance	Choice Based Lettings	Procurement
HR & Training	Registrations	Capital Programme Delivery, Contract Administration and Tenant Liaison
Service and Performance Standards		Commercial Asset Management
Governance		Health & Safety, Asbestos and Fire
Marketing & Communications		Technical Monitoring
Research		Investment Planning
		Contract Management
		Disrepair

Some functions currently excluded from scope (e.g. PFI contract management) will be subject to a later review and possible later inclusion in to the ABCL, subsequent to April 2012.

6.0 Infrastructure Support

- 6.1 Support of the overall programme of change continues to be necessary to ensure that adequate planning and support is given to the working groups and the project team's responsibilities.
- 6.2 The ALMOs and the ABCL have continued the human resources approach of : running an Early Leaver Initiative for ALMO staff, joint organisation vacancy planning, and use of a recruitment freeze. Any vacancies from all three ALMO's are being filled on temporary contracts and are released internally.
- 6.3 The ABCL has a distinct and separate identity that is clearly evidenced through such things as email addresses (name@abcl.org.uk), a portal, and branding of reports, presentation and premises. This positions the ABCL as separate from each of the ALMO's, including WNWHL. ALMO ICT has facilitated working with corporate ICT to ensure that staff moving into the ABCL have maintained the correct and appropriate data and systems access following their move.

- 6.4 A communication strategy was put in place to incorporate a wide range of stakeholders. Staff at the ALMO's and E&N have been kept informed through weekly bulletins, released via email, regular rounds of a 'roadshow' and the development and use of a sharepoint site. The latter is able to be a reference point for documents, policies and information.
- 6.5 For staff going through the TUPE process they are invited to pre-TUPE consultations, an induction meeting and a post TUPE Team Building and Culture workshop.

7.0 Financial Budgets and Projected Savings

- 7.1 The Executive Board report of 3rd November 2010 noted significant deficits going forward in the ALMO Business Plans. The 2011/12 Business Plan updates from the ALMOs do show significant improvements on this position arising from work done in identifying and delivering efficiencies during the year in the ALMOs, but with nevertheless more efficiencies required to demonstrate ongoing financial viability of the ALMOs.
- 7.2 The Executive Board report of 3rd November 2010 estimated that in establishing the SSC some £1.6m would be saved through staff reductions. Further savings would be achieved through process reviews in areas such as contract management and procurement. These savings would serve to support the ALMOs moving towards a financially sustainable position going forward by improving their Business Plan projections. Progress towards achieving the £1.6m would be monitored and measured.
- 7.3 A summary of savings identified to date through the implementation of the proposed ABCL structures is:

<u>Function</u>	<u>Saving</u>
Leadership team	£228k
Finance	£132k
HR	£99k
Asset Management	£453k
Marketing & Communications	<u>£55k</u> estimated
Savings identified through proposed restructures to date:	£967k
Further posts currently held vacant:	<u>£376k</u>
Total savings identified to date	<u>£1,343k</u>

- 7.4 Detailed structure proposals have been developed and agreed for Leadership, Finance, HR and Asset Management teams. Proposals have been put forward for the Marketing & Communications team but have yet to be formally agreed. The preferred option has been used for the above calculation.
- 7.5 The figures quoted above for savings show levels of saving ranging between 15% and 25% in each of the functions reviewed to date, and an overall saving of 21% for the proposed structure to date, reflecting a reduction of 28.3 FTE and £967k.
- 7.6 Of the staff identified to be within the 'scope' for the ABCL, it is estimated that up to a potential 90 FTE with a base salary budget of £3,110k still remain to be reviewed and restructured. However, within these identified posts, 10 posts are already held vacant at an annual budget of £376k. This annual saving is included in the £1,343k savings figure shown above. Thus, in order to achieve the £1.6m saving target, a further £257k of savings must be generated from a net base cost of £2,734k (£3,110k less annual vacancy savings of £376k). This equates to savings of circa 9% of the remaining base cost.
- 7.7 To achieve this level of saving from remaining areas will be challenging, but is considered achievable. Higher levels of savings have been generated from those areas already considered, but these later teams are likely to be more difficult to identify savings from within due to some already being in one team within the Council environment, and the teams themselves being generally small in nature.
- 7.8 Savings arising directly from staff restructures are thus forecast to be at or close to the target of £1.6m.
- 7.9 Overall the number of staff "in scope" is now less than was assumed at the point of the paper being prepared in November 2010. It is clearly an option to cut further than has been proposed, but this could put services at risk. Leeds is already one of the lowest cost providers of social housing services in the country, as demonstrated in the benchmarking exercise undertaken to support the scrutiny board report in March, and it is not recommended to go further than the restructures proposed at this time. It will be expected that the ABCL will constantly review its own services to create further efficiencies in future years
- 7.10 It should be noted that the base position against which the savings are measured is the 2010/11 salary budgets. Some elements of the savings are already reflected in the 2011/12 budgets in the ALMOs and the HRA, some of which were funded by reserves and some of which were chargeable to the capital programme. Thus the full £1.6m is not available as a cashable sum for redirection in the current year.
- 7.11 It should also be noted that we confidently expect to create other, non-staff related, efficiencies through joint working and procurement across the ALMOs. Just considering, for example, obvious opportunities that have been identified within the finance and HR spheres, there is the provision of external legal advice to HR; creditor payment services; and savings in treasury management costs. Other such areas will be identified as we undertake more detailed work in reviewing processes.

8.0 Corporate Considerations

8.1 Consultation and Engagement

- 8.1.2 Widespread staff consultation on the set up of the ALMO Business Centre Leeds has also taken place through regular Roadshows and communications. Specific and regular Union meetings to support the process have also taken place.
- 8.1.3 Tenants have been kept informed through updates at tenant forums, and pieces in tenant magazines.
- 8.1.4 Most recently, a collaborative working event has been held for all ALMO Board Members which aimed to both promote the benefits of the ALMOs working collaboratively, and to seek ALMO Board members views on ways of improving joint working.

8.2 Equality and Diversity/ Cohesion and Integration

- 8.2.1 The development of the Strategic Governance Board and the ALMO Business Centre Leeds will support the Council in ensuring consistent provision of services across all Council areas, whilst allowing a continuing focus on any specific needs of individuals or groups as necessary.

8.3 Council Policies and City Priorities

- 8.3.1 The creation of the Strategic Governance Board has not altered existing arrangements for decision making at the Executive Board, the ALMO Boards or through delegated authority, with the Board making recommendations for action or agreeing joint approaches for ratification through the appropriate delegated arrangements within the ALMOs.
- 8.3.2 No changes have been made to the proposed arrangements for the Strategic Governance Board as set out in the Executive Board report of 3rd November 2010.
- 8.3.3 The development of the Strategic Governance Board and the ALMO Business Centre Leeds will support the targets encapsulated in the Safer and Stronger Communities Plan, the Vision for Leeds and the Council Business Plan, in particular.
- 8.3.4 The plans strongly support the localism agenda, retaining the improvements in tenant engagement that have been driven by the ALMOs since their creation. But the creation of the ALMO Business Centre Leeds also supports the drive to ensure the ALMOs are financially sustainable by driving out further efficiencies from support service operations and protecting front-line delivery.

8.4 Resources and Value for Money

- 8.4.1 The detailed financial implications of this project are discussed in detail in para 7 above, and have been discussed in detail with the Environment and Neighbourhoods Financial Management Team.

- 8.4.2 The human resources implications are also noted in the detail of this report. Regular meetings with Union representatives are in place to support the restructuring of teams that are joining the ALMO Business Centre Leeds, and an assimilation policy has been agreed with the Unions to support the restructuring process. Various initiatives such as Early Leavers Initiatives and recruitment freezes have been implemented to reduce the potential of any compulsory loss of jobs in the creation of the ALMO Business Centre Leeds.
- 8.4.3 To ensure that the proposed support service changes can be implemented without adverse impact on service delivery the changes are being implemented in a staged process during 2011/12.
- 8.4.4 A key requirement for the functional work groups is to ensure that proposals for change are made ensuring that no adverse impact results on a 'business as usual approach'. No adverse effects have been noted as yet.
- 8.4.5 The project costs of the implementation team are being managed within existing resources. Costs of refurbishing new accommodation and of the implementation of the Council's Changing the Workplace initiative are not considered in this, and will be the subject of further discussion between the ALMOs and the Council.
- 8.4.6 No explicit provision has been made for any costs arising from the restructuring exercises being undertaken. It is within the assimilation policy agreed with the unions that we are seeking to minimise such costs.

8.5 Legal Implications, Access to Information and Call In

- 8.5.1 There are no identified significant legal implications from this report.
- 8.5.2 This report constitutes an update on the implementation of a previous decision, rather than a decision in itself.

8.6 Risk Management

- 8.6.1 The part of the project relating to the set up of the ALMO Business Centre is supported by detailed project management disciplines. This includes a risk register which is reviewed regularly by senior officers and is regularly reported to the Strategic Governance Board.

9.0 Recommendations

- 9.1 The Executive Board is recommended to note the progress made in implementing the key reforms to the ALMO model in Leeds.

10.0 Background papers

None

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 14th November 2011

Subject: Third Sector Review - Update

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

Summary of main issues

1. The terms of reference for the Safer and Stronger Communities Scrutiny Board this year makes reference to the Board reviewing 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. In July 2011, the Board learned that a review of the third sector was already underway on behalf of the Strategic Planning and Policy Board. This review aims to address issues around infrastructure, procurement and commissioning, as well as engagement and capacity building with the third sector. In view of this, the Board agreed to feed into this existing review where appropriate and to keep a watching brief of its progress.

3. The attached report from the Assistant Chief Executive Planning Policy and Improvement provides an update on the Council review of third sector relationships and seeks the views of the Scrutiny Board on some of the emerging issues.

