



---

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

---

Meeting to be held in Civic Hall, Leeds on  
Monday, 14th January, 2013 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;
- A Blackburn - Farnley and Wortley;
- N Buckley - Alwoodley;
- P Davey - City and Hunslet;
- R Grahame - Burmantofts and Richmond Hill;
- M Harland - Kippax and Methley;
- P Harrand - Alwoodley;
- G Hyde - Killingbeck and Seacroft;
- J Jarosz - Pudsey;
- S Lay - Otley and Yeadon;
- K Mitchell - Temple Newsam;
- 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 - 10 DECEMBER 2012**

1 - 6

To confirm as a correct record, the minutes of the meeting held on 10 December 2012

7

### **REQUEST FOR SCRUTINY**

7 - 8

To receive a report from the Head of Scrutiny and Member Development presenting a request for Scrutiny.

8

### **REVIEW OF THE NEW GROUNDS MAINTENANCE CONTRACT - FORMAL RESPONSE**

9 - 36

To receive a report from the Head of Scrutiny and Member Development presenting the formal response to the recommendations arising from the Board's review of the grounds maintenance contract.

9	<p><b>RECOMMENDATION TRACKING - PHASE 2 DOG CONTROL ORDERS</b></p>	37 - 48
10	<p><b>INITIAL 2013/14 BUDGET PROPOSALS - DRAFT COMMENTS OF THE SCRUTINY BOARD</b></p> <p>To receive a report from the Head of Scrutiny and Member Development on progress made in responding to the recommendations arising from the previous scrutiny review of the phase 2 Dog Control Orders project.</p>	49 - 58
11	<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's Work Schedule</p>	59 - 80
12	<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday, 11 February 2013 at 10.00 a.m. (pre-meeting for all Board Members at 9.30 a.m.)</p>	

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

MONDAY, 10TH DECEMBER, 2012

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

Councillors A Blackburn, N Buckley,  
R Grahame, M Harland, P Harrand,  
G Hyde, J Jarosz, S Lay, K Mitchell, B Urry  
and N Walshaw

### 49 Late Items

The following late item was admitted to the Agenda:

- Agenda Item 9 – Financial Health Monitoring

### 50 Declarations of Interest

Councillor R Grahame declared a personal interest in Agenda Item, 10, Co-ordination between Parks and Countryside and Environmental Action Services due to his membership of GMB.

### 51 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillor P Davey. Councillor B Urry was in attendance as substitute.

### 52 Minutes - 12 November 2012

**RESOLVED** – That the minutes of the meeting held on 12 November 2012 be confirmed as a correct record.

### 53 Safer Leeds Community Safety Business Plan

The report of the Director of Environment and Neighbourhoods provided the Board with the final version of the Safer Leeds Business Plan which was agreed by the Safer Leeds Executive in September 2012. The report also advised how the plan had been used to inform the newly elected West Yorkshire Police and Crime Commissioner (PCC) of the city's priorities in relation to crime reduction and policing. The plan would be developed further in early 2013 before being submitted for approval as the city's statutory Crime and Disorder Strategy to full Council in July 2013.

The following were in attendance for this item:

- Councillor Peter Gruen, Executive Member for Neighbourhoods, Planning and Support Services

Draft minutes to be approved at the meeting  
to be held on Monday, 14th January, 2013

- Neil Evans, Director of Environment and Neighbourhoods
- Superintendent Keith Gilert, Chief Officer, Community Safety

It was reported that the Board's comments regarding the draft Community Safety Business Plan had been taken on board prior to it being agreed by the Safer Leeds Executive.

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

- Policing challenges that go beyond the force boundaries, with reference to the new Strategic Policing Requirement; .
- It was suggested that the West Yorkshire Police and Crime Commissioner (PCC) be invited to a future Board meeting. It was reported that he would be attending the next meeting of the Safer Leeds Executive.
- The PCC was now developing a West Yorkshire Police and Crime Plan, in liaison with the Chief Constable, based upon identified local priorities. .
- Funding that would be made available to local authorities. The PCC had indicated that 2013/14 would be a transitional year.
- A deputy to the West Yorkshire Police and Crime Commissioner had not yet been appointed.
- Families First Programme – the first funding streams had become available and the highest priority families were being identified.
- Success of the focus on reducing burglaries and the partnership approach involved. Domestic Violence had also been identified as a priority area.

#### **RESOLVED –**

- (1) That the report be noted.
- (2) That the Board take an updated version of the Safer Leeds Business Plan in April 2013 for comment, prior to it being submitted for approval as the city's statutory Crime and Disorder Strategy by full Council in July 2013.

#### **54 2012/13 Quarter 2 Performance Report**

The report of the Assistant Chief Executive (Customer Access and Performance)/Director of Environment and Neighbourhoods provided Members with a summary of performance against the strategic priorities for the council and City related to the Scrutiny Board (Safer and Stronger Communities).

**RESOLVED –** That the Quarter 2 performance information be noted.

#### **55 Financial Health Monitoring**

The report of the Head of Scrutiny and Member Development informed Members of the financial health of the Environment and Neighbourhoods

Draft minutes to be approved at the meeting  
to be held on Monday, 14th January, 2013

Directorate after seven months of the financial year 2012/13 and also presented the initial 2013/14 budget proposals relevant to the Scrutiny Board's portfolio.

The following were in attendance for this item:

- Councillor Peter Gruen, Executive Member for Neighbourhoods, Planning and Support Services.
- Councillor Mark Dobson, Executive Member for Environment
- Neil Evans, Director of Environment and Neighbourhoods
- Richard Ellis, Head of Finance, Environment and Neighbourhoods

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

- There was a projected overspend of £903,000 across the directorate.
- Overtime and use of agency staff, particularly in waste management had been a contributor to the overspend.
- Due to weather conditions there had been additional volumes of garden waste collected (around 3,200 tonnes)
- Net expenditure of the directorate was £95 million. This included Parks and Countryside. Attendance management – absence was currently over-running at about 14 days in the refuse service. Budgets were based on 11 days but figures had historically been over 20. There had been several factors that had contributed to improving absence performance including improvements to the return to work process, improving protective clothing and improved links with occupational health.
- Pressures on the 2013/14 budget. These included the disposal of Quarry Hill car park, an increase in landfill tax, cessation of the asylum contract and reduction in other areas of income.
- The cost of agency staff in comparison to directly employed staff. Whilst agency staff did not cost when off sick or on holiday, approximately 45 days per year cover had to be provided for permanently employed staff in the refuse service in terms of sickness and annual leave.
- Areas of saving were highlighted. These included the following:
  - Removal of subsidies
  - Procurement savings
  - Identification of appropriate costs that could be charged to the Housing Revenue Account
  - Alternate week collection of recyclable and residual waste.
  - Proposals to close Middleton Park and Gotts Park golf courses.
  - Bowling greens – possible transfer to bowling associations.
  - Changes to bulky waste collection – potential involvement of third sector organisations.
  - Stopping commercial waste being disposed of at household waste sites.

- Bulk purchase of fuel – the Council would act as a broker and savings would be passed on to residents and to the Council.
- Food waste/anaerobic digestion – a piece of work was ongoing but this would not generate savings for next year if any scheme was to go ahead.
- Proposals to end the subsidisation of bereavement charges would enable the service to break even.
- There was an over-supply of golf courses and these could be returned to parkland.
- Grounds maintenance contract and savings on original contract price and charges to Housing Revenue Account.
- Activity in reducing fuel poverty.
- Costs of allotment provision

It was reported that there would be a working group meeting on 8 January 2013 to provide a further opportunity for Board Members to consider the initial budget proposals.

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

#### **56 Co-ordination between Parks and Countryside and Environmental Action Services**

The report of the Chief Officer, Parks and Countryside considered the progress made in co-ordinating Environmental Action Services with Parks and Countryside, along with further plans to improve the way services are co-ordinated in a way that utilised resources more effectively and improved the level of service achieved.

Sean Flesher, Chief Officer, Parks and Countryside was in attendance for this item. Members discussed issues surrounding the mapping of and requirements for a work schedule for ginnels. Further issues discussed in relation to this included rights of way legislation and involvement of Parish and Town Councils.

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

#### **57 Work Schedule**

The report of the Head of Scrutiny and Member Development informed the Board of its forthcoming Work Programme. Recent Executive Board minutes were also appended to the report.

Members were informed of forthcoming items for the next agenda which included updates on the working group meetings undertaken in November and December regarding the Board's reviews on recycling and strengthening relationships with local Parish and Town Councils. There would also be updates following the Board's reviews on Dog Control Orders and the new Grounds Maintenance contract.



**58 Date and Time of Next Meeting**

Monday, 14 January 2012 at 10.00 a.m. (pre-meeting for all Board Members at 9.30 a.m.)

This page is intentionally left blank

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

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

**Date: 14<sup>th</sup> January 2013**

**Subject: Request for Scrutiny**

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 request for Scrutiny has been received from a member of the public, Mr David Rudge. This relates to the use of Section 106 funding being used for the development of new parks within Leeds. Mr Rudge has requested that the Scrutiny Board considers the city's ability to maintain any new parks in addition to those already requiring maintenance.
  
2. Mr Rudge has been invited to today's meeting to present his request to the Board. Representatives from Parks and Countryside and City Development have also been invited to respond to this request.
  
3. The decision whether or not to further investigate matters raised by a request for scrutiny is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.
  
