



---

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

---

Meeting to be held in Civic Hall, Leeds on  
Monday, 12th December, 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*

---

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

**Principal Scrutiny Adviser:**  
**Angela Brogden**  
**Tel: 24 74553**

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></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><b>RESOLVED –</b> 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:-  <b>No exempt items on this agenda.</b></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 - 14 NOVEMBER 2011**

1 - 6

To confirm as a correct record, the minutes of the meeting held on 14 November 2011

7

### **2011/12 QUARTER 2 PERFORMANCE REPORT**

7 - 22

To consider a report from the Assistant Chief Executive (Customer Access and Performance) summarising the quarter 2 performance data relevant to the Scrutiny Board.

8

### **FINANCIAL HEALTH MONITORING 2011/12 - ENVIRONMENT AND NEIGHBOURHOODS DIRECTORATE**

To consider the financial position of the Environment and Neighbourhoods Directorate after 7 months of the 2011/12 financial year – **report to follow**

9

**GROUNDS MAINTENANCE CONTRACT  
MOBILISATION UPDATE**

23 -  
34

To receive an update from the Chief Officer,  
Environmental Services on the mobilisation of the  
new Grounds Maintenance Contract

10

**WORK SCHEDULE**

35 -  
70

To consider and agree the Board's Work Schedule

11

**DATE AND TIME OF NEXT MEETING**

Monday, 16 January 2012 at 10.00 a.m. (Pre-  
meeting for all Board Members at 9.30 a.m.)

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

**MONDAY, 14TH NOVEMBER, 2011**

**PRESENT:** Councillor B Anderson in the Chair

Councillors B Chastney, R Grahame,  
K Groves, M Hamilton, P Harrand, G Hyde,  
J Jarosz and J Marjoram

### **43 Declarations of Interest**

Councillor R Grahame declared a personal interest in Agenda Item 8, Reform of Council Housing Finance – Comments from Scrutiny on the draft new HRA Business Plan and Agenda Item 9, Response to the Scrutiny Review of the ALMO Business Centre Leeds due to his position on the East North East Homes ALMO.

Councillor B Chastney declared a personal interest in Agenda Item 8, Reform of Council Housing Finance – Comments from Scrutiny on the draft new HRA Business Plan and Agenda Item 9, Response to the Scrutiny Review of the ALMO Business Centre Leeds due to his position on the West North West Homes ALMO.

### **44 Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted on behalf of Councillors J Hardy, C Townsley and N Walshaw. Councillor B Chastney was in attendance as substitute for Councillor C Townsley.

### **45 Minutes - 10 October 2011**

**RESOLVED** – That the minutes of the meeting held on 10 October be confirmed as a correct record.

### **46 Dog Control Orders - Phase 2 Project - Scrutiny Comments**

The report of the Head of Scrutiny and Member Development included the Board's comments for inclusion into the Executive Board report regarding the Review of the Phase 2 proposed Dog Control Orders.

The Chair welcomed Tom Smith, Locality Manager, Environment and Neighbourhoods to the meeting.

Separate to the proposals set out in Phase 2 of the Dog Control Orders project, the Scrutiny Board had explored the potential use of the Dog Control (Dogs on Leads at All Times) Order in relation to parks and playing pitches that are used by schools that have no on-site green space and are, as such,

secondary facilities. A particular example cited was Calverley Park (Victoria Park) used by Calverley Park Side School. The Board learned that after seeking legal advice, the Project Board had concluded that whilst the use of this Order may assist with enforcement action, the stated purpose of this Order is one of public safety rather than to prevent fouling. The Order would also need to be enforced at all times and not just when schools are using the specified areas. In view of this, it was considered that the Order would be seen as disproportionate to enforce on safety grounds where there is no safety issue. The Scrutiny Board agreed that further work was needed to accurately assess the extent of the problems encountered in such areas in relation to dog fouling in particular and explore the best use of the full range of powers available to the Council in promoting responsible dog ownership in such areas that would be deemed proportionate to enforce and thereby be subjected to public consultation.

The review and consultation process for implementing the orders was discussed and the Board was informed that areas that had problems with fouling could be targeted by enforcement officers. It was also reported that approximately half of schools in Leeds had responded to the consultation on the Phase 2 Project and a reminder would be sent.

Further issues discussed included the following:

- Members received more complaints on fouling rather than safety issues.
- As there were only six Dog Wardens that covered the whole City, other enforcement staff could be used to issue fixed penalty notices in relation to breaches of Dog Control Orders and fouling in particular.
- There would be a publicity campaign regarding the Dog Control Orders arising from the Phase 2 Project.
- Fixed penalty notices were currently £75. Members discussed the possibility of raising this to act as more of a deterrent. However, it was felt that more robust enforcement of repeat offenders was needed in order to act as a greater deterrent. The Scrutiny Board also recognised the need to ensure that non-payment of fixed penalty notices are actively pursued and for further legal action to be taken where required.

**RESOLVED** – That the report and discussion be noted and the Scrutiny Board's comments for inclusion into the Executive Board report be amended to reflect today's discussion.

#### **47 Reform of Council Housing Finance - Comments from Scrutiny on the draft new HRA Business Plan**

The report of the Head of Scrutiny and Member Development presented the draft report summarising the observations, conclusions and recommendations of the Board in relation to the draft Leeds Housing Revenue Account (HRA) Business Plan.

Councillor Gruen, Executive Member for Neighbourhoods, Housing and Regeneration and John Statham, Head of Housing Partnerships were in attendance for this item.

The following amendments to the report were suggested:

- Recommendation 6 – That the narrative surrounding this recommendation makes it clear that whilst a City Wide Investment Standard should be reflective of the Council's aspirations in terms of the quality and sustainability of housing in the city, it also needs to be informed by sustainable funding solutions.
- Recommendations 7 and 11 – that the narrative surrounding these recommendations makes it clear that the Executive Board Member for Neighbourhoods, Housing and Regeneration had already supported the actions proposed.

**RESOLVED** – That the report be noted and amended as suggested.

#### **48 Response to the Scrutiny Review of the ALMO Business Centre Leeds**

The report of the Head of Scrutiny and Member Development presented the response to the Scrutiny Review of the ALMO Business Centre Leeds .

Claire Warren, Chief Executive of West North West Homes ALMO and David Heels Director of Corporate Services, ALMO Business Centre Leeds joined Councillor Gruen and John Statham for this item.

In response to Members comments and questions, the following issues were discussed:

- Merging of back office services – this would ensure that work was not duplicated and be more efficient and effective.
- That further savings would be achieved through process reviews in areas such as contract management and procurement.
- Performance issues – it was reported that service delivery needed to be measured against the Leeds City-Wide Service Offer and the ambition was to become an excellent performing organisation that measured risk well.
- Local Letting Policies – these would be reviewed annually and the latest review took account of the provisions of the Equality Act 2010 relating to age will come into force in April 2012. It was noted that a local lettings policy based on age will have to be justifiable – meaning there must be sufficient evidence to justify the continued or new policy. It was not yet known what the financial impact would be and it was suggested that Local Letting Policies may be an issue that Scrutiny would like to look at. Local Letting Policies would be made by delegated decision and would not be signed off until full consultation had taken place.

- People unable to get on the housing ladder and unable to get housed in the areas where they currently lived.
- Accommodation for the ALMO Business Centre – discussion was held regarding the decision to locate at Navigation House and questions were asked about the transparency behind the decision. It was reported that the process had been done through the Asset Management Board.
- Reference was made to the summary of savings identified to date, as set out in the report. A schedule of how these would be achieved was requested by the Board.
- Staffing issues – Early Leavers Initiative, external recruitment freeze and staffing issues relating to reduced stock.

**RESOLVED** – That the report and discussion be noted.

#### **49 Third Sector Review - Update**

The report of the Head of Scrutiny and Member Development introduced an update on the Council Review of Third Sector Relationships.

Kathy Kudelnitzky, Chief Officer, Leeds Initiative and Partnerships and Pat Fairfax, Community Issues Co-ordinator were in attendance for this item.

The following issues were discussed:

- The Board welcomed the review and emphasised the importance of having more robust systems for monitoring the work of the third sector, particularly where services are being delivered to vulnerable groups across the city
- That where best practice is identified within particular directorates, there is a need to share this across the whole of the Council
- It was reported that the Review was currently a work in progress and that further input from Elected Members would be sought via a Members seminar.
- That further work needs to be undertaken in identifying service delivery outcomes as part of the commissioning process
- The Board requested more detailed information regarding the level of consultation already undertaken as part of the review

**RESOLVED** – That the report be noted and a further more detailed report be brought to the Board in the new year.

#### **50 Financial Health Monitoring 2011/12 - Environment and Neighbourhoods Directorate**

The report of the Head of Member and Scrutiny Development informed the Board of the financial health of the Environment and Neighbourhoods Directorate after six months of the 2011/12 financial year. Attached information had been included by the Directorate's Head of Finance.



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

In response to Members comments and questions, the following issues were discussed:

- Vehicle repair costs – these were mainly associated with landfill damage and it was hoped that through using different landfill options this would be reduced. Work was ongoing with Fleet Management to investigate the balance between vehicle renewal and repair.
- Income from parking, the possibility of discounted parking to attract more users over the Christmas period was discussed.
- Recycling – it was reported that prices for metals and textiles was currently increasing whilst paper was decreasing.
- Dog fouling enforcement - reference was made to the potential use of other officers such as Parks and Countryside Officers and Police Community Support Officers.
- Scrutiny involvement in the budget process. It was noted that an Outline Budget report was due to be submitted to Executive Board in December 2011.

**RESOLVED** – That the report and discussion be noted.

#### **51 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.

**RESOLVED** – That the report be noted

#### **52 Date and Time of Next Meeting**

Monday, 12 December 2011 at 10.00 a.m. (Pre-meeting for all Members at 9.30 a.m.)

This page is intentionally left blank

**Report of Assistant Chief Executive (Customer Access and Performance)**

**Report to Safer and Stronger Communities Scrutiny Board**

**Date: 12<sup>th</sup> December 2011**

**Subject: 2011/12 Quarter 2 Performance Report**

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: N/A	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report presents to Scrutiny a summary of the quarter 2 performance data relevant to the Safer and Stronger Communities Scrutiny Board. Two key issues have been highlighted for Members attention: Budget and Rate of Domestic Burglary.

**Recommendations**

2. Members are recommended to:
  - Note the two issues which have been highlighted and consider if they are satisfied with the work underway to address these issues.
  - Note the overall progress in relation to the delivery of the Safer and Stronger Communities City Priorities and consider if they wish to undertake further scrutiny work in any of these areas. In particular, Members may wish to focus their attention on the Council's contribution to the delivery of the city priorities as set out in the Directorate Priorities and Indicators.
  - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Safer and Stronger Communities.