4. Separate to this review, the Director of Resources is also engaging with the third sector, via the Third Sector Partnership, to enable them to have a better understanding of the Council's financial outlook and spending priorities for 2012/13 and beyond. This will also provide an opportunity to identify what the impact might be on the third sector and the communities they serve and for the third sector to feed into the budget setting process for 2012/13.

5. As part of the Council's budget setting process for 2011/12, £147k was identified to establish a Transition Fund to support third sector organisations that have had reductions in funding. This fund aims to help organisations delivering high quality public services to become more resilient, agile and able to take up opportunities presented by a changing funding environment. Grants of up to £10,000 were available to organisations to assess and re-align their services, to prepare for new commissioning opportunities and to facilitate partnership working potentially leading to, for example, closer collaboration and mergers.
6. The fund was administered by Leeds Community Foundation, with input from Council Officers. An evaluation report for the Transition Fund will be produced post-March 2012 highlighting the outcomes, successes and learning points for the organisations supported.

Recommendations

7. Members are asked to:
 - (a) Note the content of this report and the attached report from the Assistant Chief Executive Planning Policy and Improvement.
 - (b) Provide comment and views on the emerging issues arising from the Council review of the third sector relationships.

Background documents

8. None used

Report of: Assistant Chief Executive Planning Policy and Improvement

Report to: Safer and Stronger Communities Scrutiny Board

Date: 14th November 2011

Subject: Update on the Council review of third sector relationships

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

Summary of main issues

This report provides Scrutiny with an update on the review of the council's relationships with the third sector and specifically whether our internal arrangements are fit for purpose to meet our needs and our expectations of the sector.

The report includes some of the interim findings. The key message is about future coordination and coherence of the councils consideration of third sector issues.

This initial review is drawing to a conclusion and recommendations for action and further work will be developed and presented to appropriate forums for consideration.

Recommendations

Scrutiny members are invited to:

- Note the content of the review update
- Provide comments on the strengths and areas for improvement of internal arrangements, communication, coordination and decision making in respect of the third sector
- Provide comment and views on some of the emerging issues

1. Purpose of this report

- 1.1 To provide Scrutiny with an update on the review of the council's relationships with the third sector.
- 1.2 To invite members to provide their perspectives on the strengths and weaknesses of the council's internal arrangements, communication, coordination and decision making in respect of the third sector
- 1.3 To invite comment and views on some of the emerging issues.

2. Background information

2.1 The origins of the review

- 2.1.1 In 2009 the City and Regional Partnerships Scrutiny Board recommended that the Compact for Leeds, which is, the agreement that provides a framework for relationships between the public and third sectors should be refreshed and that the council should assess itself against the revised standards.
- 2.1.2 A partnership led by the third sector and supported by the council, led the Compact refresh process and in autumn 2010 the council endorsed the revised Compact for Leeds. This was followed by a council wide rapid self assessment which identified a number of specific areas for development. These have been included in a council Compact Implementation Plan.
- 2.1.3 As part of that self assessment process, Councillor Yeadon who is the member with lead responsibility for the third sector requested that colleagues were also invited to comment on how 'joined up' the approach to the third sector is across the council.
- 2.1.4 The council's internal Strategic Planning and Policy Board (SPPB) led on the Compact assessment. On the basis of the Compact findings, the SPPB determined the need to review how fit for purpose the council's approach and working relationships are with the third sector. Within the context of the current pressures on public finances and the council's ongoing commitment to working pro-actively with the sector, improving the quality of both strategic and operational relationships is key. A review was initiated to facilitate this.

2.2 The review aims and focus

- 2.2.1 To consider the council's approach and working arrangements with the third sector, to ensure that we can work together effectively, strategically and operationally and deliver the vision, the outcomes of the city priority plans and the council's business plan.
- 2.2.2 To identify key challenges and ideas for action, with any proposals then presented to Corporate Leadership Team (CLT) and Members as appropriate in early 2012.

2.2.3 Directorate Management teams and others who have been involved in the review have been asked to:

- identify challenges in our working relationships with the third sector;
- consider how effective and fit for purpose the council's internal systems, protocols, networks, communication, decision making and accountability arrangements are in our work with the third sector; and
- identify any ideas and opportunities to strengthen and develop current approaches and arrangements and to clarify or agree any necessary accountabilities, protocols and responsibilities.

2.3 The review approach and process

2.3.1 A review task group was established led by Kathy Kudelnitzky, Chief Officer Localities and Partnerships.

2.3.2 The approach has been to:

- build on what is already known and what has been done before e.g. the Compact discussions;
- draw together issues and ideas for action from other forums and discussions where there is an overlapping or related agenda e.g. the council's community engagement review discussions, locality developments, discussions with the third sector about supporting their relationships with the private sector;
- invite colleagues, members and the third sector to provide input; and
- make it clear that the review is not about creating 'new structures', but about identifying opportunities to strengthen or adapt existing structures, relationships and working arrangements.

2.3.3 Clearly there are issues to be addressed within the third sector itself, however, the primary focus of this review is about assessing the council's internal arrangements and approaches and identifying recommended actions to strengthen their effectiveness.

2.3.4 The participants in the review

- Directorate Management Teams have been invited to discuss the issue and to identify specific officers and other forums to be involved in the review (see appendix 1)
- Third Sector Leeds has also been invited to provide a perspective and set out examples of some of their own issues in relation to the working relationships with the council (see appendix 2)
- Members are being invited to contribute to the review

2.3.5 The timeline

A report to Strategic Planning and Policy Board will be considered at its meeting to be held on 2 December. It will set out the key issues that have arisen so far, proposals for action and next steps. An update to the Third Sector Partnership will

be presented on 6 December 2011 and a further report to the Safer and Stronger Scrutiny Board will be presented at a future meeting. The final report will be considered by CLT in early 2012.

3. Main Issues

3.1 Current arrangements relating to the third sector

- 3.1.1 The Third Sector Partnership Group was launched in 2010 and is chaired by Councillor Yeadon and is attended by Senior Officers from across the council, as well as, representatives from the third sector, NHS Leeds and the Police. The principle objective of this group is to develop collaborative action to maintain and develop a thriving third sector in Leeds.
- 3.1.2 Third Sector Leeds (TSL) is aiming to establish itself as a federation of third sector interests, providing a strategic voice and acting as a key vehicle for providing third sector representation in city wide, locality and strategic partnerships.
- 3.1.3 Third Sector Leeds is a primary route for liaison between the third sector and the council.
- 3.1.4 A partnership European Year of Volunteering Steering Group has been chaired by Councillor Yeadon. This group has successfully driven a programme of activity to promote volunteering and increase volunteering opportunities in the city.
- 3.1.5 Sandie Keene, Director of Adult Social Care, has been identified as the Corporate Leadership Team third sector lead officer. Kathy Kudelnitzky, Chief Officer Localities and Partnerships, is the Chief Officer with responsibility for this area of activity. Officers in the Leeds Initiative provide support to the Third Sector Partnership and provide a route for some day to day communication with the sector and a limited programme management function.
- 3.1.6 Currently there are no corporate or strategic forums with a specific third sector remit. Also other than the general framework provided by the Compact, there is no council wide agreed strategy or approach to ensure there is coordination or consistency around our relationship with the third sector.
- 3.1.7 Responsibilities for and relationships with the third sector are generally embedded in services and are driven by the focus of activities.
- 3.1.8 A number of council forums and boards discuss third sector issues, but generally within the context of their wider remit and the discussion focus is limited to specific themes and activities. For example, the council's Corporate Commissioning Group brings together the senior commissioners from each of the directorates and from time to time provide a forum for discussions around resourcing issues and the multi funding of single organisations, but they do not have a remit to consider the wider issues relating to our approach to the third sector.

3.2 Issues emerging from the review

3.2.1 A number of issues, some ideas and areas for further consideration have emerged from this review to date. There is a growing understanding of the complexity of this agenda and how issues relating to our relationships with the third sector impact on or are central to many areas of work.

3.2.2 **The main issues emerging from the review are highlighted below and have been grouped in to themed areas**

Council's internal arrangements for managing relationships with the third sector

- § The Third Sector identify that there is a lack of clarity about the council's internal arrangements for liaising with and relating to the third sector.
- § There is no council corporate or strategic forum with a specific third sector remit. We have only partial and disjointed arrangements for maintaining a corporate overview of third sector related activities, relationships and developments across the council.
- § There may be a role for third sector key account management – based on significance of the organisation or activity to the city, not necessarily based on the monetary value of a contract.

Understanding, knowledge, intelligence and systems

- § The Finance system acts as a proxy management information system – it is interrogated retrospectively to provide an analysis and understanding of the amount and target of council funding to the third sector, but analysis in terms of the type of activity and links to city priorities is limited.
- § The term third sector may not help us to understand what organisations and activity we are talking about and where resources are targeted e.g. the definition used by finance to identify third sector organisations includes social enterprises, working men's clubs, large housing associations and major arts bodies like West Yorkshire Playhouse and Opera North so we may need some different classifications set through clear criteria.
- § The council does not have one definitive 'database' of third sector organisations and there is no comprehensive 'mapping' of the sector and its contribution – there are many databases that are partial; locality mapping of third sector organisations is limited; evaluation of the contribution of the sector and specific organisations is limited.

Role of Members

- § There is a need for clarity about the distinct and appropriate roles, responsibilities and authority of officers and members in respect of third sector funding.

- § Members have significant knowledge of local communities and the third sector organisations in areas – but this is not captured and used to its full potential.