4. When considering the request for Scrutiny, the Scrutiny Board may wish to consider:
  - If further information is required before considering whether further scrutiny should be undertaken;
  - If a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently;
  - If the matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements;
  - The impact on the Board's current workload;

- The time available to undertake further scrutiny;
- The level of resources required to carry out further scrutiny;
- Whether an Inquiry should be undertaken.

## **Recommendations**

5. The Scrutiny Board is asked to:

- (i) Consider the request for Scrutiny from Mr Rudge.
- (ii) Consider the response of the representatives from Parks and Countryside and City Development to the issues raised.
- (iii) Determine if it wishes to undertake further scrutiny of this matter.

## **Background papers<sup>1</sup>**

6. None used

---

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

## Report of Head of Scrutiny and Member Development

### Report to Safer and Stronger Communities Scrutiny Board

**Date:** 14<sup>th</sup> January 2013

**Subject:** Review of the new grounds maintenance contract – formal response to the Scrutiny Board’s recommendations

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. In June 2012, the Safer and Stronger Communities Scrutiny Board acknowledged a request for Scrutiny in relation to the new grounds maintenance contract. In taking forward this request, the Scrutiny Board reviewed the key issues that had arisen during the initial stages of contract delivery, the reasons for these and any actions taken to help address such issues in the future.
2. In November 2012, the Board published a report setting out its findings and recommendations following its review of the new grounds maintenance contract. This report is attached for information.
3. It is the normal practice to request a formal response from the relevant Directorate(s) to the Board’s recommendations once a report has been published. Details of the formal response to the Board’s recommendations are attached for Members’ consideration.

### Recommendations

4. Members are asked to consider the formal response to the recommendations arising from the Scrutiny Board’s review of the grounds maintenance contract and decide whether any further scrutiny involvement is required at this stage.

## **Background papers<sup>1</sup>**

5. None

---

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

# Scrutiny Report

## Review of the new grounds maintenance contract

Scrutiny Board (Safer and Stronger  
Communities)

November 2012







# Contents

	<b>Page(s)</b>
<b>1. Introduction and Scope</b>	<b>3-4</b>
<b>2. Conclusions and Recommendations</b>	<b>5-15</b>
<b>3. Desired Outcomes and Recommendation Summary</b>	<b>16-17</b>
<b>4. Evidence</b>	<b>18 -19</b>



# Introduction and Scope

## Introduction

1. As the second largest Metropolitan District, Leeds has one of the largest local authority grounds maintenance contracts in the UK.
2. Grounds maintenance continues to be a service area that generates high public interest and often is an issue raised by local residents with Members of the Council. It therefore remains an area of priority for Scrutiny.
3. During 2009, the former Environment and Neighbourhoods Scrutiny Board requested to be involved in overseeing the procurement process for the new grounds maintenance contract that was to be implemented in 2011. This was to ensure that earlier scrutiny recommendations, as well as any other lessons learned, were being taken on board during this process.
4. Following this piece of work, the Scrutiny Board published a report in January 2010 setting out its findings and recommendations.
5. The new contract was awarded to Continental Landscapes Ltd in August 2011. After following a detailed contract mobilisation plan and induction programme, Continental staff began work on site on 5<sup>th</sup> January 2012.
6. However, in June 2012, the Safer and Stronger Communities Scrutiny Board received a request for Scrutiny in relation to the new Grounds Maintenance Contract.
7. Councillor Wadsworth had requested the Scrutiny Board to review the initial

delivery of service standards, with particular focus on the maintenance of grass around street furniture and sheltered housing areas; dealing with grass arisings; and communication links with Elected Members and the public.

8. As the Scrutiny Board had already expressed a wish to monitor progress this year in relation to grounds maintenance, we were happy to accept this request.

## Scope of the review

9. In taking forward this piece of work, we agreed to hold an initial working group meeting on 1<sup>st</sup> August 2012 to discuss the key issues that had arisen during the initial stages of contract delivery, the reasons for these and any actions taken to help address such issues in the future.
10. All members of the Scrutiny Board were invited to take part in the working group meeting. Councillor Wadsworth was also invited to explain why he had brought this matter to the attention of the Scrutiny Board. The meeting also involved representatives from Continental; Environmental Services; the ALMOs; Locality Managers; Parks and Countryside and the Executive Board Member for Environment.
11. A summary of the key issues raised during this working group meeting was reported to the full Board in September. At that stage, it was agreed that further work was needed to address the issues that had been raised. A second working group meeting was therefore held on 1<sup>st</sup> October 2012. Again, all members of



# Introduction and Scope

the Scrutiny Board were invited to take part in the meeting. The meeting also involved representatives from Environmental Services and Parks and Countryside.

12. After the findings of this working group meeting were reported to the full Scrutiny Board in October, we agreed to conclude this review and report on our findings and recommendations in relation to the new grounds maintenance contract.

## Anticipated Service Impact

13. The recommendations arising from this review aim to assist the Council in providing a grounds maintenance service that maximises available resources, delivers value for money and best meets the needs of residents across the city.
14. The desired outcomes linked to individual recommendations are also summarised later in the report.

## Equality and Diversity

15. The Equality Improvement Priorities 2011 to 2015 have been developed to ensure that the council meets its legal duties under the Equality Act 2010. The priorities will help the council to identify work and activities that help to reduce disadvantage, discrimination and inequalities of opportunity to achieve its ambition to be the best City in the UK.

16. Within the current Grounds Maintenance Contract Specification, there is a dedicated section in relation to equality and diversity and the expectations placed upon the Contractor to comply with the Equality Act 2010.
17. Equality and diversity issues have been considered throughout this review. The evidence submitted and the topics debated have not highlighted that a particular equality group are treated less fairly.
18. Where a Scrutiny Board has made recommendations and these are agreed, the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity and where appropriate an equality impact assessment will be carried out.



# Conclusions and Recommendations

## Effective mobilisation of the new contract.

19. Once the new grounds maintenance contract had been awarded, a detailed contract mobilisation action plan was put in place to ensure the smooth mobilisation of the new contract. This was overseen by a Mobilisation Team with representatives from each of the internal clients, including the Arms Length Management Organisations (ALMOs), Belle Isle Tenant Management Organisation (BITMO), Highways and Transportation Service, with support from Procurement, Environmental Services and Parks and Countryside.
20. Continental started the contract on 3<sup>rd</sup> January 2012 and provided a detailed induction programme for all front line staff, regardless of whether they were new or had been transferred from the previous contractor.
21. Following the induction programme, staff began work on site on 5<sup>th</sup> January 2012, completing the remainder of the winter maintenance programme handed over by the outgoing contractor.
22. Overall, we believe that the mobilisation process for the commencement of the new contract had been successful.

## Identifying and maintaining all pieces of land effectively.

23. As Leeds has one of the largest local authority grounds maintenance contracts in the UK, we acknowledge that variations to the asset management register will inevitably occur. In view of this, there remains a formal process within the contract to ensure that work can be varied in and out as required. Variations to the asset types need to be agreed between the relevant client and the contractor within 5 working days and signed acceptance forms completed.
24. Whilst acknowledging that this process is managed by the grounds maintenance team, we learned that staffing issues and high volumes of work had initially led to a backlog of variations. However, we are pleased to note that additional support has now been provided and variation orders are being recorded and monitored more closely to ensure that an acceptable processing time is maintained.
25. We were also very pleased to learn that Continental has been particularly helpful with this issue and responded to requests for work in advance of the variation orders being raised.
26. However, an issue that continues to be raised by Scrutiny relates to the identification and management of miscellaneous or 'orphan' land.
27. The Council is responsible for providing the most up-to-date spatial mapping information to the contractor. Previous scrutiny reviews have



# Conclusions and Recommendations

debated the likelihood of ever achieving 100% accuracy at all times and concluded that there remains a need to continue to have a clear mechanism included within the contract specification to effectively manage the incorporation of any new site locations.

28. Whilst appreciating the importance of ensuring that assets are correctly identified and assigned to the appropriate client, such processes should not hinder the delivery of the service, particularly as the public is not likely to make such distinctions and will simply hold the Council to account for this service.
29. However, many of the problems arise in dealing with unregistered land where the ownership is not clear and requires investigation by officers. These sites need to be investigated speedily to clarify responsibilities so that private land-owners can be approached by council enforcement officers.
30. The former Environment and Neighbourhoods Scrutiny Board also reached this conclusion in January 2010 and recommended that consideration be given to the feasibility of setting aside a separate budget for maintaining pieces of orphan land until ownership matters are resolved.
31. The need for funding to undertake maintenance to sites of concern to local residents and the general public was noted within a report to Executive Board on 22<sup>nd</sup> June 2010 and gave an update on the procurement of the new contract. This was valued at £60k for year 1 of the contract (2012/13) and

£20K for each subsequent year. However, this funding was not included in the budget settlement for the contract for 2012/13.

32. This remains to be a key problem within the grounds maintenance service and so we urge again that this is given serious consideration. We believe that this could be achieved through efficiencies within the contract monitoring process, which we have addressed separately within our report.