## 1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter two performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

## 2 Background information

- 2.1 A new set of delivery plans for the Council and the city were adopted by Council in July 2011 and this report is the first performance update setting out the progress in delivery of these plans. The plans and performance management arrangements that form the basis of this report have been developed alongside the revised partnership boards for the city in a whole system approach. Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report whilst providing an overview of the performance relating to the City Priority Plan deliberately focuses more on the council's contribution which will best enable Scrutiny to challenge the organisation.
- 2.2 The new performance management arrangement include a number of new reports including:
  - Performance Reports – these are produced for the each of the City Priority Plan priorities and for the 5 Cross-Council Priorities in the Council Business Plan. They are a one page summary of progress in delivering the priority including a RAG rating of overall progress. Where possible the headline indicator is shown in a graph to clearly indicate progress and the reports include a look forward to the actions due over the next 3-6 months. We have adopted the principles of outcomes based accountability in these reports.
  - Directorate Priorities and Indicators – a directorate scorecard has been produced for each directorate which sets out the high level progress against each of the directorates priorities and indicators in the Council Business Plan. These are all available on the intranet and published on the Council's website. It also includes the directorates contribution to the cross council priorities and indicators. For Scrutiny purposes these scorecards have been divided up so that each Scrutiny Board receives an update on the priorities within the remit of their Board recognising that these do not necessarily align directly to the Council's directorates in all case. Members will note that this does mean that some priorities will go to two or more Scrutiny Boards and Boards are asked to consider working jointly on any follow up inquiries or nominate a lead Board.
  - Self Assessment – each directorate has the opportunity in this section to raise any other performance issues that might not be directly represented within the directorate priorities and indicators.
- 2.3 These reports are designed to provide a high level overview of performance issues related to the City Priority and Council Business Plans only. Members will need to use this information and the discussion in their boards to identify what further reports and more detailed information they might require in order to fulfil their scrutiny role. Therefore, these reports are designed to be a starting point for the work of the board.
- 2.4 This report includes three appendices:
  - Appendix 1a – Performance Reports for the Safer and Stronger Communities City Priorities.
  - Appendix 1b – Environment and Neighbourhoods Directorate Priorities and Indicators which are relevant to the Board

## 3 Main issues

### Performance Overview

#### City Priority Plan (CPP)

- 3.1 There are 4 priorities in the Safer and Stronger Communities City Priority Plan and none are red, 2 are amber and 2 are green. The amber priorities are:
  - Reduce crime levels and their impact across Leeds.

- Ensure that local neighbourhoods are clean.

## Council Business Plan

### *Directorate Priorities and Indicators*

- 3.2 There are 6 Directorate Priorities which support the delivery of the Safer and Stronger Communities priorities from Environment and Neighbourhoods directorate. Of these none are red, 4 are amber and 2 are green. These are supported by 3 performance indicators that can be reported at quarter two of these 1 indicator is rated as red (see below), 1 is amber, and 1 is green. The red rated indicator is:
- Number of missed bins per 100,000 collected
- 3.3 Whilst missed bins levels are still above target recent months have seen a steady reduction in numbers of reported missed bins which has also been reflected in a corresponding reduction in numbers of calls to the Contact Centre. Daily waste collection round completions are also significantly increased. The service will continue to closely monitor missed collection levels and work to deal with any issues that may be the cause of service failure.

## **Key performance issues for Safer and Stronger Communities Board**

### ***i) Budget***

- 3.4 The overall budget position for the council remains an area for continued focus. At the end of quarter 2 £80m of the budgeted savings required are on target and the projected year-end overspend for the council continues to reduce (£7.2m at Month 6). However, it is an area where we must not be complacent and all Scrutiny Boards need to be aware of the overall financial context when scrutinising the areas of work within the remit of their Board.

### ***ii) Rates of Domestic Burglary***

- 3.5 A clear trajectory of improvement has not yet been firmly established and although burglary rates have improved in recent months they deteriorated between April and August 2011. Early indications are that the improvement in September and October is continuing but overall Leeds does have the highest rate of burglary when compared to other comparator cities. The rates vary from ward to ward, with the highest increases from the year to September 2010 and the year to September 2011 being Bramley and Stanningley (up 46%) Chapel Allerton (up 38%), Burmantofts and Richmond Hill (up 30%) and Headingley (up 25%). As brought out in the performance report, the next four months during the darker nights will be critical and this is an area Scrutiny will need to continue to monitor closely.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 All performance information is normally reviewed by Directorate Leadership Teams, Partnership Boards (for City Priorities) and the Best Council Board (Cross-Council Priorities). However timings of some Boards did mean that this was not possible in all cases for quarter two, but in the future meetings will be scheduled to align better with the quarterly reporting cycle. All performance information has been reviewed by CLT and the Council's Performance Board.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Whilst some of the performance reports do include an update on the significant issues for the delivery of the priority from an equality perspective some do not. This is the first time that these reports have been prepared and, therefore, Scrutiny Boards may wish to consider whether this issue is sufficiently covered in the performance reports in their area. This feedback can then be used to strengthen the reporting arrangements going forward.

4.2.2 This is also an issue that will be given further consideration through a piece of work that has been commissioned by the Leeds Initiative Board. This work is looking at what reporting arrangements are needed to track the cross cutting issues that run across several of the Strategic Partnership Boards like poverty and inequality (including child poverty and health inequalities). The aim is to be able to capture and understand the various contributions from across the Boards to these areas without necessarily creating separate and potentially bureaucratic processes. Proposals are scheduled to be brought back to the Leeds Initiative Board in February.

### **4.3 Council Policies and City Priorities**

4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

### **4.4 Resources and Value for Money**

4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position as this is a cross council priority within the Business Plan.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 All performance information is publically available and will be published on the council and Leeds Initiative websites.

### **4.6 Risk Management**

4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. From this quarter CLT have also reviewed the corporate risk register alongside the performance information which will further ensure that the Council's most significant risks are effectively identified and managed.

## **5 Conclusions**

5.1 This is the first time that the performance reports and scorecards have been produced and there is still some work to do to ensure that they are high quality information updates, written in plain English with jargon kept to a minimum. In terms of City Priority Plan performance reports these also need to be owned and debated by the five Strategic Partnership Boards and include more information from across the partnership. Timing issues meant that this did not happen in all cases at quarter two although they were signed off by key stakeholders as appropriate. Outcomes Based Accountability support will be offered to all Boards to help them to develop and refine their action plans for the delivery of the priorities for their boards and to help them to use the data to shape their performance discussions. Some of the performance information was also incomplete and will be chased for quarter three.

5.2 However, overall the performance reports and directorate scorecards are a clear and simple summary of performance that Members can use to understand the current performance of the council and the city in relation to the priorities from our strategic plans which are relevant to the Board.

## **6 Recommendations**

6.1 Members are requested to:

- Note the two issues which have been highlighted: Budget and rates of Domestic Burglary and consider if they are satisfied with the work underway to address these issues.
- Note the progress in relation to the delivery of the Safer and Stronger Communities City Priorities Plans and consider if they wish to undertake further scrutiny work in any of these areas. In particular, Members may wish to focus their attention on the

Council's contribution to the delivery of the city priorities as set out in the Directorate Priorities and Indicators.

- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Safer and Stronger Communities.

## **7 Background documents**

- City Priority Plan 2011-15
- Council Business Plan 2011-15
- Council and City Performance Management Framework (Draft)

This page is intentionally left blank



## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

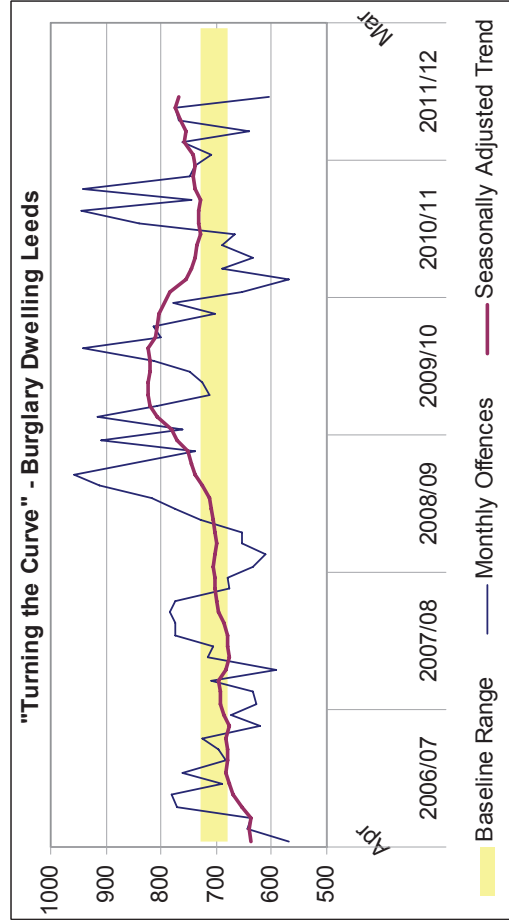
Outcome: People are safe and feel safe

Priority: Reduce crime levels and their impact across Leeds (focus on burglary reduction)

### Why is this priority?

The public should be safe and feel safe on the streets, in the places they go and especially in their own home. Burglary therefore has significant consequences as it directly impacts on a person's sense of safety, as well as the damage and loss incurred. No single agency can tackle these issues in isolation and communities expect public agencies to tackle crime and disorder in their localities in a responsive and effective manner. The level of domestic burglary in Leeds is higher than the national average and following the joint inspection last year reducing burglary must remain a priority for the whole partnership.

### Headline indicator



There have been 4,255 recorded burglary dwelling offences in Leeds between April and September, up 9% (353 more offences) on the same period last year. September figures show a 12% improvement on the previous year (best Sept performance for over 10 years); indications are that October will also see an improvement. The current estimated outturn is slightly higher than the ambitious target of 8,200 although there is still time to close this gap. The next four months during the darker nights will be critical.

OBA-PAT SH

Review Period: April to Sept 2011

Population: Residents of Leeds

Progress:

### Story behind the baseline

Leeds remains the highest amongst its 'Most Similar Group' (MSG) with a rate of 27.7 per 1,000 households for domestic burglary, average being 12.13 (Source: iQuanta).

- North West Leeds year to date offences are up 16% (294 more offences) on the same period last year. Improvements are necessary to achieve the milestone level. The division is the worst performing in its MSG at 32.98 per 1,000 households, with the average being 15.39
- North East Leeds year to date offences are up 11% (161 more offences) on the same period last year. Improvements are necessary to achieve the milestone level. The division is the worst performing in its MSG at 29.38 per 1,000 households, with the average being 11.13
- City and Holbeck year to date offences are down 16% (92 fewer offences) on the same period last year. Although performance is within the milestone range, it is not yet at a level to improve the division's position against its peer group. The division is the third worst performing in its MSG at 14.54 per 1,000 households, with the average being 10.04

Wards of Concern	Year to Sep-11	Year to Sep-10	Change
Burmantofts & Richmond Hill	581	448	30%
Hyde Park & Woodhouse	540	553	-2%
Kirkstall	509	479	6%
Armley	501	553	-9%
Bramley & Stanningley	494	338	46%
Headingley	474	380	25%
Chapel Allerton	458	333	38%
Killingbeck & Seacroft	409	465	-12%
Gipton & Harehills	396	493	-20%

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Outcome: People are safe and feel safe

Priority: Reduce crime levels and their impact across Leeds (focus on burglary reduction)

### What we did

In May, Safer Leeds launched its city wide partnership burglary reduction strategy. This builds on the reductions made in the previous year and outlines the medium to long term approach.

Home Office funding (£1.3m burglary reduction programme) was secured to support the delivery of the strategy. Locally this is being used for a dedicated burglary reduction team, including the police, council, probation, youth offending service and crown prosecution service; fully operational as of the beginning of September 2011. They are targeting prolific offenders, disrupting organised crime groups and ensuring criminal justice processes are robust, with an emphasis in localities of concern. In addition they have direct links with the prison service ensuring a joined up approach to reduce reoffending and improve outcomes for prisoners on release. Early indications of this work are promising and the impact of this team is likely to begin show in performance over the next couple of months.