Money and the third sector

- § The terminology and guidance around commissioning and procurement is not necessarily easily understood or helpful.
- § There is criticism from the third sector about some council commissioning practice, including: lack of consistency, variable standards of practice and poor coordination. TSL are currently finalising a Commissioning Statement, with proposals for action that they are inviting the Council to discuss and negotiate around.
- § There is a need to agree and implement a ‘council wide’ understanding of ‘social capital’ to help deliver the type of services by the type of organisations that we want.
- § There is a need to ensure that there is coordination where there is multi funding of a single organisation by different services across the council.

Non monetary assets and the third sector

- § The council’s non-monetary or in-kind support to some third sector organisations may raise some questions about fairness, equity, transparency.
- § There is a need to ensure that all the Council services who may be impacted by or have an interest in any Community Asset Transfers are identified and involved.
- § There is a need to ensure that the “community centre review” is set within the context of a knowledge of all community facilities so that the sustainability of third sector organisations and facilities is not undermined.

Locality working and localism

- § There is a need to clarify expectations and role of the third sector in localities and ensure that the necessary support is in place to deliver on expectations and needs.

Community and third sector capacity

- § There is a need to understand what third sector infrastructure is needed across the city and how the council and partners will support it, there are initiatives in place, but there is no overview or coordinated approach. There is a general issue around co-ordination and coherence of the council’s consideration of third sector issues.

3.3 Next steps

3.3.1 Corporate Commissioning Group discussions

The Corporate Commissioning Group will focus on the third sector issues at its November meeting. Third sector representatives are being invited to attend and together they will discuss the Third Sector Leeds commissioning statement, in addition to the funding issues that have emerged through this review process. The aim is to use this session to explore and agree specific actions that can be taken to strengthen and improve current commissioning arrangements. In addition the meeting is likely to identify a range of issues that will require further discussion which will be directed into the appropriate forum.

3.3.2 Strategic Planning and Policy Board

The final report on the third sector review will be presented to the December, Strategic Planning and Policy Board. They will consider the review findings and agree further work and any proposals that should be presented to CLT, the Third Sector Partnership Group and Scrutiny.

3.3.3 Elected member input

Members will have the opportunity to contribute further to the review and the development of next steps and actions. Councillor Yeadon is planning to invite Members to a Seminar and other opportunities may be arranged.

4. Consultation and Engagement

- 4.1 This exercise is an internal review of policy, practice, arrangements and culture. The primary consultation has been with officers within the council through management teams, corporate groups and individual interviews with key members of staff (see appendix 1).
- 4.2 This has been complemented by an invitation to Third Sector Leeds to provide a perspective and examples of issues .
- 4.3 The objective has always been to invite Elected Members to contribute their perspectives and this scrutiny represents the starting point.
- 4.4 Information and updates on this exercise have been provided to the Third Sector Partnership Group chaired by Councillor Yeadon.

5. Equality and Diversity / Cohesion and Integration

- 5.1 The review is seeking to ensure that the arrangements, culture , policy and practice are in place that ensures that issues of equality, diversity and cohesion are considered in relation to the third sector and the role that they can and should play in meeting the needs of all communities.

6. Council Policies and City Priorities

- 6.1 The Vision for Leeds and the delivery of the city priorities are dependent on the existence of a third sector which is fit for purpose and sustainable and engaged in effective partnership working with the council. This review is intended to ensure that as a council we are clear about our needs and expectations of the sector and

we have appropriate internal policies, culture and arrangements in place that allow us to have a constructive and productive relationship with the third sector.

- 6.1.1 The objective of the review is to identify any changes to policy that may be required to enable the council and the third sector to more effectively deliver the city priorities.

7. Resources and Value for Money

- 7.1 The objective of this review is to ensure that the Council is maximising the impact of the resources directed at the third sector, including funding, officer time and in-kind assets.

8. Legal Implications, Access to Information and Call In

- 8.1 There have been recent challenges to Local Authority decisions in respect of third sector funding and other relationships, both locally and nationally. It is clear that we need to ensure that the council has good practice, robust, accountable and transparent arrangements in place. The review may help to identify areas of weakness, with ideas for redress.

9. Risk Management

See above

10. Conclusions

- 10.1 The Third Sector review has identified a range of issues with some ideas for action.
- 10.2 There is a growing understanding of the complexity of this agenda and the way that issues relating to relationships with the third sector impact on or are central to many areas of work and discussions.
- 10.3 The fragmented nature of our consideration of third sector issues is clearly evident. Some agreement and clear communication about the council's internal arrangements for determining our policy and approach to the third sector is a priority.
- 10.4 There are many issues associated with commissioning and procurement that need to be addressed. .
- 10.5 Particularly relevant to members is the need to manage the tension between the individual Councillors role as advocate and champion for local groups and interests and the duty to provide corporate leadership and deliver transparent, fair and robust funding processes.
- 10.6 The current economic climate and emerging government and national agendas such as localism and personalisation as well as financial pressures, present both opportunities and challenges for the third sector and the local authority in working together productively.

10.7 The current review will draw to a conclusion with the report to Strategic Planning and Policy Board in December with a final report to be prepared in early 2012. The challenge then is to ensure that the issues are carefully considered in the appropriate forums and actions for further work are agreed.

11. Recommendations

Scrutiny members are invited to:

- Note the content of the review update
- Provide comments on the strengths and areas for improvement of internal arrangements, communication, coordination and decision making in respect of the third sector
- Provide comment and views on some of the emerging issues

Background documents

Appendix 1 – Review: list of contributors; Management Teams; Forums: partners

Appendix 2 – Third Sector Leeds: initial feedback to review

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Council review of the third sector relationship

List of interviews:

Adult Social Care – Management Team
Tim O’Shea – Head of commissioning
Mick Ward – Head of Commissioning
Emma Carter – Enterprise Development Officer

Children’s Services
Mariana Pexton – Deputy Director Children’s Services

City Development Management Team
Anne Chambers - Head of Corporate Property Management
Mark Cordingley – Project Officer – Asset Management

Environment and Neighbourhoods Management Team
Helen Freeman – Head of Environmental Action
Patrick Powders – Group Manager – Commercial Asset Management
Deborah Forward – Head of Commissioning

NHS Leeds
Ruth Middleton - Head of Commissioning – Staying Healthy

Planning Policy and Improvement – Management Team

Resources Management Team
Helen Mylan – Head of Finance
Doug Meeson – Chief Officer (Financial Management)
David Beirne – Senior Financial Manager
Wayne Baxter – Chief Procurement Officer

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Third Sector Leeds, 'One Council' approach feedback

Issue	Ideas for strengthening practice
Capacity for Implementation of commitments made at corporate level	Additional support for Cllr Yeadon and Sandie Keene in the corporate roles they have undertaken. A Council wide cross departmental third sector team A Lead relationship manager for third sector organisations working across directorate boundaries
Fragmented support and development / infrastructure arrangements	Further develop the work started by E & N, Children's and ASC to define the Council's expectations of infrastructure support. Ensure all departments are signed up to and understand the meaning of a more integrated approach to support and development / infrastructure Agreed timescale for a one Council approach to commissioning infrastructure with one person in the Council with lead responsibility
Sector less well recognised in some areas of activity than others	Embed a positive approach to the sector in the new partnership arrangements, so there is a consistent approach to potential contribution to City Priority Plans Each directorate required to identify which areas it could more actively engage with and commission the third sector; and a programme to achieve this Third Sector Partnership Group should focus on some areas where the sector has played a less prominent role e.g. major capital projects; crime reduction, to identify barriers and problem solve
Speed of decision making about third sector issues	Clarity about the decision making process especially at corporate level – formal adoption of the Compact is a good scenario to learn from.
A one Council approach to commissioning	Recommendations from the Supporting Links to Commissioning Project to be presented to the Corporate Commissioning Group All Directorates to produce a programme of commissioning opportunities for the year ahead Develop a corporate approach to the maximising of social, environmental and economic benefits to the Leeds district from procurement
Collaboration between statutory partners	PSRG to identify savings to be made from a more integrated approach to service delivery across the statutory sector
Equality Impact Assessment	The third sector role in the development of EIAs can be developed further Baseline information about the position of communities of interest needs to be developed or shared with partners if already available. Improvements in equality monitoring need to be maintained, and ways of getting better response rates increased.

Development of new locality arrangements	Sector to work with the Assistant Chief Exec, and area leaders, to improve engagement Better integration of children's and health services at this level are opportunities for better working at this level Need for consistency across the district Delegation of decision making powers to neighbourhoods / towns that are natural communities e.g. neighbourhood management
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Other ideas and Feedback:

Despite the very difficult financial context for public services and especially for the Council, working relationships between the sector and its statutory partners are being maintained, and in some respects even improved. The revised Compact and the high profile support it received from the CEOs of the Council and NHS Leeds, the recognition of TSL by the Council, and the development of the new Third Sector Partnership Group are very positive.

However there are many challenges. Different parts of the sector deal with different departments or teams within departments. For example responsibility for the building occupied may rest with one department, whilst the revenue funding comes mainly from another. There is a lack of consistency across Directorates and also sometimes an issue of consistency at different hierarchical levels within Directorates.

The impact of the cuts has varied considerably across Directorates. In part this is due to central government priorities over which the Council does not have control, but there are local factors at work too, some defensible, others less so. The Council needs to take a more corporate and strategic approach to commissioning out services based on criteria which have been discussed and agreed with the sector, with the overall aim of better integration of services and better value for money.

Whilst consultation has improved, it is sometimes too late in the day for the sector to have a meaningful input. When Council officers do a great deal of detailed work before any consultation takes place, it is difficult to avoid a sense that rubber stamping is really the only option. Earlier engagement with the sector will in our view produce a higher level of ownership and engagement and ultimately better outcomes.

