



WEST (OUTER) AREA COMMITTEE

**Meeting to be held in Farsley Community Church, Back Lane, Farsley, LS28 5EU on
Friday, 20th January, 2012 at 1.00 pm**

MEMBERSHIP

Councillors

A Carter	- Calverley and Farsley;
J Marjoram	- Calverley and Farsley;
R Wood	- Calverley and Farsley;
M Coulson	- Pudsey;
J Jarosz	- Pudsey;
R Lewis	- Pudsey;
A Blackburn	- Farnley and Wortley;
D Blackburn	- Farnley and Wortley;
J Hardy	- Farnley and Wortley;

Co-optees

Rev Paul Ayers	- Faith Representative
Howard Bradley	- Youth Representative
Rev Kingsley Dowling	- Faith Representative

**Agenda compiled by:
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**West North West Area Leader: Jane
Maxwell
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A BRIEF EXPLANATION OF COUNCIL FUNCTIONS AND EXECUTIVE FUNCTIONS

There are certain functions that are defined by regulations which can only be carried out at a meeting of the Full Council or under a Scheme of Delegation approved by the Full Council. Everything else is an Executive Function and, therefore, is carried out by the Council's Executive Board or under a Scheme of Delegation agreed by the Executive Board.

The Area Committee has some functions which are delegated from full Council and some Functions which are delegated from the Executive Board. Both functions are kept separately in order to make it clear where the authority has come from so that if there are decisions that the Area Committee decides not to make they know which body the decision should be referred back to.

A G E N D A

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

Item No	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>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.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>OPEN FORUM</p> <p>In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, at the discretion of the Chair a period of up to 10 minutes may be allocated at each ordinary meeting for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee. This period of time may be extended at the discretion of the Chair. No member of the public shall speak for more than three minutes in the Open Forum, except by permission of the Chair.</p>	
7			<p>MINUTES - 16TH DECEMBER 2011</p> <p>To confirm as a correct record the minutes of the meeting held on 16th December 2011, and to formally ratify Minute numbers 81 – 87, as the Committee was inquorate during the consideration of these items.</p>	1 - 8

Item No	Ward	Item Not Open		Page No
8			<p>PROPOSAL TO DEVELOP INTEGRATED HEALTH AND SOCIAL CARE TEAMS</p> <p>To consider the report of the Director of Adult Social Services providing details of work being undertaken in Leeds to improve the effectiveness of health and social care services. The report describes the approach of using demonstrator sites to test out and develop aspects of the model of service.</p> <p>(Council Function)</p>	9 - 18
9	Calverley and Farsley; Farnley and Wortley; Pudsey;		<p>UPDATE REPORT ON PUDSEY MARKET</p> <p>To consider the report of the Markets Service, City Development updating Members on current issues and opportunities facing Pudsey market, and outlining future proposals to better promote the market.</p> <p>(Council Function)</p>	19 - 24
10	Armley; Bramley and Stanningley; Calverley and Farsley; Farnley and Wortley; Pudsey;		<p>WEST LEEDS DOG WATCH SCHEME</p> <p>To consider the report of West Yorkshire Police and Community Safety providing an overview of the Dog Watch scheme which was launched on 29th October 2011.</p> <p>(Council Function)</p>	25 - 30
11			<p>GROUNDS MAINTENANCE CONTRACT MOBILISATION AND START UPDATE</p> <p>To consider the report of the Chief Environmental Services Officer updating Area Committees on the mobilisation and start of the new Grounds Maintenance contract that commenced on the 1st of January 2012.</p> <p>(Council Function)</p>	31 - 36

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12	Calverley and Farsley; Farnley and Wortley; Pudsey;		<p>WELL-BEING FUND BUDGET UPDATE</p> <p>To consider the report of the West North West Area Leader seeking to update Members on the current amount of funding committed and available via the Area Committee Well-Being Budget for wards in the Outer West area.</p> <p>(Executive Function)</p>	37 - 48
13			<p>FORWARD PLAN</p> <p>Copy attached.</p>	49 - 50
14			<p>DATES, TIMES AND VENUES OF FUTURE MEETINGS</p> <p>Friday 23rd March 2012 at 1.00pm, Swinnow Community Centre Friday 18th May 2012 at 1.00pm, Leeds Civic Hall</p> <p>MAP OF TODAY'S VENUE</p> <p>Farsley Community Church, Back Lane, Farsley, Leeds, LS28 5EU.</p>	

Agenda Item 7

WEST (OUTER) AREA COMMITTEE

FRIDAY, 16TH DECEMBER, 2011

PRESENT: Councillor D Blackburn in the Chair

Councillors A Blackburn, J Hardy, J Jarosz
and R Wood

Co-optees Rev Paul Ayers, Rev Kingsley Dowling

66 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents in accordance with Procedure Rule 25 of the Access to Information Procedure Rules.

67 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

68 Late Items

There were no late items submitted to the agenda for consideration.

69 Declaration of Interests

No declarations of interest were made.

70 Apologies for Absence

Apologies for absence were received on behalf of Councillors Carter, Coulson, Lewis and Marjoram.

71 Open Forum

Reference was made to the provision contained in the Area Committee Procedure Rules for an Open Forum session to take place at every ordinary meeting of an Area Committee, whereby members of the public could ask questions or make representations on any matter which fell within the remit of the Area Committee. On this occasion, no such matters were raised.

72 Minutes - 14th October 2011

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

73 Matters Arising from the Minutes

Further to Minute 60, it was agreed that draft versions of the Wellbeing Fund reports would be circulated to all Members of the Committee in order that Members can alert the Chair and/or Deputy Chair of any potential issues relating to their ward.

Further to Minute 59, Councillor Jarosz informed Members that Stephen Walker, the Council's newly appointed Deputy Director of Safeguarding, Targeted and Specialist Services may be attending a future Area Committee meeting as part of the more localised approach to Children's care.

Further to Minute 63, Councillor Hardy reported that the Director of Children's Services was checking whether class size could be increased at schools close to the site of the former South Leeds Sports Centre.

74 Appointment of Co-optees to the Outer West

The Area Improvement Manager presented a report of the West North West Area Leader seeking approval for the appointment of a new Co-optee, the Rev. Paul Ayers from the Pudsey ward.

RESOLVED – That the appointment of the Rev. Paul Ayers as Co-optee to the West (Outer) Area Committee be approved.

75 Wellbeing Fund Budget Update

The Area Improvement Manager presented a report of the West North West Area Leader updating Members on the current amount of capital and revenue funding committed and available via the Area Committee Wellbeing Budget for wards in the Outer West area.

The Area Improvement Manager informed Members that if approved, the funding requested by New Farnley Community Association would be drawn from the 2011/12 revenue budget, not the 2012/13 revenue budget as stated in the report.

RESOLVED –

- (a) That the relatively small amount of revenue Wellbeing Budget available for 2011/12 be noted;
- (b) That the following decisions be taken in respect of applications before the Committee today for consideration:

Revenue 2011/12

- (i) Replacing Damaged Tables - £1,660.16 – Approved.

Revenue 2012/13

- (i) Summer Bands in the Park - £3,000.00 – Approved.

- (c) The approval for the small grant given since the last Area Committee, as set out in paragraph 3.7 of the report, be noted.

(At the conclusion of this item the meeting was adjourned for 5 minutes from 1.20 – 1.25pm.)

76 Clare Wiggins and Sam Woodhead, Area Management Team

On behalf of the Committee, the Chair thanked Clare Wiggins and Sam Woodhead for the excellent support they had provided to the Area Committee and its Members. The Chair informed Members that both Sam and Clare had been appointed as Area Improvement Managers as part of the restructure of the Area Management Teams, and that Sam would continue to work in the West North West Area, but would not be attending Area Committee meetings, and Clare had now moved to the East North East Area team.

77 Area Progress Report

The Area Improvement Manager presented a report of the West North West Area Leader informing Members of progress against the Area Management work programme for Outer West Leeds and local contributions to Council priorities.