Joint operations with DVLA and the council to systematically remove unregistered vehicles that are in common use by criminals have been introduced. In the first operation, over 25 vehicles were removed, thereby reducing further opportunities. This approach is being rolled out ward by ward.

A number of successful operations took place to disrupt the stolen goods market. Over 40 warrants were executed and 12+ arrests made. Various stolen items were recovered including electrical goods, jewellery, clothing and seizure of substantial quantities of drugs.

In July, a case conference process was established to address offences committed by offenders travelling across divisional and district borders. Enforcement and outreach activity with 20+ prolific burglars has been progressed and work with both the youth offending team and probation is underway to develop detailed intervention plans to deter re-offending. A number of travelling offenders have received lengthy custodial sentences.

Review Period: April to Sept 2011

Population: Residents of Leeds

Progress: 

To reduce victimisation and improve residents security for example, East North East ALMO have committed £75K for the installation of burglary alarms in their properties as well as a rolling programme to replace Euro-style locks in UPVC doors and windows.

Local workshops have been undertaken with stakeholders, (Armley, Kirkstall and Burmantofts & Richmond Hill) to develop new tailored locality plans with clear milestones. Partnership activity is being supported by matched funding e.g. ALMO, Area Committee. There has been some success in Armley and Kirkstall.

### What Worked/Lessons Learnt

12 individuals (aged 10-20) in the Armley/Bramley involved in ASB and who pose a risk of becoming prolific offenders are now subject to case conferencing and intervention plans have been drawn up. Future developments will include linking in with the wider local children's services clusters.

### New actions

- Work with the criminal justice service to maximise successful outcomes.
- Develop actions to support early intervention with individuals at risk of offending, who are not in education; employment or training.
- Intensive partnership focus during the dark night's period and raising public awareness of the potential risks.
- Continue to roll out of the development programme for refreshed locality plans, with concentrated efforts in areas under performing.
- Work with housing providers to improve security for tenants.

### Information/intelligence requirement

- Develop the community mapping model and relationship to burglary victims.

### Issues/Risks

- Sustaining partnership activity, focus and commitment.

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Review Period: April to September 2011

Outcome: The communities of Leeds feel safe and are safe

Population: Residents of Leeds

Priority: **Anti-Social Behaviour**

Progress: 

### Why is this priority?

Communities expect public agencies to tackle ASB in their localities in a responsive and effective manner. Improving the lives of victims of ASB is fundamental to their well-being. Managing or modifying the behaviours of offenders who create most harm in our communities will reduce the risk of offending and in turn reduce ASB and crime.

### Headline indicators

Improve the percentage of customers/victims satisfied with the case outcome.

Annual Figures	2008/9	2009/10	2010/11	2011/12
% Satisfaction with the case outcome.	61.6%	66.1%	60.3%	78.4%
% Satisfaction rating with overall service	72.2%	73.7%	70.4%	82.55%

### Story behind the baseline

Customer case outcome satisfaction data is collated through closed case postal surveys which ask a range of questions including satisfaction with response times, the investigation undertaken and the overall satisfaction with the service received.

Data has been collated from the former ASBU closed case survey which can be compared like for like with current LASBT data and shows that satisfaction outcomes is on an upward trend and aggregated annual data has improved significantly since the implementation of LASBT.

### What are the known factors driving the baseline?

Customer satisfaction with the case outcome is invariably driven by a number of factors including the victims own expectations, the length of time taken to resolve the issues and the level of support provided by the investigating officer.

Although many of the cases closed during LASBT's first months were long standing cases previously investigated by the ASBU or individual ALMO's, they have clearly benefited from the revised service standards which place a requirement on officers to provide victims with regular updates. It is hoped that these improved figures will be maintained as transferred cases are closed and survey data eventually relates to cases investigated in their entirety by LASBT.

### Risk factor descriptions

Survey data is reliant on achieving a response rate that is sufficiently representative to be of value. Advice issued by the department for Communities and Local Government suggests that response rates below 30% should, on balance, be published with caveats as necessary.

LASBT survey data for 2011/12 to date is based on a response rate of 25.7% (211 surveys returned). Core team staff are currently undertaking additional work to follow up non-responses to further improve the return rate.

### Victim Demographics

Analysis of victim demographics shows that the vast majority of ASB victims are White British. 60% (950) of victims were female and 36% (576) male. The remainder are a mixed group or gender unknown (not recorded). Only 4 victims were aged under 18.

### Perpetrator Demographics

Analysis of perpetrator demographics shows that the vast majority of ASB perpetrators are White British. 51% (698) of perpetrators are female and 40% (584) male. The remainder are a mixed group or gender unknown (not recorded). 112 perpetrators were aged under 18.

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Review Period: April to September 2011  
 Population: Residents of Leeds  
 Progress: 

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

### What we did

The new multi-agency Leeds Anti-social behaviour Team (LASBT) became operational in April 2011 after a 14 month city wide review of how partner agencies sought to tackle ASB.

LASBT now has responsibility for all reported incidents deemed to be ASB under new guidance that reflects the governments harm centred approach. Revised procedures have also been implemented, underpinned by customer focused service standards designed to ensure cases are progressed efficiently and reported problems resolved at the earliest opportunity.

Prior to April 2011 ASB enquiries were logged with both the ASBU and ALMO's with resulting data distorted by repeat calls and duplication. Since April 2011 all ASB related calls are now logged with the new service and shows a significant increase on the number of reports previously dealt with by ASBU.

	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q4 2010/11	Q1 2011/12	Q2 2011/12
Enquiries logged on Siebel under ASBU and LASBT (04/04/11)	459	370	229	320	777	698

The number of ASB calls logged with West Yorkshire Police has also increased from 2010/11 from an average of 10,647 per quarter to 11,047 during quarter 1.

The number of new cases opened by LASBT has also increased in line with the referrals and reports it now receives compared to the former ASBU.

	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q4 2010/11	Q1 2011/12	Q2 2011/12
ASB cases opened by LASBT	243	236	278	267	344	447

### What Worked/Lessons Learnt

The development of a core performance team is ensuring that customers receive a consistent service and best practice captured to further support good performance management. Early indications show that more cases are being dealt with more quickly through earlier intervention and closed within 2 months.

The new ways of working introduced with the formation of the team shows what significant steps Leeds has made in tackling ASB. Leeds is now seen as a leading example regionally and nationally.

### New actions

In addition to this core work three key actions are being pursued:

- Work is ongoing to develop closer working links with LCC's Environmental Protection Team recognising the significant anti-social behaviour issues linked to reported noise nuisance.
- West Yorkshire Police, having made changes made to their ASB grading codes, are identifying repeat locations and vulnerable victims, to improve information sharing and ensure LASBT proactively respond to emerging ASB issues.
- A review the statutory ASB panel process will be undertaken to maximise partnership problem solving and improve links with local offender management initiatives.

### Information/intelligence requirement

In addition to efforts to improve information sharing LASBT's Core performance team will look to benchmark its new service against other local authorities.

### Issues/Risks

A six month post LASBT implementation review is due to take place in Oct 2011.

**Meeting:** Safer and Stronger Communities Board

**Population:** All people in Leeds

**Outcome:** the city is clean and welcoming

**Priority:** Ensure that local neighbourhoods are clean.

**Why and where is this a priority** Clean streets and neighbourhoods are regularly cited by local people as one of the key determinants of whether the area in which they live is attractive and welcoming. Clean streets can promote a sense of well-being and belonging; conversely high levels of litter and rubbish strewn across a community can foster a sense of social concern and fear of crime, this is particularly the case in relation to issues such as graffiti, fly-posting and fly-tipping.

**Story behind the baseline**

Over the past 10 years or so street cleanliness levels across Leeds have improved significantly and steadily. This has reflected a number of key drivers including:-

- \* increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it
- \* increased focus on the issue from central government including via a dedicated performance indicator - NI 195 (previously BV 199)
- \* availability of funding to tackle street cleanliness levels in areas of greatest challenge - NRF, SSCF and LPSA funding have all been used in Leeds.

The City Council is the prime service provider within the City and does this via an in-house workforce. The service provides a range of activities on a routine/scheduled basis including mechanical and manual street cleaning, litter bin emptying and fly-tip removal. Services are also responsive to local issues such as events, fetes and galas etc as well as the needs of local communities as expressed via Elected Members or via residents themselves. This is against a backdrop of external funding losses, which presents a continuing challenge to maintain service standards in this context.

Performance data shows that Leeds performs well against other 'core city' comparators in terms of achieving a good level of performance (NI 195 data) with a relatively low level of spend per head of population.

Leeds is progressive in its use of enforcement powers to tackle issues such as littering and fly-tipping and has taken a strong stance which has seen the issue of Fixed Penalty Notices and prosecutions for serious offences.

Traditionally street cleanliness performance data has been measured and reported at a city wide level. More recently this has been produced at a lower level (based on the 10 Area Committees) and this will help to understand and tackle issues in a more bespoke way than has previously been the case at the locality level. The performance in terms of the percentage of sites surveyed that were judged to be satisfactory in relation to litter, detritus, graffiti and flyposting in 2010/11 were as above.

	Litter	Detritus	Graffiti	Flyposting
City	90.9	76.2	97.1	99.6
ENE Wedge	88.8	78.5	95.0	99.4
East Inner	84.5	83.9	92.1	99.0
North East Inner	84.3	68.4	93.8	99.5
North East Outer	97.8	84.1	99.2	99.8
SSE Wedge	88.8	78.1	97.7	99.6
East Outer	90.5	80.7	98.4	99.1
South Inner	84.4	78.4	95.4	99.7
South Outer	91.6	75.1	99.3	100
WNW Wedge	94.0	73.0	98.1	99.8
North West Inner	94.4	58.7	98.5	100
North West Outer	97.9	80.0	99.3	99.7
West Inner	91.5	77.3	97.7	99.7
West Outer	92.0	77.1	96.9	99.8

**Overall Progress:**  
Amber

<p><b>What do key stakeholders think</b></p> <p>It is intended to undertake perception surveys of cleanliness in the city centre in Nov / Dec 2011 and across the city through the citizens panel in the new year.</p>	<p><b>What we did</b></p> <ul style="list-style-type: none"> <li>Leeds has recently devised Service Level Agreements (SLAs) between the 10 Area Committees and the E&amp;N Directorate setting out the service delivery arrangements for street cleansing within their areas. Performance against the SLAs will be monitored and reported at Area Committees and reviewed annually.</li> <li>The service has recently undergone internal restructuring to allow newly appointed Locality Managers to deliver more locally responsive and accountable services via area based teams.</li> <li>All staff within the service are now on shift patterns that support service delivery across the city on a 7 day basis.</li> </ul>	<p><b>New Actions</b></p> <p>Partnership work is underway with a range of internal services to identify service efficiency and improvement that will lead to better outcomes, these include:-</p> <ul style="list-style-type: none"> <li>Programmed cleaning of ginnels via a range of agencies</li> <li>Expanded tipping points and shared depot facilities, to reduce travel time</li> <li>litter clearing swaps - parks etc.</li> <li>closer working with city centre businesses partners and CCM.</li> <li>Additional focus on environmental enforcement by PCSOs, directed by priorities agreed through tasking meetings.</li> </ul> <p>In addition, the restructure of cleansing and enforcement into one these two services closer to facilitate local intelligence and to support a range of solutions to cover preventative as well as remedial work.</p> <p><b>Data Development</b></p> <ul style="list-style-type: none"> <li>service performance and resident perception data will now be collated at a locality level, this will allow services to be more ‘intelligent’ and locally focussed.</li> </ul>
<p><b>Risks and Challenges</b> budget challenges face all Council services and street cleansing is no exception. The need to increase efficiency/make service reductions may impact on service delivery.</p> <p>Satisfactory performance against the SLAs agreed with Area Committees is vital.</p> <p>Joint working and greater flexibility needs to be done in partnership with the workforce and staff need to be engaged and understand any changes that may occur to traditional working patterns/arrangements.</p>	<p><b>What worked locally /Case study of impact</b></p> <ul style="list-style-type: none"> <li>The impact of the introduction of the SLAs is too early to tell at this stage, however this will be measured via surveys to be undertaken in November 2011.</li> </ul>	