Another feature which determines our real experience as a sector is the relationship between the department or team in question and their statutory partners whether it is the NHS, Jobcentre Plus or the Police. When a voluntary organisation receives funding from more than one statutory agency, or needs to work closely with it, any shortcomings in collaboration are only too obvious.

It is important to acknowledge too the breadth and complexity of the third sector in Leeds which comprises hundreds of funded organisations and thousands of unfunded ones. So the experience that councillors and council officers have of the sector is enormously varied, depending on the ward they represent, the interests they have and the services for which they are responsible.

Partnership arrangements below the district level have always been important to the sector, especially to organisations which don't operate across the whole of what is a very large geographical area. Again at this level there have been issues of consistency in the past.

The increasing role of GP consortia and school-led clusters in the commissioning of services highlights the importance of getting this right if the whole district is to benefit from a thriving third sector.

The Council has promoted some areas of the Compact very effectively. Principle 6 Promoting Volunteering is an outstanding example which deserves and gets national recognition. But there are also aspects of the Council's approach that continue to give rise to significant concerns. It seems slow to acknowledge that having agreed Principle 1 of the Compact, there should not be areas of partnership working where there is no third sector representation. The fact that we are not part of a Shadow Steering group for the development of the Joint Health Board is such a concern. By common consent the record on Principle 4 (Allocating Resources) is mixed, and the day to day work of the Procurement Unit does not feel as if it is rooted in an understanding of this part of the Compact.

So overall our message to the Council is that we welcome the progress made, but there is no room for complacency, especially against the very difficult financial context. If we are to deliver challenging outcomes, especially for some of the most disadvantaged communities, then the Council needs a pro-active strategy which it discusses and agrees with the sector. The third sector and the Council cannot afford to continue to be reactive.

Partnerships / forums with a third sector agenda and council officer attendance / representation

Clearly the main forum for discussions between the sector and its statutory partners is the Third Sector Partnership Group. The most important thing is a consistent approach from the Council which results in a more integrated approach engaging the sector and other statutory organisations. The Children's Trust Board and the Joint Strategic Commissioning Group (Health / Social Care) both seem to be bodies in which there is effective interaction about overall strategy, and service improvement. The new partnership and strategic planning arrangements will provide an opportunity to spread good practice throughout partnership working in Leeds, in line with the provisions of the Compact.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 14th November 2011

Subject: Financial Health Monitoring 2011/12 – Environment and Neighbourhoods Directorate

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

Summary of main issues

1. At the request of the Scrutiny Board, the purpose of this report is to inform Members of the financial health of the Environment and Neighbourhoods Directorate after six months of the financial year 2011/12.
2. The attached information has been provided by the Directorate's Head of Finance for the Board's consideration.
3. The Directorate's Head of Finance has been invited to today's meeting to present the attached information and address any further questions from the Board.

Recommendations

4. Members are asked to note the projected financial position of the Environment and Neighbourhoods Directorate after six months of the financial year 2011/12.

Background documents

5. Report of the Director of Resources to Executive Board 2nd November 2011. Financial Health Monitoring 2011/12 - Month 6.

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ENVIRONMENT AND NEIGHBOURHOODS: 2011/12 BUDGET PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for Environment and Neighbourhoods at Period 6.

2.0 Overall Summary

The projected position for Environment and Neighbourhoods Directorate is an overspend of £0.89m, which is £0.141m higher than the previous position reported to Executive Board. This is mainly due to reduced income from car parking.

3.0 Explanation of the Projected Overspend

Staffing +£1,613k

The forecast shows a slight improvement from the month 5 position. The cost of staff in managing workforce change following the implementation of restructures is £828k and slippage in the implementation of a number of restructures within the Directorate will result in a variation of £341k.

Within Refuse Collection, ongoing route support and attendance being slightly above the budgeted target is projected to cost £464k. Additional cost incurred for front line cover required for refuse staff training/appraisals £78k. However, by using existing spare capacity on the new Garden routes to collect SORT from Hard to Access properties (£168k).

Additional spend has been incurred in providing front line cover within Refuse Collection and Street Cleansing whilst recruitment to front line posts was progressed, however savings in vacant posts in Car Parking and Waste Management helped offset this pressure,.

The staffing budget remains under considerable short term pressure whilst work continues on progressing a number of restructures which will ultimately deliver significant long term savings to the Directorate.

Premises & Supplies and Services (£906k)

Significant savings of over £1m which were budgeted for in waste disposal from new contracts continue to be on target to be delivered. In addition, further savings are being achieved from projected reductions in total waste arising, targeted recycling improvements at HWSS and the effect of not all waste contractors taking up the inflationary uplift. Together this is a total projected saving of (£281k).

Projections assume a spending freeze across the Directorate to contribute to minor overspends.

Transport +£384k

Rising fuel prices are estimated to cost £135k across Environmental Services.

The cost of back up route support vehicles is £206k, although more effective use of normal spare vehicle cover and lower external hire will save (£251k) across the Environmental Services Division.

Vehicle repairs, mainly associated with landfill damage are projected to be an additional £148k.

Income + £1,125k

Income is projected to be £300k less than reported at month 5. Car Parking income is currently projected to be £529k short of the budget overall.

However, this comprises a number of variations mainly further reductions in PCN numbers £102k, a further reduction in both on and off street fee income £317k and the expected non achievement of conversion of short stay spaces to long stay £100k.

Income in Waste Management is anticipated to be £185k below budget as a result of not receiving any income from recycled glass, lower gas generation at Gamblethorpe landfill site and a reduction in FPN income.

Housing Revenue Account (HRA)

Summary

At the end of **Period 6** the HRA is projecting a surplus of **£947k**. This is a movement of **£467k** from the position reported at Period 5.

Key variances from the 2011/12 budget and Period 5 are detailed below.

Key variances - Income

£2.4m of additional rental income is projected from dwellings and miscellaneous properties. This is a projected increase of **£179k** from Period 5. This additional income is as a result of void levels being 1.1% lower than budgeted and planned demolitions starting later in the year than anticipated. Most of this additional income will be paid over to the ALMOs as additional void incentive payments.

Income from Heat Lease charges is projected to be **£141k** lower than budgeted due to less take up than anticipated. In addition **£100k** budgeted income from the Solar Panel Scheme will not be received this year due to the scheme not yet being fully operational. This reduction in income is partially offset by projected increased telecoms income (**£232k**) as a result of new lease agreements.

At Period 6 there has been a movement of **£16,989k** in Housing Subsidy. This is mainly due to interest rates being lower than budgeted and no subsidy being receivable this year for the Little London Beeston Hill & Holbeck (LLBH&H) PFI project, which is now anticipated to start in April 2012. This reduction in subsidy is offset by a corresponding reduction in capital charges to the HRA and the requirement to establish a Sinking Fund for the PFI project now deferred until 2012/13.

Key Variances - Expenditure

There are projected net savings of **£138k** on salaries and wages. The savings are due to additional officers taking early retirement at the end of March 2011, the delay in the recruitment to approved posts and the impact of the JNC restructure within the Directorate. These savings are offset by staff being seconded to work on the implementation of the ALMO Business Centre Leeds (ABCL).

The premises budget is projected to overspend by **£84k** primarily due to the need to refurbish accommodation required for the ABCL. These costs are partially offset by savings as a result of the Paralegal team now being based in Merrion House.

The supplies and services budget is projected to underspend by **£3,234k** which is a movement of **£3,452k** from Period 5. Key movements are as follows:-

Unitary charge/ Sinking Fund Contribution (LLBH&H PFI)	(£3,158k)
Regeneration savings	(£141k)
Savings on IT software	(£103k)

Other variations from the 2011/12 budget are **£67k** for Swarcliffe environmental works, which will be funded from an earmarked reserve. Other variances relate to an unbudgeted charge of **£65k** for noise nuisance, costs of **£35k** associated with the Procurement 2011 project, unbudgeted set up costs for the Solar Panel Scheme (**£28k**), savings on pest control (**£20k**) and tenant surveys (**£12k**).

Recharges are projected to overspend by **£434k** due to the following:

An unbudgeted recharge of **£130k** from internal audit for work in relation to ALMO assurance.

An increase of **£45k** in PPPU recharges for additional work in relation to the LLBH&H PFI project.

The full year effect of a post to manage Swarcliffe environmental works (**£24k**). This will be funded from earmarked reserves.

An increased recharge of **£167k** from the General Fund for the Sheltered Warden Service.

The funding of Project Management support for the ABCL Change in the Work Place Programme (**£47k**).

A full analysis of disrepair cases as at the end of Quarter 2 has projected a saving against budget of **£79k** in the provision required for disrepair.

Capital charges are projected to reduce by **£4,770k** as a result of the reduction in interest rates. This saving is offset by a corresponding reduction in Housing Subsidy received.

Reserves

The HRA General Reserve is projected to be £5.4m as at the end of 2011/12. In addition, as agreed by Executive Board in March 2011, a £3m reserve has been created to support the move from the current housing subsidy system to the new HRA self financing regime which will be effective from April 2012.