## **Recommendation 1**

**That the Director of Resources and Director of Environment and Neighbourhoods establish a separate budget to enable the Grounds Maintenance Team to schedule immediate grounds maintenance work on miscellaneous grassed areas pending clarification of land ownership and formal allocation of future maintenance responsibility.**

## **Addressing traffic management issues for Primary Network routes.**

33. Primary Network routes can be defined as any grass adjacent to the Principal 'A' roads within Leeds Metropolitan District Boundary. These roads are generally for fast moving long distance traffic with little frontage or pedestrian traffic, with speed limits in excess of 40mph. The contract specification therefore states that it is essential that during such works, the



# Conclusions and Recommendations

Contractor liaises with the relevant Highways Network Management Officers as some sites may need to be completed outside normal working hours (i.e. between 9.30am and 3.30pm, evenings and weekends).

34. Primary networks are divided into two Classes;

Class 1 – The majority of the primary network grass cutting will be carried out on 6 occasions between March and October.

Class 2 – The remainder of the primary network grass cutting will be carried out on 3 occasions between March and October.

35. Both Class 1 and Class 2 grass is to be cut back to a height of 100 mm.
36. Grass in these areas will typically be on the verges or central reservations of dual carriageways and other high speed roads. It is therefore essential that the Contractor works within the relevant guidelines (Chapter 8 of the Traffic Signs Manual). All personnel employed by / or sub-contracted to the company carrying out the works, which are on or adjacent to the highway network, must also have the appropriate training and certification required by the National Highway Sector Scheme.
37. We learned that the first scheduled cut of this category of grass was delayed and that the quality of service delivered across the city was inconsistent. The quality issue was partly due to this delayed start and the fact that Continental used sub-contractors. In addition, there was

also a delay in Continental providing cut information which made monitoring difficult. The perceived quality of service provided was therefore based on complaints. There was also a delay in agreeing traffic management protocols that affected grass cutting on high speed roads that required traffic management arrangements to ensure that cutting was carried out safely. The locations affected were as follows:

- Ring Road, Weetwood.
- M1/A650 junction ( J41)
- Ring Road, Seacroft (70mph section)
- A63 Selby Road
- Ring Road, Beeston

38. However, we are pleased to note that following discussions with Continental, a mechanism is now in place to ensure that the grass is cut at a reasonable interval and that timely cut update information is received from the sub-contractors and passed onto the Council. It was also reported that Highways Services have reviewed each location specified to be cut 6 times per year and, where appropriate, reclassified to 13 times per year. This initial work was carried out in February 2012 and has continued to date.
39. In addition, traffic management arrangements are also now established and future cuts scheduled. Where road closures are necessary to conduct such works, it was felt that this needed to be considered further to ensure smooth traffic flows and minimised disturbance to residents. In doing so, we learned that Continental agreed to the Council's street cleaning teams using their road closures, which





# Conclusions and Recommendations

has worked particularly well on Stanningley Bypass.

40. The significant improvement in the co-ordination of arrangements between Continental, Highways Services, street cleaning teams and the grounds maintenance team to reduce traffic management problems is very much welcomed.

## Maintaining grass and other growth around street furniture.

41. The contract specification states that 'the Contractor must maintain the grass and any other growth around street furniture and any other obstacles cutting to the same height as the surrounding grass'. However, we noted that there have been complaints regarding staff failing to trim around street furniture where required.
42. Continental highlighted that where mistakes had been made, this primarily involved new staff within new areas and that this would be rectified with training.
43. We acknowledge that Continental remain committed to train its staff to NVQ Level 2 in amenity horticulture and provide opportunities for a number of apprenticeships.
44. In accordance with the contract specification, Continental also acknowledged that it is encouraged that they deploy localised grounds maintenance teams in order to nurture ownership and pride in the quality of service delivered and that they also remain fully committed to this.

## Effective maintenance of sheltered housing complexes.

45. We acknowledge that the cut quality around some of the ALMO sheltered complexes had been a key issue. This was linked to the fact that whilst the frequency of cut is the same as standard amenity grass i.e 13 times per year, many residents believed that it should be more frequent.
46. We were therefore pleased to learn that the ALMOs have now reviewed their sheltered housing complexes and, where appropriate, have increased the frequency of grass cutting up to the end of this grass cutting season. As a result, Continental has established dedicated teams to carry out this work and to date are achieving a full cut in a week. Whilst acknowledging that the full benefits of this are still to be reviewed, we welcome the approach taken.

## Dealing with grass arisings effectively.

47. Another common service quality issue relates to grass arisings not being cleared from hard surfaces following grass cutting.
48. The contract specification states that all arisings will be left evenly distributed across the plot. All grass clippings resulting from operations falling on paths and other hard surfaces including driveways, are also to be dispersed back on to the grassed area. In particular, grass



# Conclusions and Recommendations

arisings must not be blown onto the carriageway. Linked to this, it was also acknowledged that the public perception is that grass arisings should be collected.

recognised that reduced grass arisings could only realistically be achieved by an increase in the frequency of cut.

49. The ALMOs explained that this is the second highest complaint reason and that when the grass is long and wet, this becomes more of an issue with the public. The staff at Continental also receive complaints from the public on this matter, despite the fact that the collection of grass arisings has never featured in any Leeds Council grounds maintenance contract. It was therefore felt that this needed to be communicated more clearly to the public. The general issue of communication is addressed later in this report.
50. In terms of dispersing grass cuttings from hard services back on to grassed areas, this is usually done by blowing the grass. We noted that when grass is short and dry, it usually gets blown away on its own. However, when it is long and wet, the staff are required to disperse it themselves. Continental have carried out further training with staff on this issue and, where appropriate, taken formal action. Dispersing grass from the highway is a particularly dangerous task and therefore Continental continues to hold discussions with health and safety on this matter.
51. We discussed the benefits of the first cut of the season being a 'cut and collect' to reduce subsequent arisings. However, it was recognised that operationally in terms of crew and machinery and the additional cost, this made this prohibitive. We therefore

## **That the frequency of maintenance operations is fit for purpose.**

52. Within the contract specification, the preferred option for delivery of the grounds maintenance service is to maintain all amenity grass to a cut height of 25mm. In doing so, the contractor is required to undertake 13 cuts in any one growing season.
53. However, it was noted that the weather at the start of the growing season this year was a significant factor in causing operational difficulties and perceived quality issues. This unusually wet warm weather had caused a prolonged 'flush' of grass growth slowing down mowing speed and creating a large volume of grass arisings after each cut, which was often considered unsightly. In addition, the periods of extreme wet weather also prevented grass cutting on some days and made access to some areas difficult or impossible.
54. The extended cut frequency caused by the extreme weather conditions had allowed significant growth between cuts, thereby adding to existing pressures. However, it was acknowledged that where genuine mistakes are being made, these would need to be addressed urgently with appropriate training.





# Conclusions and Recommendations

55. We noted that Continental would like to aspire to a two calendar weekly grass cut frequency (16 cuts in one season) to achieve a better quality of cut. Whilst this has not yet been achieved, we learned that Continental has employed an additional three cutting teams (totaling a local workforce of 108 staff) and have also offered overtime working to their staff to try and increase the cut frequency to two calendar weeks.
56. We are aware that the opportunity does exist for Parish and Town Councils to procure additional cuts for specific areas should they wish to. However, in view of Continental's own aspirations to deliver a two calendar weekly grass cut frequency, this prompted questions about whether the current frequency of cuts was sufficient and highlighted a need for this to be reviewed.
57. It was reported that the wet weather conditions have also encouraged unusual levels of weed growth in many of the shrub and rose beds. In particular those strains of weeds that tend to be more tolerant to the herbicides used, for example, thistles and nettles have become an issue.
58. In conjunction with Continental, we learned that a schedule of additional maintenance visits has been agreed to be completed by the end of September 2012. This will include initial manual removal of established weeds followed by an herbicide application when the weather conditions are more favourable. It was reported that Continental has also employed three additional teams to carry out this work which began in early July 2012.
59. We recognise that the current shrub bed maintenance specification that requires Continental to visit shrub beds twice per year requires revision to provide a consistently acceptable service.
60. We also discussed the relative cost effectiveness of maintaining empty shrub beds or returning to full beds/grass or other asset. In doing so, we believe that different clients would have differing views on this and therefore asset holders should consult with local Ward Members and or Parish/Town Councillors on the future of individual old shrub beds.
61. In moving this forward, we understand that discussions have already commenced with the client services to explore revision of the frequency of operations to meet 16 cuts (amenity grass) and 6 visits to shrub/rose bed profile. The indicative costs for this are in the region of an additional £259K for grass and £148k for Shrub and Rose beds. However, these figures and frequencies are subject to compliance with Contract Procedure Rules. We believe that although this is an increase in expenditure, when taken into context with the overall budgets controlled by the ALMO's and Highways this aspiration is achievable.



# Conclusions and Recommendations

## **Recommendation 2**

**That the Director of Environment and Neighbourhoods works with each of the internal clients to explore a move towards an extended shrub maintenance service (6 shrub visits) and a fortnightly grass cut frequency (16 cuts in one season) in order to achieve a better quality of service.**

## **Recommendation 3**

**That the Director of Environment and Neighbourhoods ensures that asset holders consult with local Ward Members and relevant Parish and Town Councils on the future use and maintenance of old shrub beds.**

## **Enabling a more joined up approach towards litter picking.**

62. The contract specification states that 'prior to scheduled works, the contractor will remove and dispose of rubbish including leaves, rubble, litter and wind blown branches and fruits, plus anything else that the Client considers detrimental to the appearance of the site. Litter picking is particularly important and will be managed through the monitoring process'. In addition, Continental is also to ensure that litter picking and cutting is completed in the same working day for each asset.
63. However, we acknowledge that a common service quality issue relates

to litter not being removed from grassed areas prior to being cut, resulting in shredded litter. Whilst we appreciate that it is the outcome that is important, the perception from the public is that it does not make sense to try and pick up litter once it has been shredded.