**Meeting:** Safer and Stronger Communities Board  
**Outcome:** People get on well together

**Population:** All people in Leeds  
**Priority:** Increase a sense of belonging that builds cohesive and harmonious communities

**Why is this a priority:** Leeds has one of the most diverse and changing cultural populations in the UK, with some of the most affluent populations as well as the most deprived in the country, and these communities are often in close proximity. Population growth and change, the current economic pressures and other factors present both opportunities and challenges for the city, including the need to ensure that we maintain and strengthen our good community relations and build links and relationships between our diverse communities and neighbourhoods.

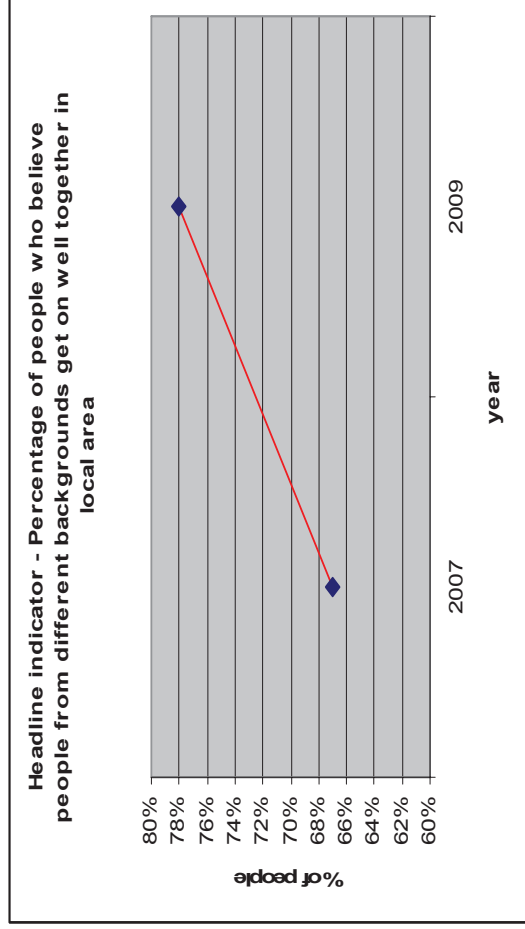
**Overall Progress:**  
**GREEN**

**Story behind the baseline**

Leeds has an estimated population of 798,800, an 11.6% growth since 2001. About the diverse and changing communities of Leeds:

- home to over 140 different ethnic groups
- higher proportion of 15–29 year olds compared to regional and national rates
- unemployment in Leeds (9.2%) is higher than nation(7.7%)region (8.8%) rates
- Leeds has the lowest overall out of work claimant rate of the core cities
- The black and minority ethnic (BME) population is now 17.4% an increase from 77,900 in 2001 to 137,200 in 2009
- largest BME communities are: Pakistani 22,500 and Indian 20,700 but the biggest increase in numbers is in the 'other white' category – with a rise from 10,700 (2001) to 25,600(2009) , many of these will be migrant workers, including from Poland.
- the January 2011 school census shows that 22.5% of pupils are of BME heritage and there are now over 170 different languages spoken by school children in Leeds
- the Census data shows that BME and minority faith communities are largely concentrated in particular geographical neighbourhoods, for example: Chapel Allerton; Gipton and Harehills; City and Hunslet

**Headline Indicator: Increase the number of people who believe people from different backgrounds get on well together in the local area.**



- the City is a hub for the location and support of asylum seekers who have been placed here by central government, in addition it is a place where many individuals gravitate because of the facilities, services, housing options, job opportunities, existing communities and perceived safety, including new migrants, refugees and lesbian and gay people.
  - New communities to Leeds, like Somalians and other African nationals, do not have currently developed community networks, which makes it hard for the Council and others to build a relationship with them and make services accessible and appropriate, equally the Council's own structures do not make it easy for communities like these to reach us.
- Leeds is generally seen as a city which is at ease with itself, which is welcoming to new citizens and where communities and individuals get along, but there are tensions and conflicts which emerge between individuals, groups and communities. e.g. the October tensions report identifies areas of Leeds where there are tensions between Black and Asian youths; where there is targeting of Eastern European communities; tensions between Kurdish and African communities; intergenerational tensions and conflicts between gypsies, travellers and others.

Leeds had limited minor disturbances over the summer, when other cities experienced major riots. There is a view that previous investment in community organisations and relationship building helped the city survive the tensions without major incident, the challenge now is to build on what has worked.

### What do residents think

In the 2009 Residents Survey more than three-quarters (78%) of respondents agreed that 'people from different backgrounds get on well together in their area' (Q6), a significant improvement on the level recorded in 2007 (67%).

There were few differences between respondents in different ethnic groups, although 87% of Asian and Asian British respondents compared to 78% 'White' respondents were more likely to agree with this statement.

The roll out of the Citizens Panel will replace the Residents Survey as the principal vehicle for tracking the Headline Indicator.

### What we did

- Leeds has well established Community Intelligence and Community Tensions monitoring arrangements, which enable us to have some understanding of the state of community relations and this is supported by arrangements in localities to respond to issues like hate crime, gang violence and inter community tension. These arrangements have been revised since summer 2011 and are being developed and strengthened.
- Leeds had a well established Harmonious Communities Partnership which had a focus on strengthening community relations, under the new Leeds Initiative arrangements, this is now the Stronger Communities Partnership. The former Harmonious Communities Partnership encouraged and supported community relations building activity, with support for many positive initiatives, including:
  - 'Planet Leeds' a free city centre street festival that celebrates the rich mix of talent from across the city and from all the cultures and backgrounds that call Leeds home.
  - The launch of 'Bringing Generations Together' a framework for tackling inter-generational tensions, with ideas for actions, supported by a network of practitioners and training
  - Locality based initiatives to tackle community tensions and hate crime. The Impacts of interventions are monitored through local meetings.

### What Worked Locally /Case study of impact

- Leeds: City of Sanctuary – City of Sanctuary is the network of towns and cities that have declared themselves to be "sanctuaries" for people seeking safety, fleeing persecution, war or trauma. Leeds has a very strong network of organisation and groups that already provide support and friendship to people who most need it. In September 2011 there was a Refugee Week civic event where City of Sanctuary schools were recognised.
- Leeds has recruited and trained a group of volunteer community organisers from targeted new migrant communities who cascade information about the city and services within their community – this ensures that new citizens to Leeds understand how the city and the systems work and this can reduce tensions

### Risks and Challenges

- Need to build on capacity building support for new communities to strengthen their engagement in civic and community life
- Embed evaluation into all Community Relations building activities, so that we can learn from what we do, roll out what works and develop a framework for community relations building across the city

### New Actions

The Stronger Communities Board will produce a work programme, which includes a focus on building community relations, this should be approved and implemented from qtr 3 onwards.

Safeguarding our Communities Programme Board will be further developing community mapping to support our understanding of the make up of communities, which should assist in identifying likely tensions and the need for community support, capacity building and other interventions

The Stronger Communities Board will be invited to adopt an Intercultural Cities approach to this work.

### Data Development

- Leeds will liaise with the Core Cities to establish what data can be used to provide benchmarking, including employment figures. This will be included in the quarterly report card.
- The revision, expansion and relaunch of the Citizen's Panel will enable a tracking of progress. A question will be included in the Survey. The analysis will be at Ward Level.
- Hate crime incidents and community tension data and analysis will be agreed as a vehicle for tracking progress
- Over time additional Neighbourhood tracking of perceptions can be developed to support the evaluation of specific interventions locally.
- Other neighbourhood and community based perception tracking activity will be developed to complement the Headline Indicator



2011/12 Environment & Neighbourhoods Directorate Scorecard

Reporting Period : **Quarter 2 20011/12**

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver the Safer and Stronger Board City Priority Plan, with a focus on reducing burglary levels, increasing confidence in relation to Anti Social Behaviour and improving cleanliness	The Amber rating is cautionary whilst steps are taken to agree a robust action plan with the Board and embed a partnership approach to delivery.	Amber	N/A	N/A	N/A		
Create the environment for effective partnership working	Both Boards have been established and TOR and membership agreed	Green	N/A	N/A	N/A		
Improve Recycling rates	A redesign of the Refuse service has seen Street Cleansing services devolved into locality management. Household Waste Sorting Sites have new ways of working including incentives to drive up recycling rates. Rationalisation of kerbside collection routes should also realise improved rates.	Green	Increase percentage waste recycled	41.19%	PROV 39.69% (YTD 40.46%)		
Improve refuse service reliability	Recruitment into the service (both operational and management) was commenced in order to increase capacity of the service. Q2 performance for the number of missed bins per 100,000 collections is shown below: Black bins = 57      Brown bins = 78      Green bins = 160	Amber	Reduce number of missed bins per 100,000 collected	NA	98		
Ensure that local neighbourhoods are clean	Site surveys to be undertaken at points through the year to reflect seasonal variations (Indicator NI195). Perception surveys for city centre Nov Dec. Citizens Panel survey in new year.	Amber	Reduce percentage of streets with unacceptable levels of litter (ANNUAL)	NA	NA		
Reduction in Burglary levels	There have been 4,255 recorded burglary dwelling offences in Leeds between April and September, up 9% (353 more offences) on the same period last year. September figures show a 12% improvement on the previous year (best Sept performance for over 10 years); indications are that October will also see an improvement. The current estimated outturn is slightly higher than the ambitious target of 8,200 although there is still time to close this gap. The next four months during the darker nights will be critical.	Amber	Reduce number of burglaries		4255		

Self Assessment
No performance related issues

This page is intentionally left blank

**Report of the Chief Officer for Environmental Services**

**Report to Scrutiny Board (Safer and Stronger Communities)**

**Date: 12<sup>th</sup> December 2011**

**Subject: Grounds Maintenance Contract Mobilisation 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 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. Mobilisation of the new grounds maintenance contractor
2. De-mobilisation of the current contractors
3. The Council's internal contract mobilisation plan

**Recommendations**

4. That the contents of the report be noted

## **1 Purpose of this report**

- 1.1 To update Scrutiny Board on the mobilisation of the new Grounds Maintenance contract that commences on the 1<sup>st</sup> of January 2012

## **2 Background information**

- 2.1 Following a thorough procurement process the contract to deliver grounds maintenance services on behalf of Leeds City Council from 01/01/12 was awarded to Continental Landscapes Ltd. The contract was awarded on 25/08/11 and is structured on the basis of an initial 5 year contract with the option to extend by a further 5 years in 1 year tranches.
- 2.2 The contract award on 25/08/11 allowed a four month mobilisation period which will ensure that an effective contract mobilisation takes place.
- 2.3 There are two key issues within the mobilization period
  - (i) the de-mobilisation of the current contractors, Glendale and ATM
  - (ii) the mobilization of the new contractor Continental Landscapes Ltd

## **3 Main issues**

### **3.1 De-Mobilisation of Glendale and ATM**

- 3.1.1 ATM – by 11/11/11 ATM had completed all of their contracted work programme which has been signed off by the individual clients and grounds maintenance administration team. There are no staff transferring from ATM to Continental
- 3.1.2 Glendale – Glendale has submitted a de-mobilisation plan and is currently working to this. A key aspect of this plan has been their programme of winter work up to 31/12/11 as this impacts on the incoming contractor. A series of meeting has taken place and a shrub/rose bed maintenance programme has been agreed which is being closely monitored to ensure that targets are achieved in terms of both quantity and quality. This is a key issue as any shrub/rose bed maintenance not carried out before 31/12/11 will be handed to Continental for completion. By 05/12/11 an estimated winter maintenance work load will be given to Continental.