Members particularly discussed the following issues:

- The damage caused to the 'ginnel' by a runaway vehicle, and the difficulty encountered in establishing who is responsible for the boundary wall. The Area Improvement Manager informed Members that a letter would be sent seeking assurance that payment would be received for repairing the wall, and that a copy of this would be sent to the Calverley and Farsley Ward Councillors;
- The pilot of joined up working between West North West Homes ALMO and Environmental Services, which will take place on the Tongs estate. It was confirmed that the pilot would commence in January, and would be reviewed after four or five months;
- Concerns regarding the amount of litter on the footpath leading from Priesthorpe School. The Locality Manager informed Members that Green Flag (who operate in the same area) had been served with a fixed penalty notice, and further to Councillor Wood's request undertook to inform him of the date the notice was sent and the date it expires. He also informed Members that additional litter bins would be placed on the path on a temporary basis, as eighty one bags of rubbish had recently been removed from it. Members were also informed that in the new year, a week of targeted action would be undertaken with PCSOs in this area, following which there would be regular patrols, and that stickers would be placed on the bins to highlight the £75 fixed penalty notice;
- The resignation of the Chair and Deputy Chair from the Pudsey Business Forum. It was reported that the Pudsey Town Centre

Manager is attempting to resolve this issue, however the Business Forum may not continue as a result;

- Whether the Area Committee could provide funding for grit bins. Due to potential issues in relation to the placing of bins and keeping them stocked, the Area Improvement Manager undertook to look into whether this would be feasible; and
- The Committee's request to move trees in order for a nearby CCTV camera to gain visibility to the soft play area in Pudsey Park, which had not progressed due to the concerns of the Parks and Countryside service in relation to the cost of moving trees. It was agreed that the Area Leader would seek to progress this with the Head of Parks and Countryside.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That the Area Improvement Manager investigate whether it would be feasible for the Area Committee to provide funding towards grit bins; and
- (c) That the Area Leader seek to progress the Area Committee's request to move trees in order for a nearby CCTV camera to gain visibility to the soft play area in Pudsey Park with the Head of Parks and Countryside.

78 Annual Community Safety Report

Gill Hunter, Area Community Safety Co-ordinator and Inspector Richard Cawkwell presented the annual community safety report, providing Members with details of the community safety activity undertaken during the last 12 months. The report also provided details of crime data, making comparisons with previous years.

Further to requests made by Members, the Area Community Safety Co-ordinator undertook to:

- E-mail the Calverley and Farsley Ward Councillors with an update in relation to the railing project being undertaken near to Red Lane;
- Look into opportunities for linking CCTV surveillance with that undertaken by West North West Homes ALMO; and
- Check whether there are still problems with bikes in the area around Lawns Lane, and pass on concerns raised regarding noise in Matalan car park (when it is closed) to the off road bikes team.

The Committee congratulated Inspector Cawkwell on the work undertaken by him and his team during the last year, and the improved crime statistics. Members felt that the media should be informed of the figures, and to that end it was agreed that officers would prepare a letter to be signed by all members of the Area Committee and sent to the local media.

RESOLVED –

- (a) That the contents of the report be noted; and

- (b) That the officers prepare a letter regarding the improved crime statistics to be signed by all members of the Area Committee and sent to the local media.

79 Environmental Services - Update on the Service Level Agreement

The Locality Manager (West North West) presented a report providing an update on performance against the Service Level Agreement between the West (Outer) Area Committee and the West North West Environmental Locality Team.

Members were supportive of the intention to combine education and enforcement approaches to tackling long standing problems.

In response to a query raised regarding the purchasing of new litter bins, the Locality Manager confirmed that the Environmental Locality Team has six damaged bins, three of which could be refurbished for re-use.

RESOLVED – That the progress being made by the Locality Team in delivering the Service Level Agreement be noted.

80 Outer West Area Committee Business Plan

The Area Improvement Manager presented a report of the West North West Area Leader providing an update on the work to date to develop an Area Committee Business Plan Action Plan.

Members raised concerns regarding the new structure of the Area Management Team. It was agreed that the Area Leader would discuss these concerns further with the Chair of the Committee who requested that Councillor Carter and Councillor Coulson also be invited.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That the contents of the Business Plan Action Plan, as attached at Appendix 1 to the report, be noted;
- (c) That the Area Management Team continue to develop the Business Plan;
- (d) That updates be received at future meetings, and that a four year plan be adopted at the March 2012 meeting that will be subject to an annual refresh; and
- (e) That the Area Leader discuss Members' concerns regarding the new Area Management Team structure with the Chair of the Committee, Councillor Carter and Councillor Coulson.

(Councillor Jarosz left the meeting at 3.00pm, at the conclusion of this item.)

81 Developing a Locality Approach between Leeds City Council Services and Neighbourhood Police Teams/Police Community Safety Officers (PCSOs)

Gill Hunter, Area Community Safety Co-ordinator presented a report of the Director of Environment and Neighbourhoods providing Members with an overview of progress to develop more joined up working arrangements between locality based City Council services and Neighbourhood Police Teams/PCSOs.

Members requested an update in relation to the dog watch initiative, and the Area Community Safety Co-ordinator undertook to provide this at a future meeting of the Area Committee.

***RECOMMENDED –**

- (a) That the progress made to develop more joined up working within localities between LCC services and Neighbourhood Police Teams/PCSOs be noted; and
- (b) That an update on the dog watch initiative be provided at a future Area Committee meeting.

82 Update Report on Pudsey Market

The Markets Service submitted a report updating Members on current issues and opportunities facing Pudsey Market and outlining future proposals to better promote the market. As the Markets Manager was unable to attend to present the report and respond to Members' questions, the Chair agreed to defer consideration of this report.

83 Area Chairs Forum Minutes

***RECOMMENDED –** That the minutes of the Area Chairs Forum meeting held on 5th September 2011 be received and noted.

84 Localism Act 2011

The Assistant Chief Executive (Customer Access and Performance) submitted a report providing a high level summary of the main elements of the Localism Act that will be of direct relevance to area committees and to provide an opportunity to debate and influence the way the Council implements the legislation.

Members were requested to provide any comments regarding this report to the Area Leader and/or Area Improvement Manager.

***RECOMMENDED –** That the report be noted.

85 Capital Receipts Incentive Scheme Report to Executive Board

The Assistant Chief Executive (Customer Access and Performance) submitted a report making Area Committees aware of the report on the Capital Receipts Incentive Scheme that received approval at the Executive Board meeting held on 12th October 2011.

Members were requested to provide any comments regarding this report to the Area Leader and/or Area Improvement Manager.

***RECOMMENDED** – That the contents of the Executive Board report on the Capital Receipts Incentive Scheme be noted.

86 Leeds Citizens Panel in Support of Locality Working

Chris Dickinson, Area Improvement Manager presented a report of the Assistant Chief Executive (Customer Access and Performance) outlining the progress being made to create a new Citizens' Panel of 6000 residents who would be representative of population profiles at Area Committee level. The report also set out how the new Leeds Citizens' Panel will be developed and managed, and sought the Area Committee's views on the opportunities it presents for supporting local decision making.

Members were supportive of the proposals within the report, but highlighted the importance of achieving a representative panel, and ensuring that activists do not have the opportunity to distort the views of the Panel. As only residents aged 18 and over can join the Panel, it was recommended that the Youth Council be used to obtain the views of Leeds' younger citizens.

***RECOMMENDED** –

- (a) That the report be noted; and
- (b) That the use of the new Leeds Citizens' Panel be supported, and that it be used as part of the Committee's community engagement activities in support of Wellbeing fund priority setting and in the development of the Area Business Plans.

87 Forward Plan

The Area Improvement Manager informed Members that a Community Safety Update would not be submitted to the Committee in January due to the short timescale between today's meeting and the January meeting. It was also confirmed that the report on Pudsey Market which had been deferred from today's agenda would now be received in January.

The Chair requested that the update on Dog Watch be submitted to the January meeting, if possible.

***RECOMMENDED** – That the forward plan be noted.

88 Dates, Times and Venues of Future Meetings

Friday 20th January 2012 at 1.00pm, Farsley Community Church

Friday 23rd March 2012 at 1.00pm, Swinnow Community Centre

Friday 18th May 2012 at 1.00pm, Venue tbc

The meeting concluded at 3.35pm.

* As the Committee was inquorate during the consideration of this item, the decisions will be ratified at the next meeting, to be held on 20th January 2012.