64. We noted that Continental have carried out further training with staff and where appropriate, taken formal action. The Council will also continue to monitor service quality and any issue of this nature will be passed back for rectification. Failure to respond will result in contract deductions
65. We were pleased to learn that Continental also continue to work closely with the Locality Management Teams to deal with issues around litter picking as they are keen to work more effectively together in delivering a joined up service. Similar discussions around joined up working are also taking place with other partners, such as the ALMOs and Parks and Countryside.
66. We very much support this and believe that any opportunities to enable a more joined up approach towards litter picking should not be lost where the Council and City will benefit.



# Conclusions and Recommendations

## **Recommendation 4**

**That the Director of Environment and Neighbourhoods works with the Head of Parks and Countryside, the internal clients, Locality Management and Continental to review existing litter picking responsibilities and opportunities for more joined up working.**

**That this review is undertaken immediately and an update report brought back to Scrutiny in January 2013.**

would need to go through the normal procurement processes. We therefore recommend that this is pursued further.

## **Recommendation 5**

**That the Director of Environment and Neighbourhoods reviews where any additional services provided by Continental could lead to further cost savings, with particular attention given to potential winter operations.**

**That this review is undertaken immediately, with an update brought back to the Scrutiny Board in January 2013.**

## **Working together to achieve added value of service.**

67. As well as litter picking services, we believe there is further added value to be gained by exploring where any additional services provided by Continental could lead to further cost savings. This would be particularly relevant to winter works, which would directly protect Continental's workforce, enabling greater service security in subsequent years.
68. We learned that Continental had already submitted a list of potential winter operations they could carry out for clients should they so wish. These included; verge reinstatements, managing verge creep and grass on pavements. It was noted that where possible and financial support is available, these services could be taken up via 'contract variations'. However, other more substantial and diverse pieces of additional work

## **Effective contract monitoring processes**

69. Previous scrutiny reviews have maintained that the development of a robust and consistent contract monitoring process is paramount in order to achieve an effective grounds maintenance service.
70. In accordance with the current contract specification, the day to day operational contract monitoring is to be undertaken by the individual clients (ALMO's, BITMO and Highways). It also recognises that the clients have a number of Registered Tenants Groups, Town and Parish Councils, Residents Panels and individual residents who may also be involved in the day to day monitoring of any work carried out in their respective areas.
71. Monitoring of the service delivery has been carried out since 3<sup>rd</sup> January



# Conclusions and Recommendations

2012. Whilst the ALMOs continue to monitor their own assets, the grounds maintenance team monitor Highways assets.

72. We noted that the aim is to ensure that a minimum of 10% of each cut is monitored, this being regarded as a statistically representative sample. To date, in excess of 10% has been achieved. Whilst it was noted that the ALMOs are monitoring at least 30 to 40% of their assets, this has not been achieved with Highways assets. However, now that staffing issues within the grounds maintenance team have been addressed, we would expect to see significant improvements in the future monitoring of Highway assets.
73. In accordance with the contract specification, all failures are to be rectified by the Contractor within 2 working days (rectification period) of notification being received. Any failures to rectify at the second monitoring visit will result in a performance deduction.
74. The ALMOs reported having a positive relationship with Continental, with the 'first time right' rates being at the highest levels (within the 90<sup>th</sup> percentile). However, it was noted that the Highway assets reported a higher number of failures, despite monitoring less assets.
75. We acknowledge that different specifications need to be achieved and that there is also a degree of subjectivity as part of the monitoring process. However, existing processes do need to be reviewed with the aim of achieving greater parity between the

ALMO and Highway monitoring processes.

76. Whilst the management and administration of the grounds maintenance contract has previously been done through the grounds maintenance team within Environmental Service, we welcome that this will now be carried out by the Parks and Countryside Service, enabling a full review of the efficacy and value for money of the monitoring processes in the light of the high level of service delivery being provided.

## **Recommendation 6**

**That the Director of Environment and Neighbourhoods reviews the contract monitoring processes to identify efficiencies and consistency.**

77. As part of its review in 2009, the former Environment and Neighbourhoods Scrutiny Board recognised that local Parish and Town Councils also provided a valuable resource that needed to be maximised as part of the contract monitoring arrangements.
78. As mentioned previously, the current contract specification does recognise that the clients have a number of Registered Tenants Groups, Town and Parish Councils, Residents Panels and individual residents who may also be involved in the day to day monitoring of any work carried out in their respective areas. However, in relation to Parish and Town Councils in particular, we believe that more effort is needed to ensure that they



# Conclusions and Recommendations

are proactively engaged in the contract monitoring process.

## **Recommendation 7**

**That the Director of Environment and Neighbourhoods ensures that Parish and Town Councils are proactively engaged in the contract monitoring process for the grounds maintenance contract.**

## **Communication with Elected Members and the public.**

79. The current contract specification states that the Contractor is required to periodically attend ALMO and BITMO Board meetings, Area Committees, Scrutiny and Executive Board and local residents meetings and any other meetings deemed necessary by the client.
80. We believe that Continental has been proactive in terms of communicating and connecting with services within the Council (for example Locality Management) as well as local resident and tenant groups. We welcome that Continental has also been quick to respond to any complaints and will seek to deal with issues promptly.
81. In moving forward, we do believe that more can still be done to improve communication links, particularly with Elected Members and the public.
82. As mentioned previously, a common complaint surrounding the grounds maintenance service is around grass arising not being collected, despite the fact that the collection of grass arisings has never featured in any Leeds Council grounds maintenance contract.
83. In recognising that many of the public complaints are received via the Council's Call Centre, it was recognised that staff at the Call Centre should be trained to respond effectively to such complaints by explaining what is actually expected from the grounds maintenance staff in accordance with the contract. We were pleased to note that this approach is being progressed by the Locality Managers.
84. We also recognised a need to periodically remind Elected Members of the expectations and work of the service and the management of the issues faced by Ward Members on a daily basis. Newly Elected Members should also be provided with the relevant background knowledge and contact information as part of their induction programme.
85. As well as helping the public to be more informed about what is expected from the grounds maintenance service, more effort is needed to also raise public awareness of behaviour that is obstructive to the delivery of a good quality grounds maintenance service (e.g. parking on public verges).
86. To achieve a grounds maintenance service that delivers value for money and best meets the needs of residents across the city, it is vital that we have the support of the public too.





# Conclusions and Recommendations

## **Recommendation 8**

**That the Chair of the Member Development Working Group includes grounds maintenance as part of the Member Development Programme and Induction Programme to promote greater awareness of the expectations of the grounds maintenance service in accordance with the contract.**

## **Recommendation 9**

**That the Director of Environment and Neighbourhoods works with the Area Management Teams to ensure that Area Committees receive regular updates regarding the performance of the grounds maintenance service delivered within their area. Such updates are to include an overview of key issues raised within their areas; how such issues have been dealt with; and any new or pending contract variations that will impact upon their area.**

## **Recommendation 10**

**That the Director of Environment and Neighbourhoods works with the Head of Communications and Marketing and the internal clients to develop a Communications Strategy aimed at promoting public awareness of behaviour that is obstructive to the delivery of a good quality grounds maintenance service (e.g. parking on public verges).**



# Desired Outcomes and Recommendation Summary

**Desired Outcome** – That necessary grounds maintenance work on miscellaneous grassed areas is scheduled immediately for action.

**Recommendation 1** – That the Director of Resources and Director of Environment and Neighbourhoods establish a separate budget to enable the Grounds Maintenance Team to schedule immediate grounds maintenance work on miscellaneous grassed areas pending clarification of land ownership and formal allocation of future maintenance responsibility.

**Desired Outcome** – That the specification for grounds maintenance and shrub maintenance is fit for purpose in delivering a good quality service.

**Recommendation 2** – That the Director of Environment and Neighbourhoods works with each of the internal clients to explore a move towards an extended shrub maintenance service (6 shrub visits) and a fortnightly grass cut frequency (16 cuts in one season) in order to achieve a better quality of service.

**Desired Outcome** – That the future use and maintenance of old shrub beds is determined in consultation with local Ward Members and relevant Parish and Town Councils.

**Recommendation 3** – That the Director of Environment and Neighbourhoods ensures that asset holders consult with local Ward Members and relevant Parish and Town Councils on the future use and maintenance of old shrub beds.

**Desired Outcome** – That there is a joined up approach between the Council and Continental for undertaking litter picking services across the city.

**Recommendation 4** – That the Director of Environment and Neighbourhoods works with the Head of Parks and Countryside, the internal clients, Locality Management and Continental to review existing litter picking responsibilities and opportunities for more joined up working.

That this review is undertaken immediately and an update report brought back to Scrutiny in January 2013.

**Desired Outcome** – Utilising available resources to obtain greater added value of service by Continental.

**Recommendation 5** – That the Director of Environment and Neighbourhoods reviews where any additional services provided by Continental could lead to further cost savings, with particular attention given to potential winter operations.

That this review is undertaken immediately, with an update brought back to the Scrutiny Board in January 2013.



# Desired Outcomes and Recommendation Summary

**Desired Outcome** – That contract monitoring is conducted efficiently and there is parity between the contract monitoring processes of the ALMOs and Highways.