### **3.2 Mobilisation Programme**

- 3.2.1 **Leeds City Council** – the grounds maintenance team that procured the new contract has now become the Mobilisation Team with representatives from each of the internal clients taking responsibility for aspects of the contract mobilisation. A detailed Contract Mobilisation Action Plan has been developed and is used as the mechanism to ensure that work streams are monitored and delivered on target. The team consisting of representatives from the four ALMOs, and Highways and Transportation Services is currently managed by Environmental Services and supported by procurement and Parks and Countryside.

3.2.2 **Continental Landscapes Ltd** –Continental have produced an outline mobilisation plan that is supported by a more detailed 69 page document. As the document contains commercially sensitive information the document is controlled by the Chief Officer for Environmental Services but accessible by any member of the Council's mobilisation team when required.

Continental's mobilisation plan has a clear focus on four key areas,

1. Workforce – TUPE applies to this new contract and it is likely that all of the current Glendale full time staff will transfer to Continental on 1/1/12. Initial introductory meetings have taken place between Continental and Glendale staff and representatives from Environmental Services were present at the sessions to support Continental as the new grounds maintenance contractor. During w/c 14/11/11 detailed 1:1 meeting took place between Continental managers and Glendale staff. The feedback from these meetings has been very positive and the early indications are that all Glendale staff will transfer. An induction programme has been planned for all transferring and new staff which will take place on the 3<sup>rd</sup> and 4<sup>th</sup> January 2012. An induction training pack has been prepared specifically for the Leeds contract staff and this has been shared with the Grounds Maintenance team. Continental will be carrying out staff inductions and training on 3<sup>rd</sup> and 4<sup>th</sup> of January 2012 and members from the LCC grounds maintenance team will be at the induction session. Continental have also committed to training staff to NVQ Level 2 in amenity horticulture and providing opportunities for a number of apprenticeships.
2. Vehicles, plant and machinery – Continental do not intend to transfer any assets from Glendale and have ordered new vehicles, plant and equipment. The delivery programme is phased however the required vehicles, plant and equipment will be available to continue with the winter maintenance programme from 05/01/12 and the remaining grass cutting equipment will be delivered in January 2012. Continental has a formal arrangement with a hire company to ensure that there are no vehicle and equipment shortfalls. In addition Continental are able to transfer equipment from their depot in Hull if required
3. Depots – Continental will operate from three depots one in each of the ALMO areas. The lease for the AVH depot at New Craven Gate has been signed and arrangements are in place for the installation of telephone lines etc. The depot for the WNW area will be on Calverley Lane and is expected to be operational about 19/12/11. The depot for the ENE areas will be on Coal Road and as the biggest of the three with generous office accommodation is likely to be the head office for the Leeds contract. Continental are aiming to have this depot operational by 19/12/11. Continental's proposal to have three operational depots was a key element of their bid in terms of the tender evaluation process. Having depots in each of the ALMO areas will deliver efficiencies in terms of reduced travel time to site and more localised teams. In addition this approach will encourage a locality based approach to service delivery and allow Continental to deliver its commitment to providing locally sourced staff.

4. ICT/Mapping Systems – Continental have received the most up to date spatial mapping information from the Council and have used it to produce route maps. Their initial routing has been done within the three ALMO areas ( Including BITMO) and discussions are taking place between Environmental Services and Continental regarding further improvements in terms of how the routes will be presented. Linked to the mapping information is the monitoring process and contract payment mechanism.. On going discussions are taking place with Continental to ensure that the contract monitoring and payment mechanisms are fully functional by the start of the contract

### **3.3 Meeting Structures**

3.3.1 To ensure that the mobilisation plan is delivered on target and any issues addressed without delay a meeting structure has been put in place as follows,

- (i) Grounds Maintenance Programme Board – this board has been in existence since the start of the procurement process and continues to ensure that progress with the mobilisation programme is monitored and on target. The board meets monthly and is made up of representatives from the four ALMOs, Highways and Transportation Services, Procurement, The Strategic landlord and Chaired by the Chief Officer for Environmental Services. Technical support is provided to this board by Parks and Countryside.
- (ii) Grounds Maintenance Mobilisation Team – this team was formerly the project team responsible for developing the tender specification documents and delivering the procurement of the new grounds maintenance contract. This group is tasked with delivering the Council’s Ground Maintenance Mobilisation Plan and has developed a Mobilisation Plan that is used to monitor and manage progress with contract mobilisation. Supporting the mobilisation action plan is a Mobilisation Risk Register and an Issues Log. This group meets weekly and has representatives from the four ALMOs, Highways and Transportation Services, Procurement environmental; Services and Parks and Countryside ( technical advice and support). Continental Landscapes Ltd attend this meeting each week to update on their mobilisation plan and deal with any overlapping issues
- (iii) The Operations Director and Operations Manager from Continental meet every fortnight with the Chief Officer for Environmental Services. In addition they have also attended several ALMO Board meetings and the ALMO Chief Officer Group to introduce their company.
- (iv) Since the contract award in August this year the Managing Director and Operations Director from Continental have formally met with The Executive Member for Environmental Services, The Director of Environment and Neighbourhoods and the Chief Officer for Environmental Services and a further mobilisation update meeting is planned in December 2011. A

separate meeting will be arranged to which the Chair of the Safer and Stronger Communities Scrutiny Board will be invited.

- (v) On 22<sup>nd</sup> September 2011 Continental Landscapes Ltd held an open day for all Leeds City Council Stakeholders. Present at the open day were representatives from other local authorities where Continental deliver grounds maintenance and related services. The session was informative and gave stakeholders the opportunity to talk to a range of people involved with Continental either as employees or clients.
- (vi) In December 2011 a briefing session will be held with those Parish and Town Council's that wish to be involved with the monitoring of the contract. Continental will be present at the session and will give the local council representatives to meet Continental.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 Throughout the mobilisation programme the following will be engaged

- Scrutiny Board (Safer and Stronger Communities)
- Parish and Town Councils
- ALMO Boards
- ALMO tenants and residents
- Residents of Leeds through press release

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 No issue to report

### **4.3 Council Policies and City Priorities**

4.3.1 The Corporate Contract Management Guidance is being followed

### **4.4 Resources and Value for Money**

4.4.1 Resources to deliver the mobilisation plan are provided by the internal clients and Environmental Service with support from the Council's procurement unit and Parks and Countryside

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The Corporate procurement process has been followed. No further issues to report

#### **4.6 Risk Management**

4.6.1 A contract mobilisation risk register and issue log has been developed to support the mobilisation plan and manage all associated risks

#### **5 Conclusions**

5.1 The contract mobilisation plan that is in place will ensure a successful contract start on 01/01/12

#### **6 Recommendations**

6.1 That the contents of this report be noted

#### **7 Background documents**

7.1 The Grounds maintenance Mobilisation Action Plan – a detailed action plan created to ensure that contract mobilization is monitored and managed effectively (Appendix 1)



## Grounds Maintenance Mobilisation Action Plan - October – December 2011

Action Number	Mobilisation Action	Lead Officer	Target Date	Completion Date	Completed Y/N
1	<p>Continental Landscapes Ltd Mobilisation Plan</p> <ul style="list-style-type: none"> <li>• Up to date mobilisation plan</li> </ul> <p>Provide Continental 60 page mobilisation ref doc to GJ – document provided to A Mason</p> <ul style="list-style-type: none"> <li>• Procure depots and operational bases (Calverley Lane, Coal Road New Craven Gate.)</li> <li>• All depots operational by 19/12/11</li> <li>• Confirm Management Team – Operational Manager, 3X Contract Managers, Performance manager, Office Manager, ICT , Workshop Manager – require management structure</li> <li>• TUPE update               <ul style="list-style-type: none"> <li>(i) Initial Meetings with Glendale staff</li> <li>(ii) 1:1 Meetings with Glendale staff – confirmation from Continental that meetings have taken place and gone well. No issues to raise concern</li> </ul> </li> <li>• Recruitment process to fill vacancies not covered by TUPE</li> <li>• Confirm machinery, plant and vehicles to be used on contract – types and numbers               <ul style="list-style-type: none"> <li>(i) vehicles</li> <li>(ii) Plant</li> <li>(iii) Equipment</li> </ul> </li> </ul> <p>NB to provide copy of updated plant and machinery list to GJ. Compare with Tender submission and carry out technical evaluation. Updated list provided 15/11/11 – to be evaluated by SF/NC – updated list provided</p>	SS/GJ	<p>Weekly – Friday am</p> <p>21/11/11</p> <p>30/11/11</p> <p>19/12/11</p> <p>02/12/11</p> <p>22/10/11</p> <p>17/11/11</p> <p>12/12/11</p> <p>15/11/11</p>	<p>21/11/11</p> <p>30/11/11</p> <p>22/10/11</p> <p>17/11/11</p> <p>15/11/11</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>

## Grounds Maintenance Mobilisation Action Plan - October – December 2011

	<p>15/11/11. SF/NC evaluated. OK for 13 cuts</p> <ul style="list-style-type: none"> <li>• Vehicle livery to be agreed with Clients</li>   <li>• Vehicle livery to be confirmed with Continental</li> <li>• Details of employment and training strategy</li> <li>• Creation of cutting routes – verbally confirmed 15/11/11 detailed routes to be provided 8/12/11 ( asset cutting list provided)</li> <li>• Work programme for January – March 2012 to be passed to CLL</li> <li>• Contractor efficiency plan</li> <li>• Added Value</li> <li>• Up dated staff list to compare what Continental will operate with against submission</li> <li>• Training             <ul style="list-style-type: none"> <li>○ Training of Database (front end) users – Monitoring officers / Supervisors etc</li> </ul> </li> </ul>		<p>22/11/11</p> <p>28/11/11</p> <p>16/12/11</p> <p>15/11/11</p> <p>8/12/11</p> <p>05/12/11</p> <p>ongoing</p> <p>ongoing</p> <p>16/12/11</p> <p>31/12/11</p>	<p>15/11/11</p>	<p>Y</p>
<p>2a</p>	<p>Glendale de-mobilisation plan</p> <ul style="list-style-type: none"> <li>• Agree final de-mobilisation plan</li> <li>• Receive and agree updated work programme to be closely monitored</li> <li>• Update work programme on weekly basis</li> <li>• Keys – handover to GM team initially.</li> <li>• Confirm Intellectual property rights position – letter to confirm that Glendale areas / zoning info will not be passed onto incoming Contractor.</li> <li>• Calculate outstanding winter 2011/12 shrub works that will be handed over to Continental from 1<sup>st</sup> Jan 2012 – to be supplied on 5<sup>th</sup> December 2011.</li> <li>• Arrange final invoice meeting for Glendale</li> <li>• Agree contact point for outstanding issues and future claims</li> </ul>		<p>7/11/11</p> <p>4/11/11</p> <p>Ongoing</p> <p>16/12/11</p> <p>02/12/11</p>	<p>7/11/11</p> <p>4/11/11</p>	<p>Y</p> <p>Y</p>