Report of Director of Adult Social Services

Report to Area Committees

Date: January 2012

Subject: Proposal to develop Integrated Health and Social Care teams

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

Summary of main issues

1. Many people who receive both health and social care support have to cope with two sets of professionals coming to see them, asking similar questions and assessing them for many of the same conditions and problems. Most of these people are living with one or more long-term conditions – and many are elderly.
2. In some parts of the country, health and social care teams have begun to work closely together in a more integrated way. They have found that this more streamlined, joined-up approach often results in services which patients and carers say are better for them – and fewer people ending up in hospital or in long-term residential care.
3. In Leeds we are looking at how we can work together more effectively by developing integrated health and social care teams. The development of integrated teams will be progressed together with two other key aspects of work: **risk stratification** – understanding the needs of the population and identifying those most at risk of needing high levels of health and social care support; and **co-production and self-care** – empowering individuals to take control of their treatment, care and support.

4. GP practices, health workers, social care staff and patients will be working more closely together to improve outcomes and quality of care for older people and those with long-term conditions.
5. They will take a combined approach to identifying who's most at risk and providing earlier, targeted support to help people stay as healthy and independent as possible.
6. Shared information, systems and processes will help clinicians and social care teams to reduce waste and duplication and create a smoother experience for people using services.
7. The ambition is to have integrated health and social care teams in place across the whole City by March 2013 starting this process with three demonstrator sites in Kippax & Garforth, Pudsey and Meanwood.

Recommendations

8. Members are requested to note the information within this report and request that further updates on the progress of the demonstrator sites be provided to them over the coming year.

1 Purpose of this report

- 1.1 This report gives Committee Members detail of work going on in Leeds to improve the effectiveness of health and social care services. It describes the approach of using demonstrator sites to test out and develop aspects of the model of service.

2 Background information

- 2.1 *“People want services that feel joined up, and it can be a source of great frustration when that does not happen. Integration means different things to different people but at its heart is building services around individuals, not institutions. The Government is clear that joint, integrated working is vital to developing a personalised health and care system that reflects people’s health and care needs.”* (Department of Health/Department of Communities and Local Government, 2010)
- 2.2 The White Paper *Healthy Lives, Healthy People* and the *Transforming Community Services* agenda call for the NHS and local authorities across the country to take a joint approach to developing more personalised, preventive services focused on delivering the best outcomes for our communities.
- 2.3 At the same time, all NHS organisations and local authorities must deliver efficiency savings while maintaining or improving the quality of services, to meet QIPP (Quality, Innovation, Prevention and Productivity) and local authority Spending Review targets, respectively.
- 2.4 The Leeds Transformation Programme is a city-wide agreement between Health and Social Care partners to work together to deliver the challenges ahead. Programme Board membership includes the Director of Adult and Children’s Social Services together with the Chief Executives of all of the NHS trusts within the City.
- 2.5 Demand for health and social care services is growing because of a continued increase in the proportion of people aged over 65 and, in particular over 85 years; new developments in health and care interventions; and trends in ‘lifestyle’ challenges such as obesity, levels of exercise, smoking, and drug and alcohol dependency.
- 2.6 To ensure we can rise to these challenges successfully, we need to fundamentally reshape the way in which health and social care services are delivered in partnership with the people of Leeds.
- 2.7 Through the Transformation Programme, public sector organisations in the city will work, together with third sector colleagues, to pool resources, support integration and deliver services tailored around the needs of individuals and local communities. The Programme is the means by which, together, the NHS and Adult Social Care will drive and deliver the transformation of health and social care services with the people of Leeds.
- 2.8 Some projects within the programme impact more directly on Adult Social Care than others. The Urgent Care and Older People and Long Term Conditions work areas are particularly important in ensuring that the people of Leeds get timely, appropriate health and social care services and reduce the need for people to retell their story to different professionals to get the help they need
- 2.9 An important aspect of this work is to look at how organisations can work together more effectively by developing integrated health and social care teams. The development of integrated teams will be progressed together with two other key

aspects of work: risk stratification – understanding the needs of the population and identifying those most at risk of needing high levels of health and social care support; and co-production and improving self-care – empowering individuals to take control of their treatment, care and support.

The model being proposed is based on:

- Existing profile on use of services by people with long term conditions;
- Opportunity to improve health, increase life expectancy, reduce health inequalities within the city;
- Agreement to adopt a model based on national evidence base (Sir John Oldham's model) of risk stratification, integrated teams, systematic self care;
- A desire to develop co-production based on 'no decision about me without me', improving patient/service user experience, promoting choice and personalisation.

- 2.10 **Shaping the Workforce.** The proposal is to work with the staff delivering health and social care services and with service users to consider the support people would access from health and social care teams and the skills the teams need to deliver this support. This information will then be used to build the multi-disciplinary teams of the future with the right blend of professional skills and practices. A model of workforce development will be used to engage staff and service users in identifying the skills needed. This will then inform the numbers of staff and types of role that will make up the teams. The idea of generic workers will also be explored.
- 2.11 To help us develop a model of partnership working that will be right for Leeds the proposal is to start with three demonstrator sites – one in each of three areas of the City. Health and social care staff in the demonstrators will be co-located and will test out and consider the tools and processes that they need to be in place for effective joint working. The teams will be based around GP practice populations linked to neighbourhoods- working closely with GPs and with the voluntary sector and community groups.
- 2.12 **Focus of the Model.** The initial focus of the teams will be on those individuals identified as having the highest level of need – these will often be older people living with more than one long term condition. By targeting those who are most at risk of arriving at hospital as an unplanned or emergency admission efforts can be made to tailor appropriate health and social care services to the individual and their needs – helping them to remain safe and supported in the community.
- 2.13 If people do need a period of time in hospital, integrated teams can also facilitate discharge from hospital when people are medically fit to leave. By having an integrated health and social care system with appropriate support co-ordinated from the community, planning for discharge can start earlier with people quickly directed to the most appropriate support setting for them.
- 2.14 The implementation of adult health and social care teams aims to:
- maintain a strong focus on quality and safety,

- join up care and services offered,
- reduce duplication and waste and offer people greater choice.

2.15 It is envisaged through better integrated and co-ordinated working more people will be supported to remain independent for longer and be enabled to take greater personal responsibility for their health and well-being. This model of service delivery has clear benefits for service users but also benefits the health and social care economy.

3 Main issues

3.1 It is proposed that integrated teams will be rolled out across the City over the next 15 months. To start this process three Demonstrator sites have been identified that will lead the way. These sites will test out new ways of working and their experience of what works will be fed into the service model that will be used in Leeds.

3.2 Three areas have been identified as demonstrator sites by the Clinical Commissioning Groups (CCGs). Whilst there needs to be consistency of approach and equitable services across the City it is also recognised that different neighbourhoods also have their own needs and are in different places to one another in terms of health inequalities and the support available from community groups. The demonstrators will be considering how we develop a service model which allows sufficient flex for local variations but provides consistent access to services and high quality care for all. The initial three demonstrators are very different to one another in terms of the geography and density of population and have been chosen for that reason. The chosen demonstrators are clusters of GP practices in Kippax/Garforth, Pudsey and Meanwood. The demonstrators will bring together a full range of health and social care staff and services at a practice/neighbourhood level.

Demonstrator site	CCG	Local Authority Area	Number of practices	Total population	Over 65 population
Kippax/Garforth	Leodis	SE	7	41,775	8,205
Pudsey	H3+	WNW	6	51,049	7,961
Meanwood	Calibre	ENE	15	101,342	14,071

3.3 Meanwood is the largest of the demonstrators and is based within the Calibre CCG Area (see map in appendix 1) There are 15 GP practices involved with a GP practice population of 101,000 with over 14,000 patients over the age of 65. Pudsey is the second largest demonstrator site with 6 GP practices in the H3+ CCG area and a practice population of over 51000 nearly 8000 of whom are over 65. Kippax/Garforth in the Leodis CCG area is the smallest demonstrator site with 7 GP practices with a population of 41775 but with over 65s numbering 8205..

3.4 For the purpose of the demonstrator areas the teams will be working with all individuals within the practices that are identified as in need of support, this includes those who live outside of the geographical area. .

3.5 A project team has been put together who will facilitate the development of the teams. Work is underway on identifying staff to work in the demonstrator sites and, working with the staff defining the work of the demonstrators. However, the project

has steered away from having a blueprint for the teams to allow service users/patients and frontline health and social care staff engaged in the demonstrators to shape the process redesign and develop a new model of working.