**Recommendation 6** – That the Director of Environment and Neighbourhoods reviews the contract monitoring processes to identify efficiencies and consistency.

**Desired Outcome** – That additional resources available within local Parish and Town Councils are maximised to add value to the contract monitoring arrangements.

**Recommendation 7** – That the Director of Environment and Neighbourhoods ensures that Parish and Town Councils are proactively engaged in the contract monitoring process for the grounds maintenance contract.

**Desired Outcome** – That all Elected Members are fully aware of what is expected from the grounds maintenance service in accordance with the contract.

**Recommendation 8** – That the Chair of the Member Development Working Group includes grounds maintenance as part of the Member Development Programme and Induction Programme to promote greater awareness of the expectations of the grounds maintenance service in accordance with the contract.

**Desired Outcome** – That Area Committees are regularly updated on the performance of the grounds maintenance service delivered within their area.

**Recommendation 9** – That the Director of Environment and Neighbourhoods works with the Area Management Teams to ensure that Area Committees receive regular updates regarding the performance of the grounds maintenance service delivered within their area. Such updates are to include an overview of key issues raised within their areas; how such issues have been dealt with; and any new or pending contract variations that will impact upon their area.

**Desired Outcome** – That public behaviour does not obstruct the delivery of a good quality grounds maintenance service.

**Recommendation 10** – That the Director of Environment and Neighbourhoods works with the Head of Communications and Marketing and the internal clients to develop a Communications Strategy aimed at promoting public awareness of behaviour that is obstructive to the delivery of a good quality grounds maintenance service (e.g. parking on public verges).





# Evidence

## **Monitoring arrangements**

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

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

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

## **Reports and Publications Submitted**

Report of the Chief Officer for Parks and Countryside – Grounds Maintenance Update. 1<sup>st</sup> August 2012.

Report of the Head of Scrutiny and Member Development - summary of the working group meeting held on 1<sup>st</sup> August 2012. 10<sup>th</sup> September 2012.

Report of the Head of Scrutiny and Member Development – summary of the working group meeting held on 1<sup>st</sup> October 2012. 22<sup>nd</sup> October 2012.



# Evidence

## **Witnesses Heard**

Councillor Mark Dobson, Executive Board Member for Environment  
Councillor Paul Wadsworth, Leeds City Council (LCC)  
Nick Broad, Operations Director, Continental  
Mark McLaughlin, Operations Manager, Continental  
Helen Freeman, Chief Officer, Environmental Action, LCC  
Sean Flesher, Head of Parks and Countryside, LCC  
Simon Frosdick, Business Development Manager, Parks and Countryside, LCC  
Giles Jeffs, Contracts Manager, Grounds Maintenance Hub Team, LCC  
Steve Smith, Environmental Services, LCC  
Clare Warren, Chief Executive of West North West Homes Leeds  
Simon Costigan, Chief Executive of Aire Valley Homes Leeds  
Wayne Shirt, Contracts Manager, Aire Valley Homes Leeds  
Steven Vowels, Head of Partnerships & Support Services, East North East Homes Leeds  
John Woolmer, Locality Manager, East North East Leeds, LCC  
Tom Smith, Locality Manager, South and Outer East Leeds, LCC

## **Dates of Scrutiny**

Scrutiny Working Group Meeting – 1<sup>st</sup> August 2012  
Scrutiny Board Meeting – 10<sup>th</sup> September 2012  
Scrutiny Working Group Meeting – 1<sup>st</sup> October 2012  
Scrutiny Board Meeting – 22<sup>nd</sup> October 2012

**Scrutiny Board (Safer and Stronger Communities)**  
**Review of the new grounds maintenance contract**  
**12<sup>th</sup> November 2012**  
**Report author: Angela Brogden**



[www.scrutiny.unit@leeds.gov.uk](mailto:www.scrutiny.unit@leeds.gov.uk)

This page is intentionally left blank

**Formal response to the review of the new grounds maintenance contract conducted by Scrutiny Board (Safer and Stronger Communities) in November 2012.**

<b>Recommendation</b>	<b>Response</b>
<p><b>Recommendation 1</b> – That the Director of Resources and Director of Environment and Neighbourhoods establish a separate budget to enable the Grounds Maintenance Team to schedule immediate grounds maintenance work on miscellaneous grassed areas pending clarification of land ownership and formal allocation of future maintenance responsibility.</p>	<p>This recommendation is agreed, although a budget needs to be identified to enable these areas of land to be brought up to standard, then maintained on an ongoing basis, which will be sought by trying to identify efficiencies in the contract.</p>
<p><b>Recommendation 2</b> – That the Director of Environment and Neighbourhoods works with each of the internal clients to explore a move towards an extended shrub maintenance service (6 shrub visits) and a fortnightly grass cut frequency (16 cuts in one season) in order to achieve a better quality of service.</p>	<p>This recommendation is agreed in principle as adopting good horticultural practice, but would require an additional contribution from each client to deliver the improvements. Following discussion that took place at the streetscene grounds maintenance programme board on 17<sup>th</sup> December 2012, it was agreed that Aire Valley Homes and Belle Isle Tenants Management Organisation would trial increased shrub and rose bed maintenance in 2013. This will provide an evidence base to inform a review in the light of visible benefits and resident feedback in order to help determine resource prioritisation.</p> <p>With regard to grass cutting frequency it is not proposed to alter the frequency of mowing at this stage, other than to retain the increased frequency of grass cutting on ‘premium’ sites, in response to customer concerns raised during 2012. For other grass, it was agreed that a flexible approach to phasing will be adopted in 2013 that will use climatic conditions to direct the overall frequency that may increase above 13. For example a cold spring and a hot, dry summer would enable reduced frequencies, conversely a mild winter and wet summer would require additional mowing activity.</p>
<p><b>Recommendation 3</b> – That the Director of Environment and Neighbourhoods ensures that asset holders consult with local Ward Members and relevant Parish and Town Councils on the future use and maintenance of old shrub beds.</p>	<p>This recommendation is agreed and consultation will take place with Ward Members and relevant Parish and Town Councils on any proposals on the future use and maintenance of shrubs beds.</p>

<b>Recommendation</b>	<b>Response</b>
<p><b>Recommendation 4</b> – That the Director of Environment and Neighbourhoods works with the Head of Parks and Countryside, the internal clients, Locality Management and Continental to review existing litter picking responsibilities and opportunities for more joined up working. That this review is undertaken immediately and an update report brought back to Scrutiny in January 2013.</p>	<p>This recommendation is agreed and the report to Scrutiny Board (Safer and Stronger Communities) meeting in December 2012 highlighted that consideration is being given for Continental to expand litter collection to cover adjacent hard surfaces where applicable in co-ordination with street cleansing activities.</p>
<p><b>Recommendation 5</b> – That the Director of Environment and Neighbourhoods reviews where any additional services provided by Continental could lead to further cost savings, with particular attention given to potential winter operations. That this review is undertaken immediately, with an update brought back to the Scrutiny Board in January 2013.</p>	<p>This recommendation is agreed. Locality managers have commissioned Continental to undertake bulk leaf clearance and other cleansing works normally undertaken via temporary staff to support staff retention within Continental.</p> <p>This issue has also been discussed at the streetscene grounds maintenance programme board. Budget holding clients have indicated that they are unable to prioritise funding for Continental to undertake additional winter works. However, clients are asking Continental to tender for individual environmental projects as well as quote for ad hoc work on assets that need additional work to meet specifications.</p>
<p><b>Recommendation 6</b> – That the Director of Environment and Neighbourhoods reviews the contract monitoring processes to identify efficiencies and consistency.</p>	<p>This recommendation is agreed, and a review will be undertaken of existing monitoring processes to ensure a balanced, consistent and efficient approach commensurate with the outcome of monitoring results.</p>
<p><b>Recommendation 7</b> – That the Director of Environment and Neighbourhoods ensures that Parish and Town Councils are proactively engaged in the contract monitoring process for the grounds maintenance contract.</p>	<p>This recommendation is agreed, and Parish and Town Councils will be invited to contribute to monitoring activity as part of the overall review alluded to in recommendation 6.</p>
<p><b>Recommendation 8</b> – That the Chair of the Member Development Working Group includes grounds maintenance as part of the Member Development Programme and Induction Programme to promote greater awareness of the expectations of the grounds maintenance service in accordance with the contract.</p>	<p>The Chair of the Member Development Working Group will be discussing how best to take forward this recommendation during the Member Development Working Group meeting on 31<sup>st</sup> January 2013.</p>

<b>Recommendation</b>	<b>Response</b>
<p><b>Recommendation 9</b> – That the Director of Environment and Neighbourhoods works with the Area Management Teams to ensure that Area Committees receive regular updates regarding the performance of the grounds maintenance service delivered within their area. Such updates are to include an overview of key issues raised within their areas; how such issues have been dealt with; and any new or pending contract variations that will impact upon their area.</p>	<p>This recommendation is agreed. A report to Area Committees is being prepared for the February/March round of meetings that will include a performance review of the first year of the contract as part of the Parks and Countryside annual report. Representatives from Parks and Countryside have been identified to attend Environment Sub-Group Meetings where issues can be raised relevant to each area and responses given, as appropriate.</p>
<p><b>Recommendation 10</b> – That the Director of Environment and Neighbourhoods works with the Head of Communications and Marketing and the internal clients to develop a Communications Strategy aimed at promoting public awareness of behaviour that is obstructive to the delivery of a good quality grounds maintenance service (e.g. parking on public verges).</p>	<p>This recommendation is agreed, and it is proposed that this takes place ahead of the grass cutting season in 2013.</p>

This page is intentionally left blank



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

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

**Date: 14<sup>th</sup> January 2013**

**Subject: Recommendation Tracking – Phase 2 Dog Control Orders**

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

**Summary of main issues**

1. This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of the Phase 2 Dog Control Orders.
2. The Scrutiny recommendation tracking system allows the Scrutiny Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

**Recommendations**

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

## **1 Purpose of this report**

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review of the Phase 2 Dog Control Orders.