## Grounds Maintenance Mobilisation Action Plan - October – December 2011

2b	<p>ATM de-mobilisation plan</p> <ul style="list-style-type: none"> <li>• Intellectual property rights not as complex as Glendale, however a letter to be drafted to close out</li> <li>• Agree handover of keys</li> <li>• Final invoice meeting required</li> <li>• Agree contact point for outstanding issues and future claims</li> </ul>		16/12/11		
3a	<p>ICT Matters</p> <ul style="list-style-type: none"> <li>• Review procedures, processes and process maps <ul style="list-style-type: none"> <li>○ Script the variation procedure</li> <li>○ Implementation of changes to Legislation including data protection</li> </ul> </li> <li>• Prepare disc of spatial mapping data for Continental</li> <li>• Key Mapping related projects include: <ul style="list-style-type: none"> <li>○ Finalise &amp; transfer data from GGP to ArcMap</li> <li>○ Building of pivot tables in ArcMap to allow closing down of GGP (continued licence costs)</li> <li>○ Build robust financial balance sheets to work with ArcMap, (instead of GGP)</li> <li>○ Incorporate PFI mapping changes – contact Iain Kyles</li> <li>○ Quality check of mapping data accuracy (time consuming manual operation), requiring completion before creating mobilisation disc for Continental Landscapes. Database reset - A clean database is required for Continental. Old (current) data needs archiving, (Glendale/ ATM details).</li> <li>○ Liaison with Continental to ensure ATAK system can interface</li> <li>○ Initial meeting on 20<sup>th</sup> October</li> <li>○ Next meeting on 22<sup>nd</sup> November</li> <li>○ Liaison with Continental to ensure viability &amp; accuracy of web based services.</li> <li>○ Penetration testing of any web browsers, managing users and secure access. Giles to chase Peter Harding to get help from web security team</li> </ul> </li> </ul>	Jonathan LeMoine	<p>30/11/11 28/11/11</p> <p>14/11/11</p> <p>14/11/11 w/c 5/12/11</p> <p>w/c 5/12/11 ongoing</p> <p>w/c 12/12/11</p> <p>1/12/11 20/10/11 22/11/11 w/c 8/12/11</p> <p>31/12/11</p>	<p>29/11/11</p> <p>14/11/11</p> <p>29/11/11</p> <p>20/11/11 22/11/11</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>

## Grounds Maintenance Mobilisation Action Plan - October – December 2011

	<ul style="list-style-type: none"> <li>○ Conduct testing of ICT systems to ensure efficient and accurate service delivery</li> <li>○ Pete Lock &amp; Jon Le Moine to carry out testing – discussion on 22 Nov.</li> </ul>		31/12/11		
			22/11/11	22/11/11	Y
3b	<b>Payment/Invoice Process</b> <ul style="list-style-type: none"> <li>● Make contact with CLL to progress payment process work</li> <li>● Invoice meeting schedule – agree with Continental</li> </ul>	Tony Penniston	w/c 8/12/11		
3c	<b>Contract Monitoring</b> <ul style="list-style-type: none"> <li>● Agree monitoring mechanism with Clients</li> <li>● Agree monitoring procedure with Continental – meeting w/c 8/12/11</li> <li>● Process map the monitoring procedure                             <ul style="list-style-type: none"> <li>○ Daily reporting procedure to be created in line with New Contract Specification &amp; PRIM</li> <li>○ Ensure receipt and distribution of daily update from contractor</li> <li>○ Manage flow of monitoring data to the database</li> <li>○ Ensure accurate monitoring update is sent to Contractor</li> <li>○ Development of GM Portable Device Applications enabling remote access to Maps and Data</li> </ul> </li> <li>● Confirm with Continental the application of the PRIM mechanism</li> <li>● Agree monitoring mechanism for Town and Parish Councils</li> <li>● Produce handbook/Guidance Manual to include monitoring</li> </ul>	Giles Jeffs	02/12/11 29/11/11  09/12/11  30/11/11 6/12/11 31/1/12	02/12/11	Y
6	<b>Contract Management Process</b> <ul style="list-style-type: none"> <li>● Monthly invoice ops meetings</li> <li>● Quarterly meeting</li> <li>● Annual service improvement plan.</li> <li>● Internal Governance meetings – Project Team &amp; Board, DMT Cog, Area Comm's</li> </ul>	Anne-Marie Broadhead/ Giles Jeffs	w/c 5/12/11		

## Grounds Maintenance Mobilisation Action Plan - October – December 2011

7	<p>Town and Parish Council Engagement</p> <ul style="list-style-type: none"> <li>• Arrange briefing session for Local Councils to be involved in the contract monitoring</li> <li>• Prepare briefing note for all Local councils</li> </ul>	Giles Jeffs / AMB	12/12/11 30/11/11		
8	<p>Area Committees</p> <ul style="list-style-type: none"> <li>• Prepare report detailing contract mobilisation and start</li> </ul>	Andrew Mason	24/11/11		
9	<p>Engagement with tenants and customer representatives</p> <ul style="list-style-type: none"> <li>• Develop and agree customer/tenant engagement process</li> </ul>	Richard Britten	31/12/11		
10	<p>Communications</p> <ul style="list-style-type: none"> <li>• Sign –off of communication plan by programme board</li> <li>• Issue of internal/external bulletins</li> <li>• Develop communication strategy - communicate with LCC / ALMO staff and all stakeholders and members of the public.</li> </ul>	Nick Lawrence	24/10/11 w/c 21/11/11 31/12/11	24/10/11 24/11/11	Y Y
11	<p>Contact Centre</p> <ul style="list-style-type: none"> <li>○ Richard Hobson to review and amend contact centre knowledge base scripts and align to new contract specification</li> <li>○ Agree changes with Contact centre</li> </ul>	Giles Jeffs	18/11/11 21/11/11	18/11/11 21/11/11	Y Y
12	Close-Out Of Scrutiny Board Report	Steve Smith	23/11/11	25/11/11	Y
13	<p>Grounds maintenance contract administration and monitoring structure</p> <ul style="list-style-type: none"> <li>• Approval and sign off by programme board 24/10/11</li> <li>• Prepare JDs and have JE'd</li> <li>• Recruitment of staff</li> </ul>	Giles Jeffs	24/10/11 04/11/11 23/12/11	24/10/11	Y

## Grounds Maintenance Mobilisation Action Plan - October – December 2011

13	<b>Risk registers</b> <ul style="list-style-type: none"> <li>• Produce a contract mobilisation risk register</li> <li>• Produce a contract start up risk register</li> </ul>	Phil Rigby	8/11/11 23/12/11	ongoing	Y
14	<b>Health and Safety</b> <ul style="list-style-type: none"> <li>• Develop a H and S monitoring programme</li> </ul>	Steve Smith	19/12/11		
15	<b>Mobilisation</b> <ul style="list-style-type: none"> <li>• Establish mobilisation team</li> <li>• Prepare schedule of weekly mobilisation team meetings( former Project Team). Now scheduled for every Tuesday afternoon</li> <li>• Produce contract mobilisation risk register</li> </ul>	Steve Smith	26/10/11 8/11/11	26/10/11 8/11/11	Y Y
		Phil Rigby	15/11/11	ongoing	Y

**Report of Head of Scrutiny and Member Development**

**Report to Scrutiny Board (Safer and Stronger Communities)**

**Date: 12<sup>th</sup> December 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 2<sup>nd</sup> November 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

This page is intentionally left blank



## 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
<b>Reducing Burglary</b>	Consider potential scope of review SB 12/06/11 @ 10am		
<b>Anti-Social Behaviour</b>	Consider potential scope of review SB 12/06/11 @ 10am		
<b>Streetscene Services</b>	Consider potential scope of review SB 12/06/11 @ 10am – (deferred to July)	Consider potential scope of review SB 18/07/11 @ 10am	
<b>Role of the third sector and Council in mitigating the negative effects of the recession upon communities.</b>	Consider potential scope of review SB 12/06/11 @ 10am		
<b>Board initiated piece of Scrutiny work.</b>	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
<b>Crime and Disorder Committee work.</b>	To consider potential areas of review.		
<b>Budget &amp; Policy Framework</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>			

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
<b>Reducing Burglary</b>	Presentation on the Leeds Burglary Reduction Strategy - SB 12/09/11		
<b>Anti-Social Behaviour</b>			
<b>Streetscene Services</b>			
<b>Role of the third sector and Council in mitigating the negative effects of the recession upon communities.</b>			Strategic Planning and Policy Board Third Sector Review – Progress Report SB 14/11/11 @ 10 am
<b>Board initiated piece of Scrutiny work.</b>	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
<b>Crime and Disorder work</b>			
<b>Budget &amp; Policy Framework</b>			
<b>Recommendation Tracking</b>	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
<b>Performance Monitoring</b>			

## 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
<b>Reducing Burglary</b>			
<b>Anti-Social Behaviour</b>			
<b>Streetscene Services</b>			
<b>Role of the third sector and Council in mitigating the negative effects of the recession upon communities.</b>			
<b>Board initiated piece of Scrutiny work.</b>	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  Local Lettings Policies - update SB 16/01/12	Financial Health Monitoring Report SB 13/02/12 @ 10 am  Fuel Poverty Inquiry – Session 4 WG 07/02/12 @ 10 am
<b>Crime and Disorder Committee work.</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>		Housing Lettings Process SB 16/01/12 @ 10 am	
<b>Performance Monitoring</b>	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)
<b>Reducing Burglary</b>			
<b>Anti-Social Behaviour</b>	Update report following the Leeds Anti-Social Behaviour Review 'Operation Quest' SB 12/03/12 @ 10 am		
<b>Streetscene Services</b>	Update report following the delegation of specified environmental services to Area Committees - SB 12/03/12 @ 10 am		
<b>Role of the third sector and Council in mitigating the negative effects of the recession upon communities.</b>			
<b>Board initiated piece of Scrutiny work.</b>	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	
<b>Crime and Disorder Committee work.</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 12/03/12 @ 10 am		

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

WG – Working Group Meeting

## EXECUTIVE BOARD

WEDNESDAY, 2ND NOVEMBER, 2011

**PRESENT:** Councillor K Wakefield in the Chair

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

### 111 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 and Plan 2 to the report referred to in Minute No. 119 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 a particular person and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations with the Developer, it is not in the public interest to disclose this information at this point in time.
- (b) Appendices B and C to the report referred to in Minute No. 123 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain commercially sensitive information on the City Council's approach towards procurement issues, and commercially sensitive pricing and information about the commercial risk position of bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

### 112 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:-

- (a) An addendum to the report entitled, 'Informal Consultation on Housing Growth' (Minute No. 118 refers).
- (b) Correspondence received on 31<sup>st</sup> October 2011 regarding the report entitled, 'Response to Leeds Owl Trail Deputation' (Minute No. 127 refers).