- 3.6 Working more closely together will allow health and social care staff to achieve a better understanding of how multi-professional teams can support people holistically – for example, staff will be encouraged and empowered to identify gaps in services and potential solutions for doing things better in the interests of the people they support.
- 3.7 Staff will be aware of the needs and choices of the people they work with, and will be able to link them into appropriate services in their own local communities.
- 3.8 Working in a more integrated way will help us to minimise delays, reduce duplication or fragmentation of services, reduce the number of different professionals who need to be involved (so people don't have to keep repeating the same information to different staff), and ensure that information is shared between different professionals more effectively – to create a smoother, more streamlined experience for the individual.
- 3.9 To monitor the impact of this change programme a number of jointly agreed quality and outcome measures have been identified, namely:
 - Baselines for demonstrator sites prior to go live
 - Patient experience measures
 - Staff experience measures
 - Activity and finance measures
 - Health inequality measures
- 3.10 Work is underway to agree joint metrics for these measures. In addition options are presently being developed for a formal evaluation of the impact of Integrated Teams linked to risk stratification and systematic self care management.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 This service transformation proposal recognises the need to place patients and service user at the centre of the process and to that extent a detailed public patient involvement plan is being produced which will include, at all levels of project structure, patient and service user representation and involvement.
- 4.1.2 A series of meetings are being held, initially for staff teams within the demonstrator areas, but eventually across the city and across organisations, to ensure the full engagement of all staff upon which the success of this proposal depends.
- 4.1.3 Trades unions have been informed of these proposals through the routine business meetings with the Chief Officer and the through formal JCC meetings and have been assured they will be kept fully informed of developments.
- 4.1.4 Early in the new year it is planned that this report and a presentation will be provided for all Area Committees and Health and Well Being Partnership Boards to ensure Members and other stakeholders are made fully aware of these

developments and can request regular updates to their Board on the projects progress through the year.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 These proposals will be subject to an equality impact assessment throughout the timeline of the project and the outcome of that assessment will be reported upon at its conclusion along with any recommendations as to how services may need to be modified

4.3 Council Policies and City Priorities

4.3.1 This proposal is about working more effectively in partnership with other organisations to improve outcomes for the citizens of Leeds. and is line with the City Priority Plan 2011 – 2015.

4.4 Resources and Value for Money

4.4.1 The integrated care pathways model aims to develop efficient streamlined services. These new pathways will remove duplication in management and in service delivery. This will improve the experience for service users in accessing a single service that can meet a range of support needs whilst maximising use of resources.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no specific legal implications arising from this report.

4.5.2 This report is eligible for call in.

4.6 Risk Management

4.6.1 The main issues for the council are outlined in the main body of the report. A full risk analysis will be carried out within the context of developing this proposal The potential risks will fall broadly into four categories – Governance, HR, Finance and Performance and a more detailed report on these areas with be provided at the conclusion of the project

5 Conclusions

5.1 To meet the increasing demands made on health and social care services In a challenging financial climate both the Council and the NHS need to make radical changes to the way that we work for the people of Leeds .

5.2 In Leeds this proposal is to more closely align health and social care services based on national evidence of what works and delivers improved patient and service user experience and outcomes.

5.3 This work is made up of three interconnected strands which are being implemented together:

1. Risk profiling: Identifying people who are more likely to need hospital or long-term care in the future, so we can target them with more intensive support at an earlier stage, to reduce this risk.

2. Health and social care teams working more closely together: GP practices, community health and social care staff working together in a more co-ordinated way to reduce the number of different professionals who need to be involved in a person's care, and create a more streamlined approach both for people using services and those who provide them.

3. Self-care – a joint approach to helping people help themselves: Staff, people who use services, their families/ carers and community organisations working in an equal partnership to make sure people have the right tools and information to better manage their condition and live as independently as possible.

6 Recommendations

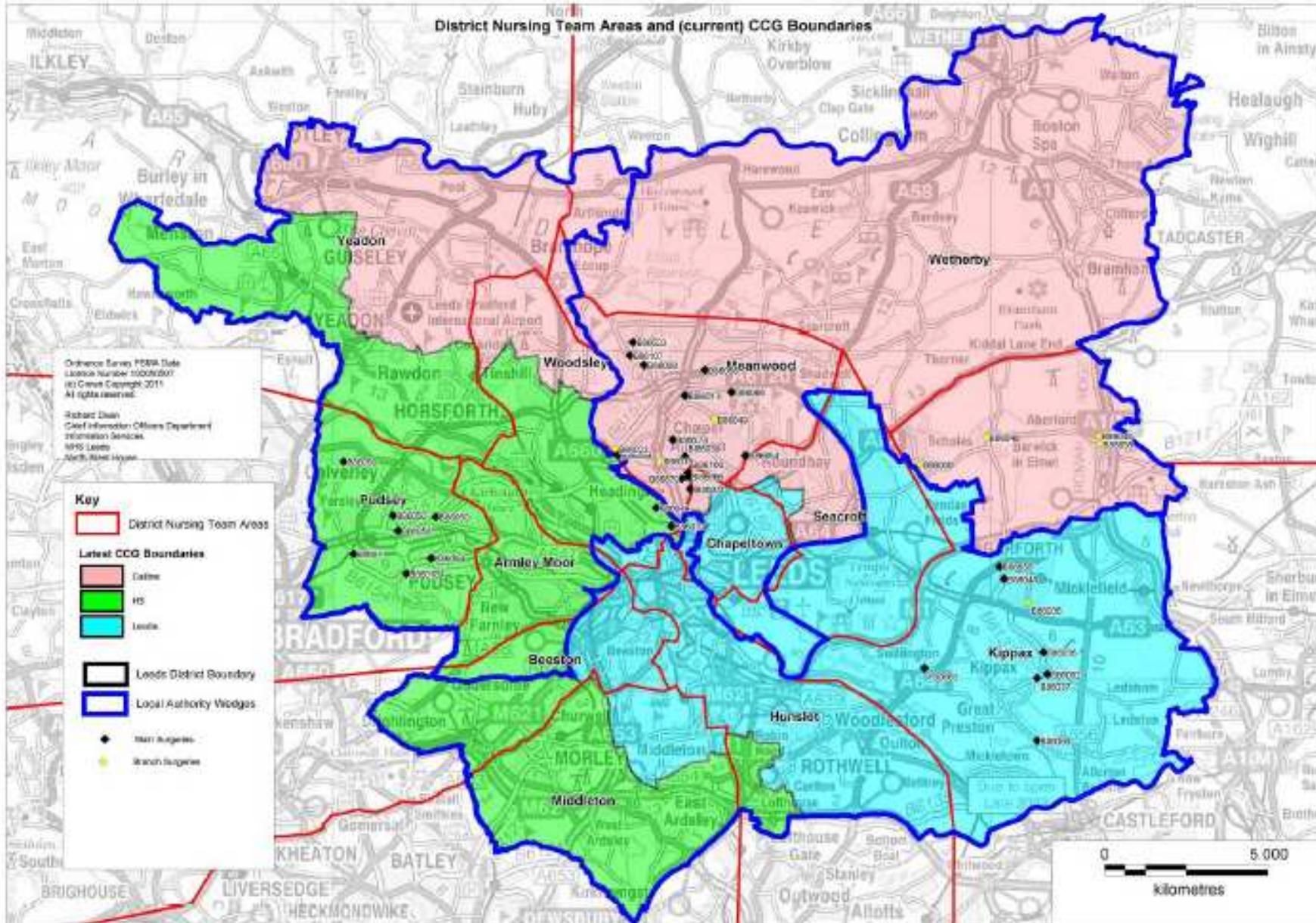
6.1 Members are asked to note the content of this report and to request regular updates on the progress of the demonstrator sites over the next 12 months.

7 Background documents

7.1 *White Paper Healthy Lives, Healthy People-Dept of Health*

7.2 *Transforming Community Services Report –Dept of Health*

Draft map showing district nursing team areas, potential clinical commissioning group (CCG) and local authority boundaries



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Report of the Markets Service, City Development

Report to West (Outer) Area Management Committee

Date: 20th January 2012

Subject: Update Report on Pudsey Market

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Pudsey, Farnley & Wortley, Calverley and Farsley	<input checked="" type="checkbox"/> Yes	<input 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: N/A	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. Pudsey market has seen a decline in recent years due to increased competition and changing shopping habits; this has been exacerbated by issues around its location and visibility;
2. Pudsey Market operates at a loss for the Council due to the limited number of traders combined with low/discounted rental levels;
3. Officers remain committed to continuing to encourage more traders and more customers at Pudsey Market to ensure its long term viability. This may be achieved through increased promotion and possibly increased visibility.
4. If the challenges facing Pudsey market are addressed, the market could have a much brighter future as an integral part of the retail offer in Pudsey.