## **2 Background information**

- 2.1 It was agreed in June 2011 that the Safer and Stronger Communities Scrutiny Board should play an active part in analysing the proposed options arising from the Phase 2 Dog Control Orders project before approval is sought from the Executive Board in December 2011 to implement further Dog Control Orders.
- 2.2 At its meeting in November 2011, the Scrutiny Board agreed a report summarising its observations, conclusions and recommendations in relation to the proposals arising from the Phase 2 Dog Control Orders project. The Scrutiny Board's report was appended to the report to Executive Board in December 2011.
- 2.3 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.

## **3 Main issues**

- 3.1 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.2 To assist Members with this task the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.
- 4.1.2 The Executive Board Member for Environmental Services has been consulted on the response to the recommendations.

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

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

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

4.3.1 This section is not relevant to this report.

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

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

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

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

### **4.6 Risk Management**

4.6.1 This section is not relevant to this report.

## **5 Conclusions**

5.1 The Scrutiny recommendation tracking system allows the Board to monitor progress and identify completed recommendations. Progress in responding to those recommendations arising from the Scrutiny review of the Phase 2 Dog Control Orders is detailed within the table at Appendix 2 for Members' consideration.

## **6 Recommendations**

6.1 Members are asked to:

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

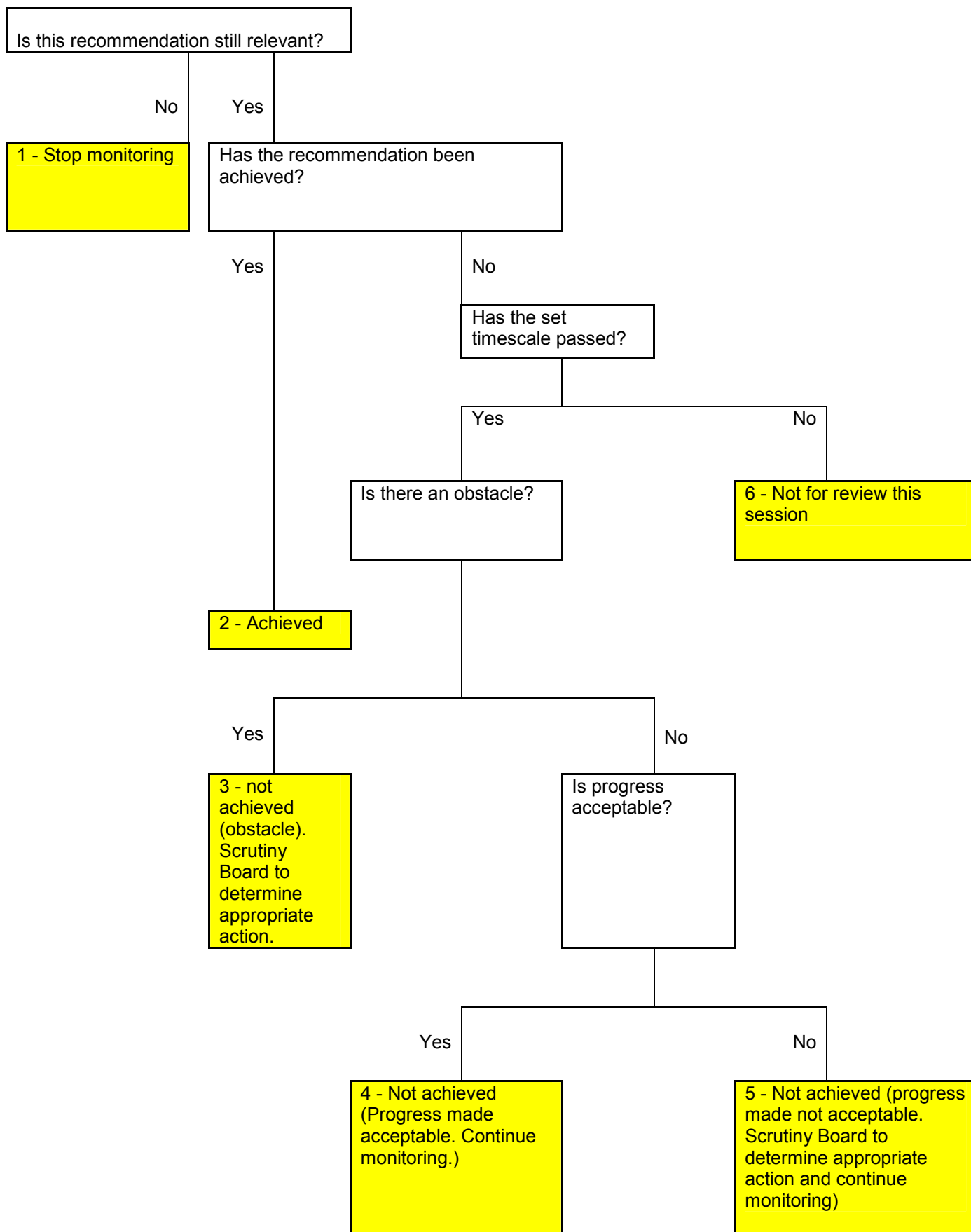
## **7 Background documents<sup>1</sup>**

7.1 None

---

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

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



**Review of the Phase 2 Dog Control Orders (November 2011)**

Categories

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>Recommendation 5</b>  <b>That non-payment of Fixed Penalty Notices in relation to Dog Control Orders are actively pursued and further legal action taken where required, particularly in relation to repeat offenders.</b></p>	<p><b>Position reported in July 2012:</b></p> <p>Between January and July 2012, 89 Fixed Penalty Notices (FPNs) have been issued for offences under Dog Control Orders. 73 of the offences were in relation to dogs on the Highway without a lead. 16 were for dog fouling offences.</p> <p>Of the 73 dogs on leads FPNs 30 have to date not been paid. Of the 16 dog fouling FPNs 3 have not been paid. We are pursuing legal action through the courts against these individuals. FPN action appears, by and large, to be having a deterrent effect with no repeat offenders have been observed. Any repeat offenders would be taken directly to court without an FPN being issued.</p> <p><b>Current position:</b></p> <p>Between January and November 2012, 117 FPNs have been issued for offences under Dog Control Orders. 89 of the offences were in</p>		

relation to dogs on the Highway without a lead. 28 were for dog fouling offences. It is noticeable that the number of FPNs for Dogs on Leads next to the Highway has dropped considerably since the initial spike in numbers when the Orders were introduced. This suggests that the message is getting out to the general public (Recommendation 7). The number of FPNs issued for dog fouling offences has increased from the early part of the year, from 2 per month up to end of June to 7 per month in the period from August to November.

Of the 89 dogs on leads FPNs 36 have to date not been paid. Of the 28 dog fouling FPNs 8 have not been paid.

We are actively pursuing people who do not pay their FPNs through the courts. Successful prosecutions in the last five months are:

- Dogs on Leads non-payment of FPN: £75 fine, plus £415.53 in costs and a £15 victim surcharge,
- Dogs on Leads non-payment of FPN: £100 fine, plus £446.53 costs and a £15 victim surcharge.
- Dogs on Leads non-payment of FPN: £75 fine and ordered to pay £386.53 in costs and a £15 victim surcharge.
- Dogs on Leads non-payment of FPN and persistently allowing dog to stray: £1000 fine, plus £387.43 costs and a £15 victim surcharge
- Dog allowed to roam and foul: Fined £150 with £504.51 costs
- Dogs allowed to roam and foul: Fined £150 with £243.22 costs.

Six other cases are now with our legal team pending prosecution. Encouragingly 3 of these cases have resulted from evidence provided by PCSO's (see Recommendation 6 below). We have produced press releases for all of the above (see Recommendation 7 below).