ENVIRONMENT & NEIGHBOURHOODS DIRECTORATE
2011-12:PERIOD 6 PROJECTION

Environmental Services - Period 6 Projected Outturn

Division	Spend	£000 +	£000 -	£000 Sum
Car Parking	Staffing		(209)	
	other	16		
	Income	529		
		545	(209)	336
Waste Management	Staffing		(15)	
	Disposal Costs		(495)	
	Recycling Income	114		
	Gamblethorpe Income	41		
	Other	(31)		
		124	(510)	(386)
Waste Operations	Staffing	167		
	Fuel	10		
	Hire		(17)	
		177	(17)	160
Refuse	Staffing - Back Up	372		
	Staffing - Other	546	(168)	
	Staffing - MWC	233		
	Staffing - PRP		(101)	
	Fuel	62		
	Repairs	148		
	Transport - Back Up	206		
	Hire / SLA / Roll Outs		(176)	
	Bin Financing		(57)	
	Other	25		
		1,592	(502)	1,090
Locality / Env Health	Staffing - Cover	70	(74)	
	OOH Income / OT	56	(38)	
	Fuel	63		
	Transport	23		
	FPN Income	24		
	Pest Control		(6)	
	Other	1		
		237	(118)	119
Line By Lines	To be determined		(400)	(400)
TOTAL		2,675	(1,756)	919

Neighbourhood Services - Period 6 Projected Outturn

Division	Spend	£000 +	£000 -	£000 Sum
Community Safety	Staffing	125		
	Income	141		
	Other	1		
		<u>267</u>	<u>0</u>	<u>267</u>
Statutory Housing	Staffing	220		
	Income		89	
	Other		14	
		<u>220</u>	<u>103</u>	<u>323</u>
Regeneration Programmes	Staffing		(58)	
	Income	352		
	Supplies	117		
	Other	(14)		
		<u>455</u>	<u>(58)</u>	<u>397</u>
Employment & Skills	Staffing	91		
	Income		(50)	
	Supplies	60		
	Other			
	<u>151</u>	<u>(50)</u>	<u>101</u>	
Resources, Strategy & Commissioning	Staffing	380		
	Income		(36)	
	Supplies		(1,000)	
	Community Centres		(15)	
	Other		(37)	
		<u>380</u>	<u>(1,088)</u>	<u>(708)</u>
Cross cutting	Staffing			
	Expenditure freeze		(206)	
	Income		(200)	
	<u>0</u>	<u>(406)</u>	<u>(406)</u>	
Neighbourhood Services Total		<u><u>1,473</u></u>	<u><u>(1,499)</u></u>	<u><u>(26)</u></u>
ENVIRONMENT & NEIGHBOURHOODS TOTAL		<u><u>4,148</u></u>	<u><u>(3,255)</u></u>	<u><u>893</u></u>

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 14th November 2011

Subject: Work Schedule

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

Summary of main issues

1. A draft work schedule is attached as appendix 1. The work schedule has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

2. Also attached as appendix 2 and 3 respectively are the minutes of Executive Board on 12th October 2011 and the Council's current Forward Plan relating to this Board's portfolio.

Recommendations

3. Members are asked to:
 - a) Consider the draft work schedule and make amendments as appropriate.
 - b) Note the Executive Board minutes and Forward Plan

Background documents

4. None used

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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		
	June	July	August
Reducing Burglary	Consider potential scope of review SB 12/06/11 @ 10am		
Anti-Social Behaviour	Consider potential scope of review SB 12/06/11 @ 10am		
Streetscene Services	Consider potential scope of review SB 12/06/11 @ 10am – (deferred to July)	Consider potential scope of review SB 18/07/11 @ 10am	
Role of the third sector and Council in mitigating the negative effects of the recession upon communities.	Consider potential scope of review SB 12/06/11 @ 10am		
Board initiated piece of Scrutiny work.	To consider potential areas of review.	Report on the 2010/11 Financial Outlook for Environment and Neighbourhoods. SB 18/07/11 @ 10 am	Review of Private Rented Sector Housing – scoping the review WG 15/08/11 @ 10 am Reform of Council Housing Finance (development of new HRA Business Plan) - WG session 1 - 08/08/11 @ 10 am Dog Control Orders – Phase 2 WG 18/08/11 @ 11 am Fuel Poverty – scoping the review WG 17/08/11 @ 11 am
Crime and Disorder Committee work.	To consider potential areas of review.		
Budget & Policy Framework			
Recommendation Tracking			
Performance Monitoring			

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	Presentation on the Leeds Burglary Reduction Strategy - SB 12/09/11		
Anti-Social Behaviour			
Streetscene Services			
Role of the third sector and Council in mitigating the negative effects of the recession upon communities.			Strategic Planning and Policy Board Third Sector Review – Progress Report SB 14/11/11 @ 10 am
Board initiated piece of Scrutiny work.	Reform of Council Housing Finance (development of new HRA Business Plan) WG session 2 - 05/09/11 @ 10 am Agree terms of reference for the Board's forthcoming inquiries on Private Rented Sector Housing and Fuel Poverty SB 12/09/11 @ 10 am Financial Health Monitoring Report SB 12/09/11 @ 10 am	Dog Control Orders – Phase 2 WG session 2 – 21/10/11 @ 10 am Fuel Poverty Inquiry – Session 1 WG 27/10/11 @ 10 am Financial Health Monitoring Report SB 10/10/11 @ 10 am Review of Health and Safety and Food Safety Regulatory Services within Environmental Health – agree terms of reference - SB 10/10/11 @ 10 am	Dog Control Orders – Phase 2 SB 14/11/11 @ 10 am Financial Health Monitoring WG 10/11/11 @ 10 am SB 14/11/11 @ 10 am PRS Housing Inquiry -Session 1 WG 08/11/11 @ 10 am Fuel Poverty Inquiry – Session 2 WG 21/11/11 @ 10 am Reform of Council Housing Finance (development of new HRA Business Plan) Session 3 WG – 4/11/11 @ 11 am SB 14/11/11 @ 10 am Health and Safety and Food Safety Regulatory Services Review Session 1 WG – 28/11/11 @ 10am
Crime and Disorder work			
Budget & Policy Framework			
Recommendation Tracking	Gypsy and Travellers Site Provision in Leeds - SB 12/09/11 @ 10 am	Offender Management - SB 10/10/11	ALMO Shared Service Centre SB 14/11/11
Performance Monitoring			

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			
Role of the third sector and Council in mitigating the negative effects of the recession upon communities.			
Board initiated piece of Scrutiny work.	Financial Health Monitoring Report SB 12/12/11 @ 10 am PRS Housing Inquiry -Session 2 (part 1) WG 06/12/11 @ 10 am Fuel Poverty Inquiry – Session 3 WG 15/12/11 @ 10 am Grounds Maintenance Contract Update SB 12/12/11 @ 10 am	Financial Health Monitoring Report SB 16/01/12 @ 10 am PRS Housing Inquiry -Session 2 (part 2) WG 05/01/12 @ 10 am PRS Housing Inquiry -Session 3 WG 09/01/12 @ 10 am Health and Safety and Food Safety Regulatory Services Review Session 3 WG – 30/01/12 @ 11am Car Parking Update SB 16/01/12 @ 10am	Financial Health Monitoring Report SB 13/02/12 @ 10 am Fuel Poverty Inquiry – Session 4 WG 07/02/12 @ 10 am
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking		Housing Lettings Process SB 16/01/12 @ 10 am	
Performance Monitoring	Quarter 2 performance report SB 12/12/11 @ 10 am		

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 (TBC)
Reducing Burglary			
Anti-Social Behaviour	Update report following the Leeds Anti-Social Behaviour Review 'Operation Quest' SB 12/03/12 @ 10 am		
Streetscene Services	Update report following the delegation of specified environmental services to Area Committees - SB 12/03/12 @ 10 am		
Role of the third sector and Council in mitigating the negative effects of the recession upon communities.			
Board initiated piece of Scrutiny work.	Financial Health Monitoring Report SB 12/03/12 @ 10 am Fuel Poverty Inquiry – Final session WG 06/03/12 @ 10 am	Financial Health Monitoring Report SB 03/04/12 @ 10 am	
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			

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

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 12TH OCTOBER, 2011

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, M Dobson,
R Finnigan, S Golton, R Lewis, A Ogilvie
and L Yeadon

Councillor G Hyde – Substitute Member
Councillor J Procter – Substitute Member

86 Substitute Member

Under the terms of Executive Procedure Rule 2.3, Councillors G Hyde and J Procter were invited to attend the meeting on behalf of Councillors Gruen and A Carter respectively.

87 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That the public be excluded from the meeting during the 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 1 to the report referred to in Minute No. 96 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of any person or company (including the authority holding that information) which may result in prejudicial trading of that company. It is therefore considered that it is not in the public interest to release this information at this time, as this would compromise the Council's position.
- (b) Supplementary Information in the form of correspondence referred to in Minute No. 95 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of any person or company (including the authority holding that information). It is therefore considered that it is not in the public interest to release this information at this time, as this would compromise the Council's position.

88 Late Items

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

Draft minutes to be approved at the meeting
to be held on Wednesday, 2nd November, 2011

- (a) Correspondence relating to the report entitled, 'Leeds Bradford International Airport – Taxi Access' designated as exempt under Access to Information Procedure Rule 10.4(3) (Minute No. 95 refers).
- (b) A report detailing the outcomes from the Ofsted Inspection into Safeguarding Services and Safeguarding Outcomes for Children and Young People which accompanied the report entitled, 'Findings of the Announced Ofsted Re-Inspection of Safeguarding Services for Children and Young People in Leeds' (Minute No. 103 refers).
- (c) A table detailing the suggested amendments to the Council's response to the Draft National Planning Policy Framework, as resolved by the Development Plan Panel at its meeting on 11th October 2011, which was in relation to the report entitled, 'Draft National Planning Policy Framework – Consultation Response' (Minute No. 100 refers).

89 Declaration of Interests

There were no declarations of interest made at this point in the meeting, however a declaration was made at a later point in the meeting (Minute No. 99 referred).

90 Minutes

RESOLVED – That the minutes of the meeting held on 7th September 2011 be approved as a correct record, subject to the following:-

- (a) Reference being made within Minute No. 66 (Leeds Holt Park Wellbeing Centre Project – Submission of the Final Business Case and Execution of the Contract for the new Holt Park Wellbeing Centre) to a request that correspondence be forwarded on behalf of the Council to Greg Mulholland MP in respect of the development.
- (b) With regard to Minute No. 67 (Better Lives for Older People: Future Options for Long Term Residential and Day Care Services), that greater emphasis be placed upon the commitment made during the discussion that residents would not be moved until it was confirmed that they were happy with the alternative accommodation proposed.