Recommendations

1. Committee members are recommended to note the report and comment on proposals to build on joint promotions with Pudsey town centre businesses to mutual benefit; and consider how to best help Pudsey market become a more viable and sustainable market.

1 Purpose of this report

- 1.1 This report updates Members on current issues and opportunities facing Pudsey market and outlines future proposals to better promote the market.

2 Background information

- 2.1 The Markets service is responsible for managing and developing the council's retail markets, street trading and licensing commercial markets in the Leeds district including:
- Kirkgate Indoor and Outdoor Markets in the city centre, attracting over 10 million visitors annually;
 - District markets of Otley, Pudsey and Yeadon;
 - Farmers markets in the city centre, Otley and Pudsey;
 - Private or commercial markets including the successful Asian Bazaar at the Kirkgate site;
 - Street trading in the city centre and at Elland Road;
 - Trading from the Highways (in partnership with Environment & Neighbourhoods).
 - In conjunction with Leisure Services, the Christkindlemarkt on Millennium Square;
 - Car boot sales.
- 2.2 The service also works in partnership with other town and city centre retailers wherever possible and with other Council services to maximise the impact of promotions and events (e.g. Leeds Loves Food, Leeds Loves Shopping, localised promotions), and works closely with the police to improve the safety of customers using markets.
- 2.3 The service also aims to work with communities across Leeds where there are 'fresh food deserts' to establish new markets, for example with Chapeltown Global Village market to help them expand their project to a permanent, profit making enterprise.
- 2.4 A key strength of markets is their ability to adapt rapidly to the changing cultural diversity of our city/region and customer demands.
- 2.5 A further significant strength is that the market can offer low set up costs for new businesses with many of our new traders from communities which have a traditional market culture with market shopping a way of life.
- 2.6 As Members will be aware, there are significant issues at the Kirkgate indoor market, where the need for major investment has become paramount to provide a retail environment fit for the 21st century and befitting a major city. As a result, Executive Board on 27th July agreed to move the management and ownership of Kirkgate markets to an arms-length company, the exact nature of which is yet to be determined.

3 Main issues

- 3.1 Like almost all traditional markets across the UK, Pudsey market has seen its customer and trader base decline steadily over the previous decades, mainly for two

reasons: firstly supermarkets, online shopping, discount stores/pound shops and out of town retail centres now provide 'bargain' shopping which was once the exclusive domain of street and indoor markets; secondly, a younger generation of customer, not having experienced market shopping growing up, prefers the convenience and anonymity of large-store shopping and is put off by the thought of engaging with traders on a market to make purchases, especially where items are not pre-packed or clearly priced. In Pudsey, this decline has been exacerbated by the proximity of Owlcotes shopping centre and the location of the market which, whilst close to a major transport hub and a 'cut through' to the town centre, is not particularly visible from either. A potential customer would almost need to know of the market's existence in advance in order to find it.

- 3.2 In order to support Pudsey traders and to encourage new traders to attend, rental levels are low and do not cover the costs of running the market. This may not be sustainable into the future, but simply increasing the rents to the full tariff is not a viable solution.
- 3.3 The Markets service is mindful of the need to attract more traders and more customers to Pudsey market, to ensure its long term viability and complement the town's retail offer. Markets that perform best provide fresh food at affordable prices and service communities more used to market-style shopping – for example, at Kirkgate outdoor market the Asian Bazaar has grown greatly in popularity and draws its own customer base to around 130 stalls every Wednesday.
- 3.4 Also experiencing a growth in popularity are specialist markets such as Farmers, Vintage and Craft markets which are seen as more of a 'day out' for people who would perhaps not consider shopping on a regular market. These customers tend to have significant disposable income and make purchases based on criteria other than cost, for example to support local business; because the product is organic or ethically sourced; or simply because of its uniqueness. The Markets Service holds two Farmers & Craft markets in the city centre each month, one on the first Sunday, and one on the third Sunday (on Briggate). These attract 100 stalls and 50 stalls respectively and trade very profitably for stallholders. The Farmers Market at Pudsey, held once a month attracts around five stalls and this helps to raise the profile of the regular market, albeit to a customer base which may not be around during the week to support the regular traders and may choose not to do so if they do not feel the offer to be of similar quality/provenance.

4 Possible Solutions

Promotion

- 4.1 Working with Area Management and, in particular with the Town Centre Manager, the Markets Service has helped to bring some special events and promotions to Pudsey market to raise its profile and encourage new customers. Whilst most would agree that these have had a positive impact at that point in time, there is a need for a more coherent, 'joined up' promotional strategy for Pudsey which allows regular opportunities to reinforce the message to those occasional customers. In addition, often markets are seen as supplementary or a bolt-on to the existing retail offer of a town, rather than part of their core offer – this of course is partly due to the fact that they are not there every day. To flourish the market needs, therefore, to be viewed

as part of Pudsey's core offer and the business community encouraged to understand how it enhances customer spend for all of them.

- 4.2 Cross-promotion must be more fundamental than the market participating in occasional events and festivals, useful though this is. With increasingly limited funds and growing financial pressures, it is suggested that the markets service works more closely with area management to engage in wider promotional campaigns with the business community which offer multiple, multimedia opportunities to get across the message that Pudsey is a great place to shop. This, along with occasional promotions which align with bigger retail events such as Leeds Loves Food and Leeds Loves Shopping to maximise exposure, will encourage new customers to the market. More customers will, it has been demonstrated many times, result in more traders and a wider, quality offer. A key task for any promotion of Pudsey market is to focus on the quality of offer, the need to support local businesses and any Unique Selling Points such as home grown or handmade, as much as the affordability. Most people, when asked, would say they expect markets to offer goods at low prices.
- 4.3 Building on the offer to discrete communities, as has been done with the Asian Bazaar, is also something that could be explored for Pudsey.

Location

- 4.4 The site of Pudsey market has been the subject of some attention in recent times, and it is understood that whilst planning the new bus station an opportunity was offered to relocate the market permanently to co-locate with the bus station. However, this met with sufficient resistance from the traders at that time for the proposal to be abandoned and now that the new facility is completed, this opportunity no longer exists. Interestingly, however, trader feedback would indicate that whilst temporarily relocated to that area during the refurbishment of the market place to include new stalls, trade was brisk and the traders felt they benefited from the enhanced visibility. Whilst it would appear that no opportunities currently exist for a viable relocation, it is suggested that this is borne in mind when planning any future redevelopments in Pudsey as, even with regular promotion, the market will always suffer from lack of visibility in its current location. As a further benefit, it may be that the current site of the market would be of more value to the town used in another way.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 There have been very informal discussions with traders to ascertain their views on how best to address the decline of Pudsey market; this report constitutes the start of more structure consultation with stakeholders on how best to attract more traders and customers to Pudsey market.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 The report focuses on the need to continue the provision of a market in Pudsey, providing affordable and fresh produce for the community and extending choice for

shoppers. Many shoppers at traditional markets are older and/or from ethnic minorities so the decline of markets disproportionately affects these groups.

5.3 Council Policies and City Priorities

5.3.1 Pudsey market has a role to play in helping Pudsey to be a successful, prosperous and sustainable community and in encouraging healthy lifestyles.

5.4 Resources and Value for Money

5.4.1 The report highlights that Pudsey market is currently running at a loss to the Council and recommends examining options to make it more sustainable.

5.5 Legal Implications, Access to Information and Call In

5.5.1 There are no legal implications at this time. The report is not considered to be exempt under Access to Information procedures. The report is for information only at this stage and does not require a decision; therefore it is not eligible for call in.

5.6 Risk Management

5.6.1 There is a risk that if nothing is done Pudsey market will continue to decline.

6 Conclusions

6.1 Pudsey market faces challenges including its lack of visibility, poor attendance and lack of financial viability. However if these are addressed Pudsey market could have a much brighter future as an integral part of the retail offer in Pudsey. It is therefore proposed that the Markets service and Area Management to work more closely together to attract more traders and customers to the market, whilst exploring any other means to take Pudsey market forward.

7 Recommendations

7.1 Members are recommended to:

- i) note the report and comment on proposals to build on joint promotions with Pudsey town centre businesses to mutual benefit; and
- ii) consider how to best help Pudsey market become a more viable and sustainable market.