- (c) Correspondence received on 1<sup>st</sup> November 2011 regarding the report entitled, 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' (Minute No. 122 refers).

**113 Declaration of Interests**

Councillors Wakefield, R Lewis, Golton, Gruen, Ogilvie, Blake, Dobson and Yeadon all declared personal interests in the agenda item entitled, 'Leeds Initiative Sub Board Arrangements', due to their respective memberships of Leeds Initiative Boards and Partnerships (Minute No. 138 referred).

Councillors R Lewis, Finnigan and Ogilvie all declared personal interests in the agenda item entitled, 'ALMO Review Update', due to their respective memberships of ALMO Boards and Panels (Minute No. 124 referred).

Councillors Finnigan and Gruen both declared personal interests in the agenda items entitled, 'Land at Thorpe Park, Colton', 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' and 'Waste Solution for Leeds – Residual Waste Treatment PFI Project', due to respective memberships of Plans Panel (East) (Minute Nos. 119, 122 and 123 referred).

A further declaration of interest was made at a later point in the meeting (Minute No. 124 referred).

**114 Minutes**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> October 2011 be approved as a correct record.

**115 Matters Arising from the Minutes**

Minute No. 101 – Leeds Home Insulation Scheme

Responding to Members' enquiries, the Executive Member for Environmental Services provided the Board with an update in respect of the ongoing work being undertaken on the Home Insulation Scheme.

**DEVELOPMENT AND THE ECONOMY**

**116 Deputation to Council 14th September 2011 - Residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds 12**

The Director of City Development submitted a report responding to the issues and concerns raised by the deputation to Council on 14<sup>th</sup> September 2011 from residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds. In addition, the report provided an update on further planning applications received in respect of the site which were to be considered by Plans Panel in due course. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the contents of the submitted report be noted.

**117 Director's Response to Report by Scrutiny Board (Regeneration) on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report setting out the response to the recommendations arising from the recent Scrutiny Board (Regeneration) inquiry undertaken into issues associated with housing growth. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Councillor J Procter, the Chair of the Scrutiny Board (Regeneration) attended the meeting to present the Board's findings, and highlighted several of the Board's recommendations. With regard to recommendation 4, emphasis was placed upon the fact that this recommendation was intended to refer to the production of monitoring data.

Members thanked the Scrutiny Board and officers involved for the detailed Inquiry report.

Consideration was given to recommendation 10 of the Scrutiny Board Inquiry report that 80% of the income raised through the Community Infrastructure Levy (CIL) be ring fenced for the benefit of local communities, and whether this level was appropriate.

In responding to enquiries regarding recommendation 6, it was acknowledged that a review would be undertaken in respect of this matter and the outcome reported back to the Scrutiny Board (Regeneration).

Further to Members' queries regarding the preparation of the Core Strategy and the associated resource implications, assurance was provided that good progress had been made on the Core Strategy, and a draft would be available in the new year.

**RESOLVED –**

- (a) That the Scrutiny Board's report be welcomed as a valuable contribution to the housing growth debate.
- (b) That the recommendations of the Scrutiny Board arising from the inquiry (including recommendation 4 on the basis that it relates to the production of monitoring data) be agreed, with the exception of recommendation 10, with a further report being submitted to the Board in December 2011 in respect of issues arising from recommendation 10.
- (c) That the conclusions arising from the Scrutiny Board inquiry and the Housing Growth Consultation, as detailed at paragraph 4.1 of the submitted report, be endorsed.

**118 Informal Consultation on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report outlining proposals regarding a set of draft housing growth principles for incorporation into the Core Strategy. In determining this matter,

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

Supplementary information in the form of an addendum detailing comments received on the draft housing principles had been circulated to Board Members for their consideration at the meeting.

Members raised concerns in relation to land banking and regeneration issues, which they felt were not fully addressed in the report. It was agreed that land banking issues should continue to be highlighted with central Government.

**RESOLVED –**

- (a) That the outcome of the informal consultation undertaken on housing growth be noted.
- (b) That the inclusion of appropriate principles within the Council's Core Strategy be supported.
- (c) That a further report be submitted to Executive Board in July/August 2012 in order to review the progress made.

**119 Land at Thorpe Park, Colton, Leeds**

The Director of City Development submitted a report detailing a number of development opportunities in East Leeds which would provide major commercial and housing economic growth opportunities for the City. In addition, the report sought approval to enter into an agreement with the Developer, as detailed within the submitted report, in order to facilitate part of this future development. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following consideration of Appendix 1 and Plan 2 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

**RESOLVED –** That approval be given to the Council entering into a land agreement with the Developer, as detailed within the submitted report, on the terms set out within the exempt appendix to the report, with the necessary authority being delegated to the Director of City Development and City Solicitor to approve any amendment to these terms.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above.)

**120 Economic Growth Strategy**

The Director of City Development submitted a report presenting for approval a new Economic Growth Strategy for the City, which was appended to the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.



**RESOLVED –**

- (a) That the Economic Growth Strategy for the City, as appended to the submitted report, be approved.
- (b) That further reports be submitted to Executive Board regarding progress on the delivery of the Economic Growth Strategy.

**121 Developing a Response to Neighbourhood Planning in Leeds**

The Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report providing an overview in respect of neighbourhood planning provision, and highlighting the significant level of political interest and local debate which was currently occurring on this matter in many parts of the city. In addition, the report acknowledged the need to begin the development of a corporate response in line with the city's aspirations in order to help achieve the Council's strategic objectives in this area. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the areas chosen for the pilot bids and the criteria which had been used, as well as the lessons that could be learned from the pilot process. Concerns were raised regarding the potential resource implications arising from such neighbourhood planning initiatives in the future.

**RESOLVED –**

- (a) That the submission of four pilots bids for Kippax, Otley, Boston Spa and Holbeck by the 4<sup>th</sup> November 2011 deadline be endorsed.
- (b) That the proposal to support on a pro-active basis, work within other parish and town councils and neighbourhood forums in order to help build capacity at a local level and help inform the site allocation process, be endorsed.
- (c) That Central Government be lobbied about the funding and resource implications arising from the neighbourhood planning process and associated referenda.
- (d) That the need for the Council to further consider the required arrangements for supporting the preparation of neighbourhood plans be noted.

(The matters referred to in this minute were not eligible for Call In, due to the 4<sup>th</sup> November 2011 submission deadline for the bids regarding neighbourhood planning frontrunner funding.)

**ENVIRONMENTAL SERVICES**

**122 Residual Waste Treatment PFI Project - Response to Leeds Friends of the Earth Deputation**

The Director of Environment and Neighbourhoods submitted a report providing a response to the issues raised by Leeds Friends of the Earth (FoE)

as part of the deputation presented to the Council meeting of 14<sup>th</sup> September 2011 entitled, "Why Leeds should not be chained to Waste Incineration?". In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration at the meeting.

**RESOLVED** – That the contents of the submitted report and its appendices, be noted.

**123 Waste Solution for Leeds - Residual Waste Treatment PFI Project**

Further to Minute No. 194, 12<sup>th</sup> February 2010, the Director of Environment and Neighbourhoods submitted a report providing Members with an update on the progress of the Residual Waste Treatment PFI Project since the last Executive Board update at the Detailed Solution Stage in February 2010, and advised on the outcome of evaluation of tenders received in respect of the Project. The report also identified the proposed, preferred bidder and requested authority to proceed to the Preferred Bidder stage, and described the programme and issues going forward into the preferred bidder and post contract signature stages. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to comments received regarding the possibility of increasing recycling targets, it was agreed that a report would be submitted to the Executive Board meeting in December 2011 regarding the Council's recycling strategy.

Both appendices B and C to the submitted report were designated as exempt under Access to Information Procedure Rule 10.4(3). Due to its confidential nature, appendix C was tabled and retrieved at the meeting. Following the consideration in private of both exempt appendices at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the contents of the submitted report, including its appendices, be noted.
- (b) That the revised price ceiling be noted.
- (c) That the outcome of the evaluation of tenders be noted.
- (d) That authority be given to proceeding to the Preferred Bidder Stage, including the formal appointment of the preferred bidder.
- (e) That a report be submitted to the December 2011 meeting of Executive Board regarding the Council's recycling strategy.

(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.)

## **NEIGHBOURHOODS, HOUSING AND REGENERATION**

### **124 ALMO Review Update**

Further to Minute No. 111 of the Executive Board meeting held on 3<sup>rd</sup> November 2010, the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made regarding the implementation of the key reforms to the 3 ALMO model in Leeds. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, assurance was provided that should there be a change in the decision making status of the Strategic Governance Board, this matter would be referred to Executive Board for approval. A response was also provided to a query regarding the progress made in delivering efficiencies of 2.5% through the creation of a shared service centre.

**RESOLVED** – That the progress made regarding the implementation of the key reforms to the ALMO model in Leeds be noted.

(Councillor Blake declared a personal interest in this item as a Board member of BITMO.)

## **CHILDREN'S SERVICES**

### **125 Children's Services Improvement Update Report (November 2011)**

The Director of Children's Services submitted a report providing an update on the improvement activity that was continuing across Children's Services in Leeds. The report particularly focussed upon improvement and inspection activity, together with a summary on the ongoing work to transform Children's Services. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of achieving consistency between the Cluster Partnerships, and in support of this it was proposed that a forum be set up for elected Members appointed to Cluster Partnerships.

On behalf of the Board, the Chair paid tribute to the Executive Member for Children's Services and the officers who had contributed to the improvements in partnership and locality working.

**RESOLVED** –

- (a) That the contents of the submitted report be noted, in light of the Ofsted inspection report considered at the Board's October 2011 meeting.

- (b) That the continuing direction of travel across Children's Services in Leeds be supported, as it comes to the end of the period of the government Improvement Notice.

**126 Progress Report on the Leeds Education Challenge**

The Director of Children's Services submitted a report summarising the progress made in establishing the Leeds Education Challenge (LEC). In addition, the report also provided a summary of the progress made and outlined the proposals for the next steps in developing and implementing the challenge, particularly in respect of the establishment of a Leeds Education Challenge Board and the proposed strategy to implement the LEC. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the progress made to date on the Leeds Education Challenge be noted, whilst support be given to the proposals for future developments and the direction of such developments.

**LEISURE**

**127 Response to Leeds Owl Trail Deputation**

The Director of City Development submitted a report responding to the Deputation to Council made by the Leeds Owl Trail on 14<sup>th</sup> September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration prior to the meeting.

In responding to Members' comments regarding the supplementary information submitted by the deputation, the Director of City Development advised that a response had been prepared. It was agreed that the response would be shared with Executive Board Members in order to determine whether further consideration should be given to this issue.