RESOURCES AND CORPORATE FUNCTIONS

91 Discretionary Rate Relief for Social Enterprises

The Chief Officer (Revenues and Benefits) submitted a report which detailed the current guidelines regarding the determination of applications for discretionary rate relief for social enterprises. In addition, the report also proposed amendments which aimed to make the process more transparent, whilst also encouraging increased applications from this sector. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the need to ensure that the approach adopted was as enabling as possible.

RESOLVED – That the changes to the Business Rates discretionary relief scheme be approved in order to clarify the criteria by which applications from Social Enterprises will be assessed, and also to increase the maximum level of relief awarded from 50% to 80% in specific cases.

92 Welfare Reform Update

The Director of Resources submitted a report providing an update on the Government's proposals regarding Welfare Reform, which included information on current developments in policy and the implications of such developments upon the Council and the citizens of Leeds. In addition, the report also provided information on the consultation process launched by the Department for Communities and Local Government on proposals regarding the replacement of the current Council Tax Benefit scheme with a new localised scheme of support from April 2013. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the move to simplify the welfare processes, however, concerns were raised in respect of the disproportionate impact that the proposals could have upon the poorer sections of the community, the lack of incentives which existed in respect of returning people to employment and the intention to pay the rent element of Universal Credit directly to claimants. In addition, concerns were also raised regarding the abolition of Council Tax Benefit and its replacement with a localised scheme of support, with a reduction of 10% in funding for such support and the potential impact upon collection rates, together with the timescales associated with the introduction of the proposed reforms.

The Board considered the specific impact upon a number of case studies provided, and in respect of the implications regarding child protection matters, Members noted that such matters were being picked up by the Child Trust Board.

Members highlighted the need for further update reports to be submitted to the Board, as issues in respect of the proposed welfare reforms developed.

It was requested that stronger emphasis within the final version of the Council's response to the Government's consultation paper was placed upon the unrealistic timescales which had been set in respect of the reforms.

RESOLVED -

- (a) That the updated information detailed within the submitted report be noted.
- (b) That the proposed response to the localisation of support for Council Tax which is to be submitted on behalf of all Group Leaders be noted,

subject to the inclusion of the points raised by the Board during the consideration of this matter.

- (c) That officer-level discussions with West Yorkshire councils be approved, which will explore the scope for commonality in scheme design in relation to localisation of support for Council Tax.
- (d) That a further report on the welfare reform programme be received by the Board in January 2012 which included a strategic plan for preparing for and dealing with the welfare reforms, with further update reports being submitted in the future, as issues in respect of the proposed welfare reforms were developed.

93 Financial Health Monitoring 2011/12 - Month 5

The Director of Resources submitted a report setting out the authority's projected financial health position, after five months of the 2011/12 financial year. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Having responded to Members' questions, the Board welcomed the successful resolution of VAT matters with the HMRC.

RESOLVED –

- (a) That the projected financial position of the authority after five months of the financial year be noted.
- (b) That the budget adjustments, as detailed within paragraph 3.6.1 of the submitted report, be approved.

94 Capital Receipts Incentive Scheme

The Director of Resources submitted a report setting out a proposal for the establishment of a capital receipts incentive scheme for local areas. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the proposal for localities to retain a proportion of the capital receipts generated in an area and received assurances that existing commitments would be honoured.

RESOLVED –

- (a) That the establishment of a Capital Receipts Incentive scheme, as set out within section 3 of the submitted report, with effect from April 2012, be approved.
- (b) That a period of consultation with elected Members on the proposed scheme be approved.

DEVELOPMENT AND THE ECONOMY

95 Leeds Bradford International Airport - Taxi Access

Further to Minute No. 217, 18th May 2011, the Director of City Development submitted a report providing further information and advice in respect of the provision of taxi access at Leeds Bradford International Airport (LBIA), following the Executive Board's previous consideration of the recommendations arising from the former Scrutiny Board (City Development) inquiry into 'Leeds Bradford International Airport: Provision for Public Hire Taxis'. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Emphasis was placed upon the differing estimates which had been received in respect of the development of a taxi rank on Whitehouse Lane and it was suggested that such figures be submitted to the relevant Scrutiny Board for consideration.

Members highlighted their concerns in respect of the introduction of a £2 charge for all non-contracted vehicles dropping off passengers at the terminal, considered whether the concession made in respect of the increased waiting time within the 'voyager' area had gone far enough and highlighted the extensive costs associated with establishing a rank on Whitehouse Lane. The Board then emphasised the need for the Surface Access Strategy to be progressed in order to address the concerns raised and to ensure that public access to the airport was maximised. In response, Members comments were acknowledged, together with undertaking that discussions in respect of the Airport's Forecourt Management Plan would continue.

Following consideration of supplementary information in the form of correspondence relating to this matter, 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 the contents of the submitted report, together with the work undertaken to identify a way forward in terms of provision for public hire taxis at Leeds Bradford International Airport be noted.
- (b) That the option detailed within the report to develop a taxi rank on Whitehouse Lane not be progressed at this time, with further work being progressed on the Surface Access Strategy, in order to address the concerns raised during the discussion and also to ensure that public access to the airport was maximised.
- (c) That officers be instructed to liaise with LBIA about the development of their Forecourt Management Plan in order to ensure that the negative impact of current parking arrangements on the highway, especially Whitehouse Lane, are mitigated as part of the process of discharging planning conditions relating to the Airport Terminal Building.

96 Design and Cost Report for Relocation of West Yorkshire Archives, Leeds

The Director of City Development submitted a report advising of the need to improve storage facilities for Leeds' archives and outlining proposals to relocate the archives from the former Sheepscar Library to the Central Archive Store in Morley. In addition, the report also sought the necessary authority to declare the former Sheepscar Library surplus to requirements together with an injection into the capital programme as a contribution towards the construction works at the Morley site. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The report detailed the following options which had been identified following a feasibility study undertaken by Norfolk Property Services in respect of future archive provision:

- Option 1 – The relocation of the Sheepscar archives only to the Central Archive Store in Morley;
- Option 2 - The relocation of both the Sheepscar and Nortech archives to the Central Archive Store in Morley.

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 the former library at Sheepscar be declared surplus to requirements.
- (b) That the sale of the Sheepscar property currently housing the archive be agreed, together with the ringfencing of the receipt value, as identified within exempt Appendix 1, to fund works at Morley West Yorkshire Joint Services.
- (c) That the funds detailed in the exempt appendix to the submitted report be injected into the capital programme, as a contribution to fund the adaptation of the premises in Morley.
- (d) That expenditure of the funds, as detailed within the exempt appendix to the submitted report, as a contribution towards the project be authorised.

97 South Bank Planning Statement and City Centre Park

Further to Minute No. 48, 21st July 2010, the Director of City Development submitted a report summarising the results of the consultation exercise undertaken upon the South Bank Planning Statement, providing an update on the proposed changes to the planning statement as a result of such consultation, and seeking approval for the adoption of the document as informal planning guidance for this important area of change within the city centre. In addition, the report also provided an update on the work undertaken on the outline business case to facilitate the delivery of developments in the South Bank, including the new City Centre Park. In determining this matter,

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to be held on Wednesday, 2nd November, 2011

the Board took into consideration all matters contained within the accompanying report.

In responding to enquiries, officers undertook to provide the Member in question with details regarding the number of public car parking spaces which would be lost as a result of the proposed approach.

The Chief Executive suggested that if Government proposals were announced in the future which brought a high speed rail link to the area, then the Board may wish to revisit the issues detailed within the submitted report at this time.

RESOLVED -

- (a) That the adoption of the South Bank Planning Statement (October 2011) be approved as informal planning guidance for the area.
- (b) That the future work on the development of an Outline Business Case to assist with the delivery of the City Centre Park on the basis of a phased implementation plan including the potential for a footbridge link to the Sovereign Street area, be noted.

98 Woodkirk Academy

The Director of City Development submitted a report detailing of the proposed Heads of Terms for the leasehold disposal at nil consideration of Woodkirk High Specialist Science School to Woodkirk Academy Trust. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED - That the disposal of Woodkirk High Specialist Science School for the proposed Academy on a 125 year lease at nil consideration be agreed and that the Director of City Development be authorised to agree the final terms.

99 Planning Applications Highways Issues (White Paper 16)

Further to Minute No. 52, 27th July 2011, the Director of City Development submitted a report responding to the Council resolution of 6th April 2011 which requested the Executive Board to instruct the Council's Highways Department to ensure that consultation with Ward Members took place on Planning Applications' highways matters before the Highways Department passed formal comment to Planning Officers. Specifically, the report sought approval of a revised proposal which would ensure that Ward Members' views on highways matters were taken into account before a planning application was determined. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the proposal detailed within the report and highlighted the importance of Members being afforded the opportunity to be consulted on such matters, with their comments being considered as part of any decision making process.

RESOLVED - That in response to the Council resolution of the 6th April 2011, the following revised proposal be agreed:-

- (a) Supplement the existing public consultation on planning applications with the additional notification (by e-mail) for all Ward Members of those planning applications which have been sent to Highways and Transportation for a consultation response, giving them the additional opportunity to raise any highways concerns they may have with the highways officer directly and that Members' concerns be added to the report to be submitted to the relevant Plans Panel.
- (b) That at the end of the three month trial period, a further report be submitted to Executive Board for consideration.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions taken above)

(Councillor Finnigan declared a personal interest in relation to this matter, due to being a member of Plans Panel (East))

100 Draft National Planning Policy Framework - Consultation Response

The Director of City Development submitted a report inviting consideration of the Council's response to the Draft National Planning Policy Framework (NPPF), which was published on 25 July 2011. The response detailed within the submitted report summarised the key issues from a Leeds perspective, which had arisen from the consultation document and the proposed response. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

A table detailing the suggested amendments made by the Development Plan Panel at its meeting on 11th October 2011 to the Council's response to the Draft National Planning Policy Framework was circulated to Board Members at the meeting.