2 - Achieved

<p><b>Recommendation 6</b>  <b>That further work is undertaken by the Council to significantly expand the level of staff resource available to enforce Fixed Penalty Notices and also act as professional witnesses to any breaches of the Dog Control Orders.</b></p>	<p><b>Position reported in July 2012:</b></p> <p>All enforcement staff are now trained and actively undertaking dog control work on a regular basis. Of the 481 dog fouling related jobs received between January and June this year 218 were dealt with by Locality enforcement staff rather than the dog wardens themselves (45%).</p> <p>We continue to work with the Police to encourage the reporting of dog fouling incidents by PCSOs. PCSOs in the Killingbeck division have now been given training in the legislation and this will also be rolled out to PCSOs in the Holbeck and Rothwell divisions in the next few months. Several reports of dog fouling have now been received from PCSOs and have been actioned by the service.</p> <p>We continue to work with Parks and Countryside and ALMOs for their staff to also gather intelligence or even enforce directly. The potential for enforcement activity / intelligence gathering within the wider Parks &amp; Countryside workforce has been a particular recent focus with both service areas now reporting to the same Director.</p> <p><b>Current position:</b></p> <p>We continue to work with partners to expand the range of staff who can undertake Dog Control enforcement work. Good progress has been made in training PCSOs to report offences and we have had several occasions where PCSOs have reported offences and the Locality Team has taken action (see Recommendation 5 above).</p> <p>Work is ongoing with the ALMOs and Parks and Countryside Services to train more staff and to look at whether powers could be delegated to officers in these services.</p>	<p>4 - Not achieved  (Progress made acceptable.  Continue monitoring.)</p>	
--	---	--	--

<p><b>Recommendation 7</b>  <b>That any new Dog Control Orders are effectively communicated to the public, which includes the use of appropriate signage, and for the Council to reinforce the message that Dog Control Orders will be rigorously enforced.</b></p>	<p><b>Position reported in July 2012:</b></p> <p>We have continued with regular press articles about dog related issues which have been picked up within the local media. Examples include:</p> <ul style="list-style-type: none"> <li>• Yorkshire Evening Post (YEP) – 6<sup>th</sup> March 2012 – “Leeds dog owners are falling foul of the law on mess”</li> <li>• YEP on 19<sup>th</sup> March 2012 – “Consumer: Give a dog a home”;</li> <li>• YEP – 9<sup>th</sup> April 2012 – “Crackdown launched on irresponsible dog walkers in south Leeds town”</li> <li>• YEP – 8<sup>th</sup> May 2012 – “Warning as dog owner told to pay £2,100 over mess”</li> </ul> <p>Over the summer months we are also undertaking free micro-chipping events in different locations where residents will also be given leaflets to advise on the Dog Control Orders.</p> <p>In addition to this we are planning local campaigns in priority areas as identified with Elected Members through the Locality Team’s Service Level Agreement process.</p> <p>All signage is not yet in place but is now progressing well following a delay in production of the signs themselves. The public and complainants in particular will be encouraged to place dog fouling signs in problem areas themselves, following advice given by the service.</p> <p><b>Current position:</b></p> <p>Signage is now in place for all sites under Control Orders. All successful prosecutions have had press releases which have been picked up by the press and media. Examples are:</p>	<p>2 - Achieved</p>	
---	--	---------------------	--



	<p><b>14<sup>th</sup> September – “Owners feel full force of dog control orders.</b> Three dog owners in Leeds are licking their wounds having been prosecuted for flouting dog control orders.”</p> <p><b>21<sup>st</sup> November – “Maximum fine for letting dog stray.</b> A Leeds woman was handed the maximum penalty by magistrates for continually flouting dog control orders”</p> <p>5 Micro chipping and education events have been held at the following locations: Farnley Hall Park, East End Park, Crossflatts Park , Armley Town Street, Roundhay Park. A total of 176 dogs have been micro-chipped. Approximately 300 dog owners were given information on responsible dog ownership</p> <p>The consultation for new sites for Dog Control Orders will take place in January and February with press and media work to support this. This will include a further consultation question about parks used by schools which should help to increase the profile of the consultation process (see Recommendation 9 below).</p>		
<p><b>Recommendation 9</b> <b>That the Project Board undertakes further work in relation to parks and playing pitches that are used by schools that have no on-site green space. This is 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.</b> <b>Such work should be undertaken as a</b></p>	<p><b>Position reported in July 2012:</b></p> <p>In consideration of the position reported in March 2012, the Safer and Stronger Communities Scrutiny Board sought clarification of the legal advice provided to the DCO Project Board. The Scrutiny Board maintained that further action was needed as the council had a duty of care towards those school children that used these parks. The Scrutiny Board therefore agreed to continue monitoring this recommendation.</p> <p>In response to the Scrutiny Board’s request, clarification of the legal advice provided to the DCO Project Board was provided at the July meeting. The Legal Adviser to the DCO Project Board also attended this meeting to address any further queries.</p>		

**matter of urgency, with an update report brought back to the Scrutiny Board by March 2012.**

**Current position:**

A further meeting has taken place between Elected Members, the Locality Team, Legal Services and Parks and Countryside. This has resulted in the following approach being developed to deal with this issue:

As part of the consultation about the new list of sites prior to implementing the revised land schedules for Dog Control Orders we will, as well as asking for feedback about the new sites in the Order, ask a supplementary question which would be:

*“The Council has received representation over the last year about Dog Control Orders on ‘Community Parks’ that are used by primary schools when they do not have their own sports facilities. The Council is therefore considering whether, where a school regularly uses one of the listed ‘Community Parks’ because they do not have their own facilities and they request a Dogs on Leads Order to be in place, the Order will be put in place to protect the safety of children in these areas. Please indicate whether you would be supportive of such a proposal (Yes/No/Don’t know).”*

The list of Community Parks is attached to this update report (see appendix 3).

If the answer to this consultation question is positive we will then ask schools directly if they regularly use parks in lieu of having their own facilities and if so, whether they want a Dogs on Leads Order to be in place. If they respond that they do and they want the Order, we will then put it in place on the Community Park in question.

2 - Achieved

## Appendix 3

Site Name	Committee
Allerton Bywater Sports Ground	EO
Armley Park	WI
Banstead Park	EI
Barleyhill Park	EO
Becketts Park	NWI
Bramley Falls Wood Park	WI
Bramley Park	WI
Brookfield Recreation Ground	WO
Burley Park	NWI
Calverley Park (Victoria Park)	WO
Chapel Allerton Park	NEI
Churwell Park	SO
Cross Flatts Park	SI
Dartmouth Park	SO
Drighlington Park	SO
East End Park	EI
Farnley Hall Park	WO
Fearnville (King George VI) Playing Fields	EI
Glebelands Rec, Ninelands Lane	EO
Gotts Park	WI
Grove Hill Park, Otley	NWO
Grove Road Recreation Ground	EO
Hainsworth Park	WO
Halton Dene - Primrose Valley	EO
Harehills Park	EI
Hartley Avenue Park	NWI
Holbeck Moor	SI
Holt Park	NWO
Horsforth Hall Park	NWO
Hunslet Lake	SI
Hunslet Moor	SI
Kirk Lane Park	NWO
Lewisham Park	SO
Lovell Park	NWI
Manston Park	EO
Meanwood Park	NEI
Micklefield Park, Rawdon	NWO
New Farnley Park	WO
New Wortley Recreation Ground	WO
Norma Hutchinson Park	NEI
Nowell Mount	EI
Nunroyd Park, Guiseley	NWO
Penny Pocket Park	SI
Potternewton Park	NEI
<b>Pudsey Park</b>	WO
Rodley Park Recreation Ground	WI
Rothwell Country Park	SO
Scarth Gardens	SO
Scatcherd Park	SO
Springhead Park	SO
Stanningley Park	WI
Tarnfield Park, Yeadon	NWO
Tennant Hall POS	NWI
The Hollies	NWI
The Rein	EI

Appendix 3

<b>Site Name</b>	<b>Committee</b>
Tyersal Park	WO
Western Flatts Cliff Park	WO
Westroyd Park	WO
Wharfemeadows Park, Otley	NWO
Whinmoor Park, Coal Road	EO
Woodhouse Moor Park	NWI
Woodlesford Park	SO

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

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

**Date: 14<sup>th</sup> January 2013**

**Subject: Initial 2013/14 budget proposals – draft comments of the Scrutiny Board**

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. During its December meeting, the Scrutiny Board considered the initial 2013/14 budget proposals relevant to its portfolio. These are attached again for information. It was agreed that a working group meeting would also be held on 8<sup>th</sup> January 2013 to allow a further opportunity for Board Members to consider these proposals.
  
2. Following this working group meeting, a report summarising the observations and recommendations of the Scrutiny Board in relation to these budget proposals will be circulated separately and the Board will be asked to agree this summary report during today's meeting. Once agreed, this will be forwarded to the Resources and Council Services Scrutiny Board and will form part a composite statement from Scrutiny to be reported to Executive Board in February 2013.

**Recommendations**

3. Members are asked to consider and agree the report summarising the Scrutiny Board's observations and recommendations in relation to the initial 2013/14 budget proposals relevant to the Scrutiny Board's portfolio.

**Background documents <sup>1</sup>**

4. None.

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

This page is intentionally left blank

## **Environment and Neighbourhoods**

### **Initial Budget Proposals 2013/14**

The Department manages a diverse set of functions which, nevertheless, combine to form some of the key foundations of strong communities. Clean streets, well maintained green spaces which people can use, sound housing which meets people's needs, safe neighbourhoods - these are marks of desirable places to live. Some services, such as refuse collection are taken for granted but when not delivered are immediately noticed. At a time of significantly diminishing resources, priority has been given to ensure that these bedrock services are maintained.

The Department, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Department supports many others to sustain their tenancies. The department intervenes in the private sector to tackle some of the worst housing conditions in the city. Through close working with the police and health service, services are commissioned to help people leave a life of drug dependency.

There is also a longer term agenda. Work to improve and add to the city's housing stock has importance for many years to come, as do the environmental choices we make today.