8 Background documents

8.1 'A Strategy for Kirkgate Markets' 2011,

8.2 Executive Board 27th July 'The Strategy for Kirkgate Market'

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Report author: Sgt Louise Julian
& Gill Hunter
Tel: 3367868

Report of West Yorkshire Police and Community Safety

Report to Outer West Area Committee

Date: 20th January 2012

Subject: West Leeds Dog Watch Scheme

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Bramley, Farnley & Wortley, Pudsey, Calverley & Farsley wards	Yes	
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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Dogwatch is similar to a Neighbourhood Watch Scheme. Dog Walkers can get involved with community concerns and provide useful information that helps make their local area cleaner and Safer. The launched of the Dog Watch Scheme took place on Saturday 29th October with 64 people attended the event to sign up to Dog Watch Scheme.
2. The initial intention of Dog Watch is to encourage local dog walkers to report any suspicious, anti-social behaviour (ASB) or criminal activities to the police. The objective is to provide extra 'eyes and ears' in the Pudsey Neighbourhood Policing area to help reduce crime, the fear of crime and to improve the quality of life for the benefit of everyone who lives in their community.
3. By working in partnership with Leeds City Council, local business and dog walkers it will enable resources to be effectively and efficiently deployed. By promoting more vigilance from members of the public and encourage them to report what they witness to the police it is believed this in will result in greater productivity and increased confidence and satisfaction.

Recommendations

1. To note the content of the report.

1.0 Purpose of this report

- 1.1 This report is to provide an overview of the Dogwatch scheme which was launched on 29th October 2011.
- 1.2 The report provides an overview and update on the North West Leeds Dog Watch Scheme to which the Outer West Area Committee has supported with a small grant.

2.0 Background information

- 2.1 Dog walkers are often the first people out and about in the morning and the last out in the evening and because of this tend to be the first to notice anything amiss or hear and see things relating to crime, Anti Social Behaviour (ASB) and other suspicious activity that the police may not know about.
- 2.2 Leeds City Council already undertakes work to deal with complaints from members of the public about dog fouling, stray dogs and dangerous dogs. They investigate all complaints taking legal action where possible and carry out patrols of parks, open spaces and specific areas known to be used by walkers. This is in addition to advising dog owners regarding responsible dog ownership. Dog Watch intends to extend what the Council already has in place but further develop this to encourage dog walkers to report incidents of ASB, crime and suspicion to the police.
- 2.3 Overall the scheme is simply asking Dog Walkers to be more vigilant and aware of their surroundings whilst out walking their dogs.
- 2.4 Officers will liaise with marketing, members of the scheme who will receive a quarterly newsletter compiled in partnership with the council and businesses advertising good news stories and incorporating useful information. The newsletter will be designed similar to that of the Neighbourhood Watch Newsletter utilised currently in division.
- 2.5 All members will be advised that the police will either investigate information disclosed or notify our partner agencies, depending on the nature of the problem for their investigation and handling. They will also be specifically advised that they are not expected to walk in areas that they are unfamiliar with, or to walk their dog late at night. In addition they are not expected to get involved in any confrontational situations, which put their safety at risk.
- 2.6 Monitoring systems will be put into place to record all aspects of the project including:
 - Database to record details of members.
 - Database to record details of Partner Agencies and businesses involved.
 - Database to record details of all reports made to scheme
 - Designation of specific NPT folder or email address to record all Email contact made

2.7 Since the launch, all members have received the first Dog Watch news letter. The Dog Watch scheme has also gained a mascot, a 15 week old police puppy named Titus, whose training will be followed closely by the NPT Dog Watch project.

3. Main issues

3.1 Dog Watch has already described as similar to a Neighbourhood Watch Scheme. Dog Walkers will be encouraged to become members of the scheme, which will be jointly led in partnership with Leeds City Council and local businesses. Leeds City Council and the Dog Warden department have already offered support to the scheme as have the Dogs Trust.

The project encourages community involvement and interaction allowing their own involvement in the scheme and empowering the community to tackle/report local issues to the relevant organisation.

3.2 Dog Walkers will specifically be asked to report:

- Crimes being committed
- Suspicious incidents
- Graffiti and Vandalism
- Regular incidents of poor driving, speeding and disobeying traffic signs
- Anti-social behaviour
- Dog related incidents
- Fly Tipping

3.3 Membership will be free. Dog Walkers will be asked to complete an application form, which will be sent to them on request. Each member will be provided with a free membership pack, which will contain details of the scheme and free gifts. The packs will include:

- Information Sheet
- Contact Cards including details of all agencies and businesses involved and what each organisation deals with.
- Notepad
- Pen
- Dog poop a scoop bags

3.4 Members of Dog Watch also receive text message from the NPT with updates/information.

3.5 The Aims of North West Leeds Dog Watch are:-

- Provide local residents with the means to convey information or suspicions regarding ASB and crime to the Police in a manner they find comfortable and convenient.
- Enhance local intelligence in relation to anti social behaviour, crime and issues relating to dangerous dogs.

- Provide advice to dog owners about matters concerning welfare, legislation and bylaws, dog security and medical care.
- Provide support and training for dog owners to help promote responsible ownership.
- Help promote reassurance in the local community.
- To enhance relations between the police and the community.
- To gather and act upon any intelligence disclosed as part of Dog Watch.
- To make arrests for any offences disclosed and carry out detailed searches of the addresses to secure and preserve further evidence.
- To use a positive media message to endorse our commitment to tackling criminality and ASB at all levels.
- Provide public reassurance by high visible patrols during times places identified by members of the scheme thereby reducing crime and the fear of crime.
- To carry out crime prevention activities.
- To improve public confidence and satisfaction.

4. Corporate Considerations

4.1 Consultation and Engagement

West Yorkshire Police Neighbourhood Police Team work Closely with Leeds City Council Community Safety Partnerships and attend local community Forums and Police and Communities Together Meetings (PACT) to engage and consult with local communities.

4.2 Equality and Diversity / Cohesion and Integration

The project is open to all residents of West Leeds.

4.3 Council policies and City Priorities

Effectively tackling crime and anti social behaviour is a strategic priority in the Safer Leeds Plan 2011-2015. It also contributes to the delivery of the following Council policies and City Priority Plans:

- Council Business Plan 2011-2015
- Safer and Stronger City Priority Plan
- Area Committee Business Plans
- Safer Leeds Plan
- Safer Leeds Service Plan

5. Resources and value for money

The project has been jointly funded from small grants funding from both the Inner and Outer West Area Committee. Donations of leaflets have been received from

Dogs Trust for the goodie packs and Leeds City Council and West Yorkshire police have given their time and support to develop the project.

6. Legal Implications, Access to Information and Call In

This report is for information only and is therefore not subject to call In.

7. Risk Management

Risk implications and mitigation are considered for each project by West Yorkshire Police.

8. Conclusions

By working in partnership with Leeds City Council, local business and dog walkers it will enable resources to be effectively and efficiently deployed. By promoting more vigilance from members of the public and encourage them to report what they witness to the police it is believed this in will result in greater productivity and increased confidence and satisfaction.

9. Recommendations

For members to note the content of the report.

10. Background documents

None.

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Report of : the Chief Officer for Environmental Services

Report to: Outer West Area Committees

Date: 20th January 2012

Subject: Grounds Maintenance Contract Mobilisation and Start 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 previous contractors
3. Start of the New grounds maintenance Contract

Recommendations

- 1 That the contents of the report be noted

1 Purpose of this report

- 1.1 To update Area Committees on the mobilisation and start of the new Grounds Maintenance contract that commenced on the 1st 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 in August 2011 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 in August 2011 allowed a four month mobilisation period to ensure that an effective contract mobilisation took place.
- 2.3 There were two key issues within the mobilisation period,
 - (i) the de-mobilisation of the previous contractors, Glendale and ATM
 - (ii) the mobilisation 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 the grounds maintenance administration team. There were no staff transferred from ATM to Continental
- 3.1.2 Glendale – Glendale submitted a de-mobilisation plan and successfully delivered it. A key aspect of this plan was their programme for winter maintenance up to 31/12/11 as this had an impact on the incoming contractor. A shrub/rose bed maintenance programme was agreed with Glendale and internal clients carried out detailed monitoring to ensure that targets were achieved in terms of both quality and quantity. On the 9/12/11 a detailed list of outstanding shrub/rose bed work was handed to Continental Landscapes Ltd.

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. The mobilisation programme will continue until the first grass cut has taken place after which normal contract management procedures will be applied.