In considering this matter, Members made several comments both in terms of the details within the submitted report and the proposed response. These included:-

- Widening the reference regarding the number of windfall units delivered in Leeds to reflect the figures over the past decade;
- Members highlighted that the draft NPPF did not broadly reflect Council policies and City Priorities;
- Emphasis was placed upon the fact that the NPPF would not simplify and streamline the planning process;
- Members highlighted the lack of recognition made by such an approach towards the diversity of economies which existed across the UK.

RESOLVED -

- (a) That the response to the draft National Planning Policy Framework, as set out in the submitted report, be approved subject to the inclusion as

Draft minutes to be approved at the meeting
to be held on Wednesday, 2nd November, 2011

appropriate of the comments which had been made by the Board during the discussion, in addition to those previously made by the Development Plan Panel.

- (b) That the submission, as detailed within the submitted report and subject to resolution (a) above, be endorsed as the City Council's formal response to the national consultation, on an all party basis.
- (c) That the responses, as set out within the consultation questionnaire at Appendix 1 to the submitted report, be approved.
- (d) That the draft letter, as detailed at Appendix 2 to the submitted report, for MPs and relevant parties, be approved, subject to the inclusion as appropriate of the comments which had been made by the Board during the discussion, in addition to those previously made by the Development Plan Panel.
- (e) That a copy of the report be forwarded to the Secretary of State (Communities & Local Government), shadow party spokesmen, Leeds MPs and other relevant organisations including the Local Government Association.

ENVIRONMENTAL SERVICES

101 Leeds Home Insulation Scheme

The Director of Environment and Neighbourhoods submitted a report providing an update on the development of the Home Insulation Scheme and outlining the impact of changing policies upon the Council's previous proposed approach. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the proposed resource which had been allocated towards this scheme and discussed those sections of the community which may benefit the most from being prioritised recipients.

The report presented the following five options to progress the initiative and sought approval of the option which would offer free insulation across the whole city, supported by marketing campaigns targeting excluded people and disadvantaged geographies:

- Option 1 – Development of the scheme as initially planned (free cavity wall and loft insulation for all private homes regardless of income level, to be delivered over 3-4 years by the Council);
- Option 2 – To stop the insulation scheme entirely;
- Option 3 – Procurement of a partner through DEEP to offer discounted insulation, with no free insulation;
- Option 4 – Procurement of a partner through DEEP to offer free insulation only in selected wards (with door to door marketing to areas with good technical potential), with the offer of discounted insulation to all other Wards;

- Option 5 – Procurement of a partner through DEEP to offer free insulation across the whole of Leeds. Door to door marketing for selected neighbourhoods with good technical potential in more deprived Wards, backed up by a campaign across the city.

RESOLVED –

- (a) That Option 5, to offer free loft and cavity wall insulation to all private sector households across the whole city, supported by marketing campaigns targeting excluded people and disadvantaged geographies, be supported.
- (b) That the Leeds Neighbourhood Index combined with a high level assessment of insulation potential be used to prioritise Wards for door-to-door marketing campaigns, but to exclude technically unsuitable areas from intensive marketing in order to avoid falsely raising expectations.
- (c) That the outcome of the current Leeds City Region DEEP tender process be used to award a contract to the highest scoring bidder to manage and deliver the Home Insulation Scheme.
- (d) That the cavity wall and loft insulation offer be supplemented with a scheme providing solid wall insulation in some of the most deprived areas via the Community Energy Saving Programme, if suitable areas can be found.
- (e) That £1,000,000 of the existing budget be moved to 2012/13.
- (f) That work be undertaken with Leeds City Region authorities, in order to develop a follow up Green Deal/Energy Company Obligation (ECO) scheme to be available from 2013.

NEIGHBOURHOODS, HOUSING AND REGENERATION

102 Submission to Homes and Communities Agency 2011-2015

The Director of Environment and Neighbourhoods submitted a report advising of the development and review of the Leeds Housing Investment Plan (LHIP), together with its purpose and priorities. In addition, the report specifically sought approval of the investment priorities, as set out within the Plan. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members received responses to enquiries raised regarding the proposed provision for Gypsy and Travellers. Discussion was also had in relation to the term 'New East Leeds' and it was undertaken that clarity on this matter would be provided.

Copies of the LHIP had been provided to Board Members for their information, prior to the meeting.

RESOLVED - That the investment priorities set out within the Leeds Housing Investment Plan, as highlighted within sections 4 and 5 of the submitted report, be approved.

CHILDREN'S SERVICES

103 Findings of the Announced Ofsted Re-Inspection of Safeguarding Services for Children and Young People in Leeds

The Director of Children's Services submitted a report presenting the findings of the announced Ofsted re-inspection of safeguarding services for children and young people in Leeds, which followed an on-site inspection that took place between 12th and 16th September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following its publication on 10th October 2011, Board Members were provided with the Ofsted report which detailed the results from the inspection undertaken in respect of Safeguarding Services and Safeguarding Outcomes for Children and Young People.

On behalf of the Board, the Chair and the Executive Member for Children's Services paid tribute to, and expressed their gratitude to all of those who had contributed towards the positive outcomes from the Ofsted Inspection, paying particular attention to the determination shown by all concerned and the cross party support which had been given. Members acknowledged that such good work needed to continue in order to ensure that the city's aspirations in respect of Children's Services were achieved.

RESOLVED – That the contents of both the submitted report and the Ofsted announced inspection report, as circulated to Board Members following its publication, be noted.

104 DESIGN AND COST REPORT: ROUNDHAY HIGH SCHOOL TECHNOLOGY AND LANGUAGE COLLEGE: PRIMARY ACCOMMODATION

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of an all-through school development for Roundhay School Technology & Language College and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to an enquiry, officers undertook provide the Ward Member in question with details in respect of the consultation which took place with local residents in relation to this matter.

RESOLVED -

- (a) That the capital proposals outlined within the submitted report for additional primary school age accommodation as part of an all-through

school development for Roundhay School Technology & Language College be approved.

- (b) That authorisation be given to the programme expenditure of £4,430,200 from capital scheme number 15822/ROU/000.

105 DESIGN AND COST REPORT: WYKEBECK PRIMARY SCHOOL: PRIMARY ACCOMMODATION

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of Wykebeck Primary School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- a) That approval be given to proceed with works to provide additional education accommodation at Wykebeck Primary School at an estimated total cost of £1,584,330.
- b) That approval be given to inject a receipt into the approved capital programme, for the sum of £438,000.
- c) That authority be given to incur expenditure of £1,584,330 from capital scheme number 15822/WYK/000.

106 DESIGN AND COST REPORT: BRACKEN EDGE PRIMARY SCHOOL: PRIMARY ACCOMMODATION

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation at Bracken Edge Primary School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That approval be given to proceed with works to provide additional accommodation at Bracken Edge Primary School at an estimated total cost of £936,040.
- (b) That programme expenditure of £936,040 from capital scheme number 15822/BRA/000 be authorised.

107 DESIGN AND COST REPORT: CARR MANOR HIGH SCHOOL: PRIMARY ACCOMMODATION

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of an all-through school development for Carr Manor High School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED –

- (a) That the capital proposals outlined within the submitted report for additional primary school age accommodation as part of an all-through school development for Carr Manor High School be approved.
- (b) That programme expenditure of £2,574,130 from capital scheme number 15822/CAM/000 be authorised.

108 Admissions Round 2011

The Director of Children's Services submitted a report providing statistical information regarding admissions into Reception and Year 7 for September 2011, entry into Junior school, in addition to the co-ordination of in-year transfers. In addition, the report presented the findings of a survey undertaken on why parents choose particular schools, and their views on the choices which were made available to them. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

RESOLVED – That the statistical information on the Admissions round, as presented within the submitted report, be noted, including the following:-

- The percentage of first preferences achieved was 85.4%, with 95.3% achieving one of their three preferences.
- The increasing number of primary appeals, and the further 6% improvement in the successful defence of in year appeals.
- The continued increase in use of the online application system with 70% of parents now choosing to apply online (up from 44% last year).

LEISURE

109 Home Farm, Temple Newsam

Further to Minute No. 17, 22nd June 2011, the Director of City Development submitted a report advising of the principal changes that were proposed by the Parks and Countryside Service regarding the operation of Home Farm, Temple Newsam, in light of the decision taken by full Council to include a saving of £100,000 from reductions in ancillary farming activities. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed issues including the budgetary savings which were to be made in respect of ancillary farming activities, stock numbers and rotation, the Scrutiny Board recommendations which had been made in respect of the farm, processes in place for the purchasing of tickets and the farming methods proposed.

In response to enquiries, officers offered to provide the Member in question with a briefing regarding the reduction of costs, staffing matters and the achievement of savings.

RESOLVED – That the following be approved:-

- (a) The rationalisation of the current farming operations to Temple Newsam Estate only.

- (b) The rationalisation of non minority rare breed stock and store animals, whilst maintaining minority rare breeds and a marginal stock of visitor friendly breeds.
- (c) The reduction in supplies and services and bespoke agricultural plant and machinery.
- (d) The implementation of a farm staff restructure, based on the principles outlined within section 3.8.1 of the submitted report.