**RESOLVED** – That the response to the deputation, as detailed within the submitted report, be noted.

**128 Design & Cost Report for the development of new changing rooms and associated facilities at Middleton Leisure Centre**

The Director of City Development submitted a report which sought to bring together funding from the Sharpe Lane 106 scheme, Transforming Day Opportunities for Adults with Learning Disabilities programme and various revenue contributions, in order to deliver improvements to the facilities at Middleton Leisure Centre, as referred to within the 2011/12 revenue budget report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the positive effect of joint working on this initiative.

**RESOLVED –**

- (a) That approval be given to the utilisation of £455,300 from the Sharpe Lane Section 106 scheme and authority to spend £125,000 from the Transforming Day Opportunities for Adults with Learning Disabilities Programme (both of which already had Executive Board approval for injection into the capital schemes, with the authority to spend already being agreed for the section 106 funding).
- (b) That approval be given to an injection into the capital programme together with the authority to spend £158,000, comprising prudential borrowing of £115,000 and revenue contributions of £43,000.
- (c) That it be noted an additional funding bid has been submitted to the Sport England Inspired Facilities Fund for a further £145,000, in order to fund entrance, reception and studio works, together with additional sports equipment provision, making a proposed total scheme of £883,300 on the development of changing facilities, an Adult Social care area, improved heating system, car park and the demolition of the disused swimming pool.

**129 Lotherton Estate Consultation Update**

Further to Minute No. 35, 27<sup>th</sup> July 2011, the Director of City Development submitted a report advising of the outcomes arising from the public consultation exercise undertaken in respect of Lotherton Hall Estate and how such consultation had been used to refine the proposals for the Estate as previously considered by the Board. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to comments made on the high number of price points in place at the Lotherton Estate, Members noted that a review of pricing structures was being undertaken in relation to such facilities across Leeds.

**RESOLVED –** That the new pricing structure, as detailed within the submitted report, be approved.

**ADULT HEALTH AND SOCIAL CARE**

**130 The Government's Blue Badge reform programme - introduction of an administration charge for the issue of a blue badge**

The Assistant Chief Executive (Customer Access and Performance) and the Director of Adult Social Care submitted a joint report informing of the main changes brought about by the Government's National Reform Programme to the Blue Badge disabled parking scheme, advising of the forthcoming changes to legislation in respect of the issuing of Blue Badge Disabled Parking Permits and recommending several proposals in light of such changes. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, confirmation was received that the Council would not profit from the revised arrangements.

Regarding the new systems, concerns were raised in relation to their readiness, the associated implementation timescales, and the limited opportunity for testing.

**RESOLVED –**

- (a) That the changes to the Blue Badge Disabled Parking Permits Scheme be noted.
- (b) That approval be given to the introduction of an administration charge of £10 from 1<sup>st</sup> January 2012 for the issuing of each Blue Badge permit, as a result of the additional costs being incurred by the Council, with a £5 concessionary charge for lost/stolen badges, and no charge for children up to the age of 16, terminally ill people, war pensioners or armed forces personnel.
- (c) That a report be submitted to a future meeting of the Board regarding the revised process and its resource implications.

**RESOURCES AND CORPORATE FUNCTIONS**

**131 Response to the Deputation to Council by the Leeds Fairtrade Steering Group**

The Director of Resources submitted a report providing a response to the deputation made to full Council on 14<sup>th</sup> September 2011 by the Leeds Fairtrade Steering Group. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That the good work already undertaken by the Council in support of fairtrade be noted.
- (b) That the city's application to retain its status as a 'Fairtrade City' be supported.
- (c) That appropriate officers, including representation from the communications and marketing team, engage with the steering group to develop promotional activities further.

**132 Financial Health Monitoring 2011/12 - Month 6**

The Director of Resources submitted a report setting out the Council's projected financial health position for 2011/12 at the half year stage of the financial year. The report included a section on the financial performance of other key financial indicators, including Council tax collection and the payment of creditors. The report also reviewed the position of the budget after six months and commented upon the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the

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

Members received an update on the position relating to the fees paid to Leeds independent sector residential and nursing care homes.

The Director of Resources also provided an update on matters relating to ongoing claims with HMRC.

**RESOLVED** – That the projected financial position of the authority after six months of the financial year be noted.

### **133 Capital Programme Update 2011-2014**

The Director of Resources submitted a report providing an update on the capital programme position for 2011/12 as at September 2011. The report included an update of capital resources, a summary of schemes which had been upgraded from 'Amber' status to 'Green' since the first quarter report, and provided a summary of progress made on some major schemes. In addition, the report sought specific approvals to allow some schemes to progress. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** –

- (a) That the latest position on the general fund and Housing Revenue Account (HRA) capital programmes be noted.
- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.4 of the submitted report, be noted.
- (c) That the promotion of £400,000 from the reserved programme to the funded capital programme for works at Kirkgate Market, funded by a release from the capital contingency scheme, be approved.
- (d) That the injection into the capital programme of £738,700, funded by unsupported borrowing, for the demolition of surplus properties be approved.
- (e) That the reallocation of £3,510,000 from the Building Schools for the Future (BSF) programme to the capital contingency scheme, earmarked for Primary Basic Need and Children's Homes, be approved.
- (f) That the extension in the use of the existing capital programme provision for fire risk works to include asbestos removal works, be approved.
- (g) That the use of resources to develop the Assistive Technology Hub, as outlined within paragraph 3.5.5 of the submitted report, be approved.

- (h) That a release from the capital contingency scheme of £290,000 to re-provide the Millennium Square screen be approved.

**134 Treasury Management Strategy Update 2011/12**

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2011/12, which was approved by the Board in February 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were provided with details on the potential effect of the proposed changes to the Housing Subsidy system, further to queries raised.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2011/2012 be noted.

**135 Local Government Resource Review Consultation**

The Director of Resources submitted a report advising of the progress made in respect of the Local Government Resource Review and providing details of the consultation response submitted by the Council on 24<sup>th</sup> October 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the potential impact of the changing arrangements for Leeds and the other West Yorkshire authorities. Concerns were raised in relation to the timescales relating to the implementation of the review, and the need to introduce safeguards to take account of global economic uncertainty.

**RESOLVED** –

- (a) That the details of the response submitted to Department for Communities and Local Government (DCLG) be noted.
- (b) That officers be authorised to continue dialogue with DCLG and others in order to improve and refine the proposals.

**136 Large Casino - Approval of revised Gambling Act 2005 Statement of Licensing Policy 2010-2012**

The Director of Resources submitted a report presenting the revised Gambling Act 2005 Statement of Licensing Policy which contained a statement of the principles the Council would apply when making the determination of the large casino licence. In addition, the report also presented the Consultation Report which was the proposed Council response to the public consultation on the large casino section in the Policy, and the draft application pack. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the revised Gambling Act 2005 Statement of Licensing Policy and the related Consultation Report had been provided to Board Members for their information, prior to the meeting.



**RESOLVED** - That having considered the revised Gambling Act 2005 Statement of Licensing Policy 2010-2012, together with the consultation report as the Council's response to the public consultation exercise, both documents be referred to Scrutiny Board (Resources and Council Services) for consideration.

(The matters referred to in this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 is a matter reserved to Council.)

**137 Changing the Workplace - Development of the City Centre One Stop Design and Cost Report**

Further to Minute No. 40, 27<sup>th</sup> July 2011, the Director of Resources and the Assistant Chief Executive (Customer Access and Performance) submitted a joint report providing an update on proposals to improve and modernise customer services delivered by Leeds City Council through the delivery of a single integrated one stop in the city centre. In addition, the report sought approval to spend £1,027,000 for delivery of the project. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of maintaining a face to face provision in respect of such services.

**RESOLVED** – That expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street, as detailed within the submitted report, be approved.

**138 Leeds Initiative Sub-Board Arrangements**

The Assistant Chief Executive (Customer Access and Performance) submitted a report which sought to establish a framework for the creation of sub-boards to support the work of the five Leeds Initiative Strategic Partnership Boards. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members raised several concerns in respect of matters regarding regeneration governance arrangements for East Leeds, and in response a detailed discussion ensued. In conclusion, it was recommended that a report be submitted to a future Executive Board meeting in order to provide clarity on such matters.

**RESOLVED** –

- (a) That the arrangements for the creation and cessation of Leeds Initiative sub board arrangements be endorsed.
- (b) That a further report be submitted to Executive Board in order to provide clarity in respect of the governance arrangements for South, East and West Leeds.

**DATE OF PUBLICATION:** 4<sup>TH</sup> NOVEMBER 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 11<sup>TH</sup> NOVEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 14<sup>th</sup> November 2011)



**FORWARD PLAN OF KEY DECISIONS**  
Relating to Safer and Stronger Communities Scrutiny Board

1 December 2011 – 31 March 2012

(Urdu):-



**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 December 2011 to 31 March 2012

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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	1/12/11	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	1/12/11	With members of staff affected and relevant trade unions	Decision reports and appendices	bridget.emery@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>1/12/11</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>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>	<p>Director of Environment and Neighbourhoods</p>	<p>1/12/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>neil.evans@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>1/12/11</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>



<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>1/12/11</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>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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 CRI for the DIP and Integrated Offender Management Services at a cost of £979,129.00 (annualised amount)</p> <p>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)</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/12/11</p>	<p>n/a</p>	<p>Report to be presented to the Environments and Neighbourhoods Delegated Decision Panel</p>	<p>neil.evans@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Police Reform and Social Responsibility Bill - Initial Implications of Elected Police and Crime Commissioner (PCC)</p> <p>Approve the establishment of local partnership group to oversee the implications associated with the introduction of the PCC, and make recommendations on how these are dealt with to the Safer Leeds Executive Board and the Council's Executive Board.</p>	<p>Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)</p>	<p>14/12/11</p>	<p>Council Leader, Chair of Safer and Stronger Scrutiny Board, Chief Executive, Director of Environments and Neighbourhoods, Chief Officer – Community Safety, Divisional Commanders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>liz.jarmin@leeds.gov.uk</p>
<p>Neighbourhood Pride/Community First Approval to establish a Neighbourhood Pride Investment Fund; to support the Council's cooperation in establishing the Community First Programme in Leeds and, to endorse its alignment with Neighbourhood Pride</p>	<p>Executive Board (Portfolio: Neighbourhoods, Housing and Regeneration)</p>	<p>14/12/11</p>	<p>Ward Members, Local Communities, Third Sector and other stakeholders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>james.rogers@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Formal approval for the making of Dog Control Orders under the provisions of the Clean Neighbourhoods and Environment Act 2005 Formal approval for the making of Dog Control Orders under the provisions of the Clean Neighbourhoods and Environment Act 2005	Executive Board (Portfolio: Environmental Services)	14/12/11	Extensive public consultation between 15 <sup>th</sup> August and 14 <sup>th</sup> October 2011 inclusive	The report to be issued to the decision maker with the agenda for the meeting	tom.smith@leeds.gov.uk
Review of commissioned housing related support services for people with mental health problems	Director of Environment and Neighbourhoods	1/1/12		Report to be presented to Delegated Decision Panel	neil.evans@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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 Homeless People.</p> <p>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 Homeless People.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/12</p>	<p>n/a</p>	<p>Report to be presented to the Commissioning Body</p>	<p>neil.evans@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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)	4/1/12	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

## **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**

<b>Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be considered by Decision Maker</b>	<b>Lead Officer</b>
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
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.

This page is intentionally left blank