- 3.2.2 **Continental Landscapes Ltd** –Continental have produced an outline mobilisation plan that is supported by a more detailed 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 on the 1/1/12 all but three of the identified full time Glendale staff transferred. A detailed induction training programme was developed for the front line staff and this was delivered on the 3rd and 4th of January. 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 did not 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 was 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 have three operational depots, one in each of the ALMO areas. There locations are as follows,
 - Aire Valley Homes area – New Craven Gate, Hunslet
 - WNW Homes area - Calverley Lane, Calverley
 - ENE Homes area– Victorial Court, Coal Road, Seacroft

The depot for the ENE on Coal Road is the biggest of the three with generous office accommodation is likely to be the head office for the Leeds contract. 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.

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 Action 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 met every fortnight up to Christmas 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 twice with The Executive Member for Environmental Services, The Director of Environment and Neighbourhoods and the Chief Officer for Environmental Services. The Chair of Scrutiny Board (Safer and Stronger Communities) attended the last meeting.
- (v) On 22nd 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 January 2012 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 an opportunity to meet Continental.

3.4 Contract Start

- 3.4.1 Continental started the contract on the 3rd/4th of January 2012 with a detailed induction programme for all front line staff. Their winter maintenance programme started on 5th January 2012 and to date monitoring information indicates that the service being delivered is to the contract specification standard.
- 3.4.2 The first grass cut of the new contract is scheduled for 27th February 2012. which under normal circumstances would be ideal. The winter of 2011/12 has so far been one of the mildest on record with grass continuing to grow throughout the winter period. Without severe cold weather in January and early February the grass will be long in March making the first cut difficult and unsightly. Discussions are taking place with the contractor to deliver an early cut at the start of February. The early cut will be partial due to soft ground conditions in some areas preventing access with mowing equipment.
- 3.4.3 A communication bulletin will be sent to all ALMO residents and elected members advising them of the early cut and the fact that some areas will not receive a cut until the second visit. The contractor has been given mapping information identifying areas where spring bulbs are planted.

3.5 Contract Monitoring

- 3.5.1 Contract monitoring procedures are in place and have been agreed with the contractor to ensure that service delivery issues are identified as quickly as possible and rectified. Under the new monitoring procedure the contractor is required to rectify justified service delivery problems within two working days of notification.

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 has delivered 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 No background documents

Report of West North West Area Leader

Report to Outer West Area Committee

Date: 20th January 2012

Subject: Well-Being Fund Budget Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Calverley & Farsley, Farnley & Wortley, Pudsey	<input checked="" type="checkbox"/> Yes <input 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. This report seeks to update Members on the current amount of capital and revenue funding committed and available via the Area Committee Well-Being Budget for wards in the Outer West area.
2. The report asks the Area Committee to consider three Large Grant applications and to note the approval for the small grant given since the last Area Committee.

Recommendations

3. The Area Committee is asked to:
 - approve the Large Grant applications included at Appendix 1, 2 and 3;
 - note the approval for the small grant given since the last Area Committee;
 - note the amount of revenue Well-Being budget remaining for 2011/12.

1 Purpose of this report

- 1.1 This report seeks to update Members on the current amount of funding committed and available via the Area Committee Well-Being Budget for wards in the Outer West area.

2 Background information

- 2.1 Well-Being budgets are delegated to Area Committees to support local priorities. The formula used to allocate funding to each Area Committee, was revised in 2010/11 from a formula based on 25% deprivation and 75% population to one based on 50% deprivation and 50% population. In addition, the revenue allocation for 2011/12 has incorporated a 12% reduction which has been applied across all Area Committees. This amended formula and reduced funding city-wide has resulted in a slightly reduced revenue budget for Outer West for 2011/12 which has now been confirmed at £154,240. When this figure is combined with the carry forward from 2010/11 (£15,821), the total budget for 2011/12 is **£170,061**.
- 2.2 The Area Committees received no new capital allocation for 2011/12. However, the Area Committee is still able to support capital projects through its remaining revenue balance.

3 Main issues

- 3.1 The Outer West Area Committee was allocated a revenue budget of £154,240 for 2011/12, which combined with the carry forward from 2010/11 results in a balance of £170,061.
- 3.2 Following the last Area Committee in December there is a balance remaining of **£18,256** available to spend in 2011/12.
- 3.3 Three new large grant applications have been submitted to this meeting of the Area Committee as follows:

Project	Applicant	Funding request 2011/12	Funding request 2012/13	Appendix
Farsley Farfield CCTV	Leedswatch	£15,000 one off capital cost	£2500 annual revenue cost	1
Vehicle Signs, Phoenix Park	Community Safety	£975		2
Felling Trees – Pudsey Park	Parks & Countryside	£1525		3
Total project costs		£17,500	£2,500	
Total revenue balance remaining		£756		

3.4 Details of these projects are attached at appendices 1, 2 and 3.

3.5 **Small Grants and Skips**

3.7 Since the last Wellbeing report to the Area Committee in December 2011, one small grant application has been approved for the following project:

Project Name	Organisation Name	Amount
Tyersal Park Bowling	Tyersal Shelter	£300
Total		£300.00

3.8 This leaves a balance of £971.68 in the small grants budget.

3.9 There have been no skip requests received since the last Area Committee. This leaves £1,215 in the skips budget for 2011/12.

4 Corporate Considerations

4.1 Consultation and Engagement

4.2 Ward Members are consulted on projects and initiatives within their ward which link to the Area Management work programme via regular ongoing "Two Way Feedback" meetings, held with Area Management, and ad hoc meetings/telephone conversations as and when required.

4.3 Equality and Diversity / Cohesion and Integration

4.3.1 All Well-being funded projects are considered prior to their submission to Area Committee for their impact on Equality and Diversity and Cohesion and Integration.

4.4 Council Policies and City Priorities

4.4.1 The Area Committee Functions and Priority Advisory Functions were approved by the Executive Board in June 2009, this approval was rolled forward to 2010/11 and is also being rolled forward to 2011/12 with amendments only to environmental delegations.

4.4.2 The Area Functions are included in the Council's Constitution (Part 3, section 3C).

4.4.3 Area Management's work programme contributes at a local level to the themes contained in the:

- Vision for Leeds
- Leeds Strategic Plan
- Health and Wellbeing City Priorities Plan

- Children and Young People's Plan
- Safer and Stronger Communities Plan
- Regeneration City Priority Plan

4.5 Resources and Value for Money

- 4.5.1 Programmes of work outlined in this report are resourced in the main by Area Management staff and where relevant their partners which in turn provides value for money.
- 4.5.2 In order to meet the Area Committee's functions (see Council's Constitution Part 3, section 3C), funding is available via Well Being budgets and the Community Centres Budget.
- 4.5.3 In order to meet the Area Committee's roles, funding is in the main supplied by other Leeds City Council Departments main stream budgets, and external partner agencies e.g. the Police and Primary Care Trust, which is in turn reflected in the fact that the Area Committee's role here is only to influence, develop and consult. However, on occasion, wellbeing funding has resourced some projects related to its roles, e.g. community engagement, area based regeneration schemes and conservation area reviews.

4.6 Legal Implications, Access to Information and Call In

- 4.6.1 This report is the report of the Area Leader for West North West Leeds who has delegated responsibility to action decisions in accordance with Area Management's work programme in accordance with part 3 of the Council's Constitution in relation to Area Committee Functions.
- 4.6.2 This report is not confidential, neither is it, or part of it exempt.

4.7 Risk Management

- 4.7.1 Applicants for funding carry out their own risk assessments. If Well-being funding is not approved those projects presented for consideration may not be able to proceed.

5 Conclusions

- 5.1 The report outlines a limited budget remaining for the Area Committee's use for one large grant and endorsement of one small grant.

6 Recommendations

- 6.1 The Area Committee is asked to:
- note the amount of revenue Well-Being budget available for 2011/12;
 - approve the Large Grant applications included at Appendices 1, 2 and 3;
 - note the approval for the small grant given since the last Area Committee

7 Background documents

7.1 Outer West Area Committee papers October 2011.

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Area Committee Well-being Fund – Project Proposal
Outer West Area Committee

Project Name: Farsley Farfield CCTV

Lead Organisation: Leedswatch

Project Delivery - How will the project be delivered? (list any partners involved in the project):

The project will be delivered by Leedswatch. The CCTV camera equipment will be installed in the Spring following which the camera will be monitored 24 hours a day 7 days a week by Leedswatch control room.