110 Long Term Burial Supply in the North East of the City and Design Cost Report for Scheme Revised Whinmoor Grange Informal Planning Statement

Further to Minute No. 231, 18th May 2011, the Director of City Development submitted a report informing Executive Board of the issues raised, and the conclusions drawn, from the consultation exercise undertaken on the Draft Informal Planning Statement for Whinmoor Grange. In addition, the report sought approval of the revised Informal Planning Statement as a guide to future potential development proposals for the site, in addition to the incurring of related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board received an update in respect of the proposals regarding the site at Elmete. Following an enquiry, officers undertook to provide the Member in question with details of the specific timescales regarding the proposed development of the site.

In considering the associated consultation process, Members were verbally provided with details of comments which had been raised by relevant Ward Members in respect of the proposals and discussed the process by which Ward Member consultation had been conducted.

The Board noted the comments which had been made in respect of related highways issues and highlighted that such matters would be considered as appropriate in due course.

RESOLVED -

- (a) That the contents of the submitted report, including the outcome from the consultation undertaken on the Draft Planning Statement be noted.
- (b) That the revised Informal Planning Statement be approved as a guide to future potential development proposals for the Whinmoor Grange site.
- (c) That approval be given to incur expenditure of £358,753 from scheme 'Cemetery Exts City Wide 1358/WHM' for construction works in relation to the development of a 5 acre multi faith cemetery at Whinmoor.

DATE OF PUBLICATION: 14TH OCTOBER 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 21ST OCTOBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 24th October 2011)

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

1 November 2011 – 29 February 2012

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 November 2011 to 29 February 2012

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)
Request to enter into a further 6(+6) month contract with CRI for the DIP and Integrated Offender Management Services at a cost of £979,129.00 (annualised amount) Authorisation to enter into a further 6(+6) month contract with CRI for the DIP and Integrated Offender Management Services at a cost of £979,129.00 (annualised amount)	Director of Environment and Neighbourhoods	1/11/11	n/a	Report to be presented to the Environments and Neighbourhoods Delegated Decision Panel	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)
<p>Seek approval to allow the Riverside ECHG Ladybeck House service to terminate at the point when the existing contract ends on 4th March 2012.</p> <p>Seek approval to allow the Riverside ECHG Ladybeck House service to terminate at the point when the existing contract ends on 4th March 2012.</p>	Director of Environment and Neighbourhoods	1/11/11	n/a	Report to be presented to E&N Delegated Decision Panel	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)
<p>Recommendations and outcomes arising from the Strategic Sector Review for the future provision of housing related support services for Young People. Authorisation from the Director of Environment and Neighbourhoods to implement the recommendations and outcomes of the Strategic Sector Review for the future provision housing related support services for Young People.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/11/11</p>	<p>n/a</p>	<p>Report to be presented to the Commissioning Body and the Director</p>	<p>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>Seek permission to award a framework contract for the provision of furnished temporary accommodation for homeless households, young people leaving care and unaccompanied asylum seeking young people following the completion of a competitive tendering</p> <p>Authorisation to award a framework contract for the provision of furnished temporary accommodation for homeless households, young people leaving care and unaccompanied asylum seeking young people following the completion of a competitive tendering exercise</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/11/11</p>	<p>n/a</p>	<p>Report to be presented to Environment and Neighbourhoods Delegated Decision Panel</p>	<p>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)
Restructure of Household Waste Sites within Waste Management Group of Environmental Services To approve the proposed restructure of Household Waster Sorting Sites and to undertake a Collective Agreement with the Trade Unions to formalise the changes	Director of Environment and Neighbourhoods	1/11/11	<ul style="list-style-type: none"> • Continuous dialogue with Trade Unions and Staff • Scrutiny Board • Planning Authority • Communication activities with residents guided by a project Communications Plan 	Delegated Decision Panel Report	susan.upton@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)
<p>Request to invoke Contracts Procedure Rule 25.1 to invoke the twelve month extension period to the existing 2+1 year Supporting People contract with Leeds Housing Concern from 11.12.2011 to 10.12.2012</p> <p>Approval to invoke Contracts Procedure Rule 25.1 to invoke the 12 month extension period to the existing 2+1 year Supporting People Contract with Leeds Housing Concern from 11.12.2011 to 10.12.2012</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/11/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel prior to decision being taken</p>	<p>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)
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	1/11/11	n/a	Report to be presented to the Delegated Decision Panel	Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
Environment and Neighbourhoods Directorate, Strategy and Commission Division restructure Approval to implement restructure proposals	Director of Environment and Neighbourhoods	1/11/11	With members of staff affected and relevant trade unions	Decision reports and appendices	bridget.emery@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)
Request to invoke Contracts Procedure Rule 25.1 to invoke the twelve month extension period to the existing 2+1 year Supporting People contract with Leeds Housing Concern from 11.12.2011 to 10.12.2012	Environment and Neighbourhoods	1/11/11		Report to be presented to the Delegated Decision Panel prior to decision being taken.	sandra.twitchett@leeds.gov.uk
Request to approve one year extension to existing 3 (+1+1) year contract with Sanctuary Carr-Gomm for Leeds Floating Support for Families service	Director of Environment and Neighbourhoods	1/11/11		n/a	luke.myers@leeds.gov.uk
Request to invoke the first 12 month extension for the existing 3(+1+1) Service Level Agreement with Adult Social Care Learning Disabilities for the Independent Living Project (ILP) Services.	Director of Environment and Neighbourhoods	1/11/11		Report to be presented to the Delegated Decision Panel in November 2011	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)
<p>Request to extend the current Supporting People contract with St. Anne's Community Services for the Holdforth Court hostel service and the Alcohol Floating Support Service for 12 months; this is maximum contract extension period. The total annual con</p> <p>Authorisation to extend the current Supporting People contract with St. Anne's Community Services for the Holdforth Court hostel service and the Alcohol Floating Support Service for 12 months, this is maximum contract extension period. The total annual contract value is approximately £382,279.98.</p>	Director of Environment and Neighbourhoods	1/11/11	n/a	Report to be presented to the Delegated Decision Panel	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)
<p>Request to enter into a further 6(+6) month contract with DISC for the DIP and Integrated Offender Management Services at a cost of £707,688.58 (annualised amount)</p> <p>Authorisation to enter into a further 6(+6) month contract with DISC for the DIP and Integrated Offender Management Services at a cost of £707,688.58 (annualised amount)</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/11/11</p>	<p>N/a</p>	<p>Report to be presented to the Environment and Neighbourhoods Delegated Decision Panel</p>	<p>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 solar photovoltaic initiative To provide Members with the latest information regarding the project.	Executive Board (Portfolio: Environmental Services)	2/11/11	Environment and Climate Change Working Group (complete); Area Committees (complete); ALMO Chief Officers (complete); tenants (complete).	The report to be added to the decision maker with the agenda for the meeting	george.munson@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)
<p>Residual Waste Project: Note the outcome of the Final Tender Evaluation, and request authority to proceed to the Preferred Bidder Stage including formal appointment of the preferred bidder</p> <p>Note the outcome of the Final Tender Evaluation, and request authority to proceed to the Preferred Bidder Stage including formal appointment of the preferred bidder.</p>	Executive Board (Portfolio: Environmental Services)	2/11/11	Elected members, LCC Internal Stakeholders, DEFRA (Central Government Sponsoring Department)	The report to be issued to the decision maker with the agenda for the meeting	neil.evans@leeds.gov.uk
<p>ALMO and BITMO Service Delivery and Tenant Perception</p> <p>To note the direction of service delivery of the ALMO's and the current tenant perception of the quality of that service</p>	Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)	14/12/11	None at this stage	ALMO Service Improvement Plans	John Statham john.statham@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)
Camera Enforcement of Bus Lanes (BLE)-Phase 2, Leeds City Wide Approval Agree to roll out the BLE to all remaining Bus Lanes and gates in Leeds. Allow the inclusion of cameras for enforcement as part on new bus lane and bus gate schemes.	Executive Board (Portfolio: Development and the Economy)	14/12/11	Consultations were carried out as part of the BLE Phase 1 pilot. Press releases will be issued to notify motorists of the expansion of the system.	The report to be issued to the decision maker with the agenda for the meeting	gary.bartlett@leeds.gov.uk
HRA Self Financing and Business Plan To agree the HRA Business Plan	Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)	14/12/11	Strategic Governance Board, ALMO Boards	Government's HRA Self Financing proposals	John Statham john.statham@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)
<p>Formal approval for the making of Dog Control Orders under the provisions of the Clean Neighbourhoods and Environment Act 2005</p> <p>Formal approval for the making of Dog Control Orders under the provisions of the Clean Neighbourhoods and Environment Act 2005</p>	<p>Executive Board (Portfolio: Neighbourhoods, Housing and the Environment)</p>	<p>14/12/11</p>	<p>Extensive public consultation between 15th August and 14th October 2011 inclusive</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>tom.smith@leeds.gov.uk</p>
<p>Tender of Asbestos Removals Contract</p> <p>Approval of the Tender for Asbestos Removal in properties managed by Aire Valley Homes Leeds and West North West Homes Leeds</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/12</p>	<p>Tenant Consultation Employment and Skills – Employment Leeds LCC Corporate H&S/ABCL representation</p>	<p>Asbestos Removal Tender Documentation</p>	<p>emma.roach@leeds.gov.uk</p>

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Resources and Corporate Functions	Councillor Keith Wakefield
Development and the Economy	Councillor Richard Lewis
Environmental Services	Councillor Mark Dobson
Neighbourhoods Housing and Regeneration	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Morley Borough Indep	Councillor Robert Finnigan

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Safer and Stronger Communities Plan (includes Safer and Stronger Communities City Priority Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Safer and Stronger Communities), Leeds Initiative Board, Safer and Stronger Communities Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

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