Project Summary (include a brief description of the main activities,):

This project is the installation of a CCTV camera on Farsley Farfield estate. The camera will be installed to have good coverage of the parade of shops. The shops are an important local resource, however, they can be difficult to let due to anti social behaviour problems in the area.

There were 13 recorded crimes in the Farfield Avenue area between April and September 2011. Some of the crimes are of a serious acquisitive nature i.e. burglary dwelling and theft from vehicle. This included criminal damage to a car (tyres slashed) and damage to a dwelling (windows smashed). There were also 12 calls reporting anti social behaviour during this period. The Farfield Avenue area with its small parade of shops has been the hotspot anti social behaviour location in Farsley in recent years.

This project is to fund 50% of the costs of the installation of the camera along with 50% of the annual monitoring and maintenance costs. There will be an application made to the ALMO panel to fund the remaining 50% of the costs.

Outcomes (summarise the main outcome/output/benefit the project will achieve):

- To encourage the vitality of this parade of shops
- Reduce incidences of anti social behaviour
- Increase residents feeling of safety.

Project Cost. Please indicate

How much the project will cost? (List all partners and their contributions)

Total Cost - £30k capital cost

Annual Revenue costs for monitoring and maintenance - £5k, this will be a 5 year commitment.

Application to Area Committee:

£15k – towards the capital costs
£2.5k – revenue costs over 5 years

Identify which geographic areas will benefit:

Calverley and Farsley

Area Committee Well-being Fund – Project Proposal
Outer West Area Committee

Project Name: Vehicle Signs Phoenix Park

Lead Organisation: Leeds Community Safety

Project Delivery - How will the project be delivered? (list any partners involved in the project):

This project will be delivered through Leeds Community Safety and City Signs. It is to install 3 signs at entrance points to Phoenix Park/ Dick Lane to deter people using off road motorbikes on the site.

Bradford City Councillors have agreed to 50% match funding of the cost of installing the signs.

Project Summary (include a brief description of the main activities,):

The Pudsey Weetwood Division have been proactively tackling nuisance motor bike riding in West Leeds with the off road motor bike unit. To assist the police further in raising awareness to motorbike riders that they are not authorised to use motorised vehicles in specific locations, they have requested that 3 legal signs be placed at locations on Dick Lane and Phoenix Park. This area in West Leeds has been identified by the police as attracting off road motor bike riding, and nuisance complaints from local residents.

The signs would act as a deterrent to illegal motorbike riding and warn people of the consequences when they are apprehended. Leeds City Councils City Signs would be able to supply and fit the signs. Below is an example of the sign and wording that it is recommended to use in such locations, the signs would include the Bradford City Council logo.



Outcomes (summarise the main outcome/output/benefit the project will achieve):

- New signage installed alerting people to the consequences of using off road motorbikes on the site.
- Reduction in number of complaints by local residents

Project Cost

How much the project will cost? (List all partners and their contributions)

Total Cost - £1950

Wellbeing Application - £975

Identify which geographic areas will benefit:

Pudsey / Tyersal

Area Committee Well-being Fund – Project Proposal
Outer West Area Committee

Project Name: Tree Felling and Replanting – Pudsey Park

Lead Organisation: Parks & Countryside

Project Delivery - How will the project be delivered? (list any partners involved in the project):

This project will be delivered by Parks & Countryside.

Project Summary (include a brief description of the main activities,):

This project is to fell 3 trees in Pudsey Park in order that West Yorkshire Metros CCTV camera can have improved visibility across the play area. The view of the camera is currently obscured by tree branches and foliage.

The felled trees will be replaced by the planting of 9 saplings including stake ties and traditional Victorian guards.

The planning application for felling the trees was submitted on the 21st November.

Outcomes (summarise the main outcome/output/benefit the project will achieve):

- Improved visibility for CCTV camera
- 9 new trees planted in traditional guards

Project Cost

How much the project will cost? (List all partners and their contributions)

Total Cost - £5050

50% contribution from Parks & countryside - £2525

Contributions from MICE monies - £1000

Wellbeing Application - £1,525

Identify which geographic areas will benefit:

Pudsey

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Outer West Area Committee

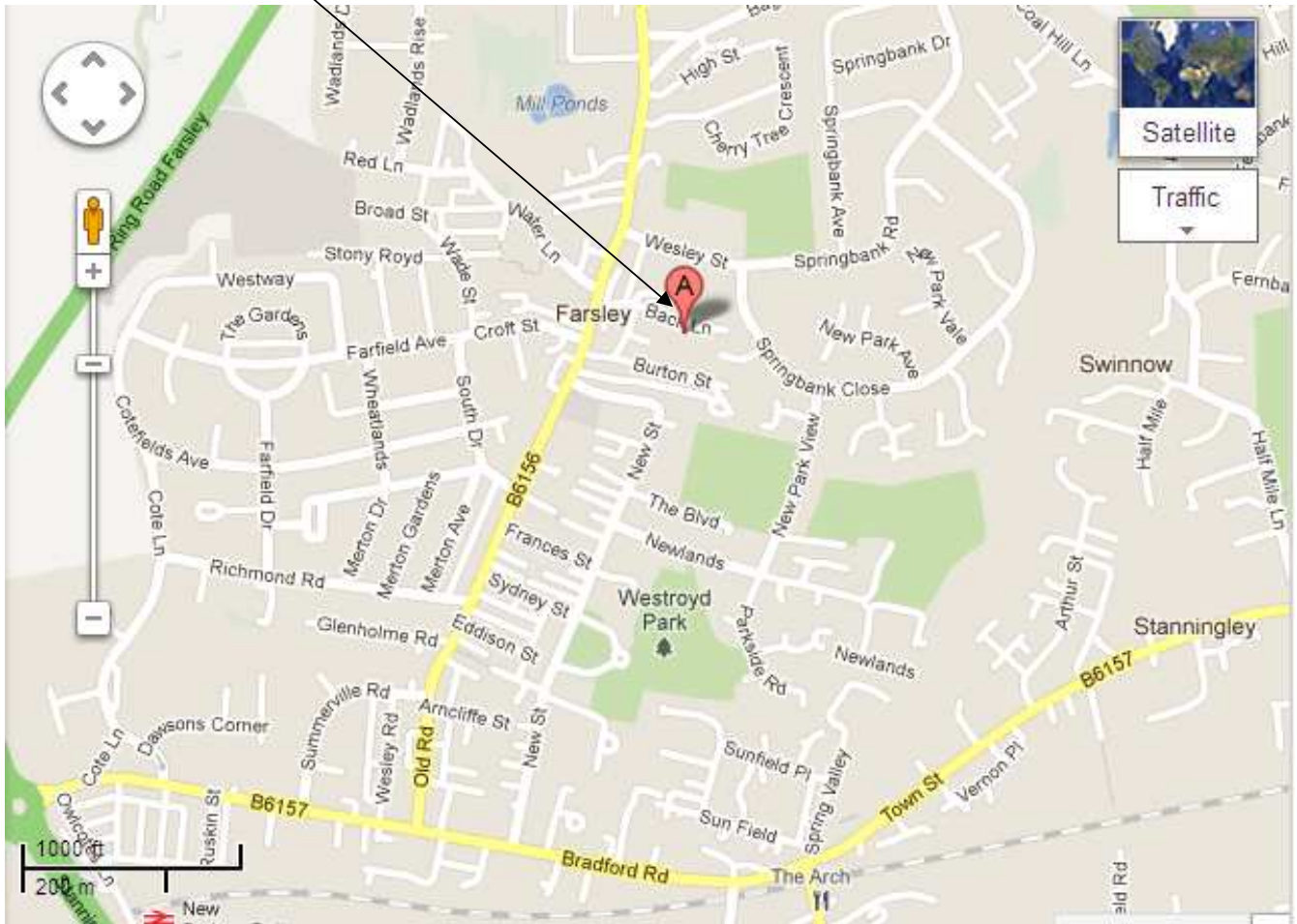
Agenda for March 2012

James Rogers attending

1. Area Update Report
2. Wellbeing
3. Community Safety – Gill Hunter. Div Commander Dave Olroyd attending
4. NHS Area Priorities – Nichola Stephens/ Tim Taylor
5. ALMO – 6 monthly update report

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**Farsley Community Church
Back Lane
Farsley
LS28 5EU**



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