### **The Key Outcomes**

Based on the above, the Department has a number of key priorities which the budget is designed to support. They are as following:

- preventing homelessness;
- improving the quality of private sector housing
- reducing crime and anti social behaviour.
- reducing fuel poverty and providing sustainable energy
- Providing a reliable refuse and recycling service
- minimising the amount of waste that ends up in landfill by promoting reuse and recycling;
- clean neighbourhoods, reflecting local needs;
- green spaces which people can enjoy

To achieve these outcomes, the budget brings forward proposals clustered around a number of key themes which are detailed below:

### **Stopping services or subsidies which don't support social need**

At a time when the Council is hard pressed to deliver services, the Council has to prioritise. This budget contains a number of proposals to stop or eliminate subsidy where there is no strong case of social need being met.

It is proposed to end the subsidisation of bereavement charges. The Council provides cremation and burial services at a loss to everyone in the city, regardless of

income and increases in charges will seek to remove the subsidisation for these services over a period of three years. Hardship grants are available to those in financial need.

A review of Bowling Greens in 2010 identified that the cost of Bowling Greens to the Council equates to a subsidy of £133 per bowler and that Leeds had more bowling greens than any other core city. As a result, a number of options are being explored that aim to reduce the overall cost of bowling to the Council. Some parks have multiple greens, which enables the Council to consolidate without affecting access. Other options under consideration include the transfer of ongoing bowling green maintenance to some of the existing bowling clubs with a high number of active members. Support will be given to clubs who are not in a position to sustain bowling greens themselves.

The Parks and Countryside service runs 97 allotment sites in Leeds at a cost of £175k. Income from allotment holders generates £45k. At present the rental charge for a full plot is £37 per annum for a full plot (£53 with water supply). Allotment gardening is very popular and there is a huge demand for plots and waiting lists have to be managed for many of the allotment sites. It is proposed that charges to allotment tenants and organizing committees are reviewed with the aim to eliminate the subsidy on this service, thereby saving the Council £130k

It is proposed to close Middleton Park and Gotts Park golf courses. Both courses run at a loss and the numbers using them continue to decline. There is no evidence that those who use the courses would be unable to access other facilities in the city. The explosion in golf provision has brought down the cost of golf significantly and ensured places to play across the city. Middleton golf course is adjacent to another private course and there are other nearby alternatives to Gotts Parks. Returning the golf courses to parkland will achieve savings and also open up large areas of land to general public usage.

Increasing numbers of commercial companies are accessing Household Waste Sites across the City for the illegitimate disposal of commercial waste. As a result Leeds City Council is currently subsidising these businesses by paying for the disposal of their waste. It is therefore proposed for Leeds to adopt the position taken by many other Local Authorities and enforce a ban on the acceptance of commercial waste at all Household Waste sites, by directing marked commercial vans to Kirkstall Road and East Leeds, where appropriate arrangements exist to facilitate charging businesses for the disposal of their waste.

### Ending Duplication

The budget proposals contain a number of proposals to consolidate work within the Authority to avoid duplication of effort.

The cessation of the Supporting People ring fence facilitates the transfer of half of this budget to Adult Social Care. Not only are they best placed to deliver efficiencies but it allows the services to be commissioned from one place which creates a better overview of the whole activity.



The provision of the housing management function, currently provided by the ALMOs, is under review. Regardless of the outcome of this review, it is proposed that resources that deal with improving the environment within both the ALMOs and Environmental Action are combined. Not only will this deliver an enhanced service that is responsible for the environmental wellbeing of areas, but it would also clarify responsibilities and accountability for service delivery as well as realising efficiencies.

### Working in Partnership

The cost of the Environmental Health function will be reduced through a combination of reviewing the level of resources required to delivery statutory requirements and progressing proposals to work more closely with other West Yorkshire Authorities in the delivery of statutory responsibilities.

A reduction in the amount of waste that is collected by the bulky waste service and then land filled will be targeted. In order to achieve this it is proposed to work more closely with Third Sector organisations to recycle and re-use more of the items that are collected. In addition options to determine an appropriate charging arrangement for the collection of bulky household items is to be developed.

Utilising external funding to support energy efficiency. There is also the opportunity to tackle carbon reduction, reduce fuel poverty and provide an income stream to the Council through renewables.

### Income generation

Within the Parks and Countryside service it is proposed to increase the level of income receivable thorough trading activity. Through increased marketing it will seek to sell its expertise in landscape contract management, forestry, sponsorship, Rights of way and natural habitat management primarily to other public sector bodies as well as continuing to develop the expansion of its nursery business activities.

Following the receipt of the Car Parking review report at Executive Board in September 2012, a consultation exercise is now underway. In the context of this review, proposals are being developed around a charging policy for Sunday parking in the City Centre along with the extension of evening car parking charges to cover all off street car parks as well as on street parking.

In 2011/12 CCTV and Security functions were consolidated within the Community Safety service. In addition to the realisation of efficiencies that have already been delivered by this action, further cost savings can derive by aiming to consolidate responsibility within Community Safety for the management of this type of activity council wide. The service will also seek to expand by engaging with both public and private sector organisations with a view to providing them with both security and CCTV related functions.

## Innovation

In September 2012 Executive Board received a report with set out as series of proposals to increase the supply of affordable housing in the City. In order to progress this objective an allocation of New Homes Bonus will be used to resource a staffing structure that will deliver on the targeted level of increases to the housing stock in the City and the consequential increases in Council Tax and New Homes Bonus receivable. In the past twelve months the amount receivable as new Homes Bonus will increase as a result of 1024 successful interventions which has reduced the number of empty properties in the City..

It is proposed to implement alternate week collection of recyclable and residual waste citywide. By March 2014, this enhanced service for the collection of recyclables will have been rolled out to 150k or 44% of properties in Leeds. Further rollouts will occur in the following financial year with the intention that 80% of households will ultimately be in receipt of this service. Not only will this development lead towards a reduction in the Council's waste disposal costs but it will also contribute towards increasing the overall level of recycling across the City.

## Other

It is anticipated that the retendering of recycling contracts in respect of the contents of the green bin, along with separate glass and textiles contracts, will continue to deliver further procurement savings.

Charges to the Housing Revenue Account will increase to more accurately reflect the cost of maintenance and landscaping work at recreation areas on Council estates, activity levels in respect of the nuisance service and the level of support that is required to ensure that vulnerable adults can continue to live in their own homes.

## Environment & Neighbourhoods

Pressures/Savings	2013/14 £m	2014/15 £m	FTEs	EIA required Y/N
<b>Budget Pressures</b>				
a) Closure of Quarry Hill Car Park	0.4	0.0	0.0	N
b) Landfill Tax	1.6	1.6	0.0	N
c) Within the refuse collection service additional costs will be incurred through a combination of largely providing cover for agency staff who have now been taken on as full time employees and a review of resource requirements on routes.	0.2	0.0	8.4	N
d) Income variations are largely due a combination of a reduction in the number of Penalty Charge Notices for parking offences (£0.2m); a reduction in the market price of scrap metal (£0.1m); a reduction in sales at visitor attractions shops and cafes (£0.1m) and less electricity being produced from gas emitted from the closed landfill site at Gamblethorpe (£0.1m)	0.5	0.0	0.0	N
e) Cessation of the asylum contract impacts upon the contribution made to the Council's costs.	0.1	0.0	0.0	N
f) Increased cost due to the retendering of the Pest Control contract	0.1	0.0	0.0	N
g) Closure of Union Street/Markets Car Park. (On street and Off street)	0.0	0.9	0.0	N
	2.9	2.5	8.4	

<b>Savings</b>				
a) To remove the subsidy on bereavement charges by increasing them at 4.5% above inflation for the next two years.	-0.1	-0.2	0.0	Y
b) Realisation of procurement savings in respect of the disposal of recycled materials (£0.3m), the retendering of the weedspraying contract (£0.1m) and the advancement of the PFI procurement process towards contract implementation (£0.2m)	-0.6	0.0	0.0	N
c) Staff working on the delivery of private sector regulation will be funded using New Homes Bonus	-0.2	0.0	0.0	N
d) Charges to the Housing Revenue Account (HRA) will increase to reflect more appropriately the work undertaken in respect of recreation areas on estates (£0.3m). activity levels in respect of the Noise Nuisance service (£0.2m) and the provision of support to ensure that vulnerable adults can remain in their own home (£0.7m).	-1.2	0.0	0.0	N
e) Implementation of alternate week collection of recyclable and residual waste. By the end of the year it is anticipated that 150k or 44% of household will receive this enhanced service for the collection of recyclables.	-0.7	-1.4	-5.7	Y
f) Reduce the cost of Environmental Health Services to deliver statutory requirements and through working more closely with other West Yorkshire Authorities.	-0.1	0.0	-2.0	Y
g) Close Middleton and Gotts Park golf courses	-0.1	0.0	-2.0	Y
h) Asset transfer re bowling greens	-0.2	0.0	-6.0	Y
i) Remove subsidy on allotments	-0.1	0.0	0.0	N
j) Supporting People payments will be reduced through a combination of reviewing priorities and extending housing benefits funding to other housing management related functions.	-1.0	0.0	0.0	Y
k) Utilise the ALMO review to realise efficiencies and improvements by consolidating responsibility for the delivery of services.	-0.1	0.0	0.0	Y

l) Reduction in the amount of waste that is landfilled from the bulky waste teams and implement a charging policy for removing bulky waste from properties. This could involve the Third Sector having some responsibility for the delivery of the service.	-0.1	0.0	0.0	Y
m) Marketing Parks and Countryside services to the private sector and other public sector bodies.	-0.1	0.0	0.0	Y
n) Disposal of commercial waste at Household Waste Sites is stopped and that it be redirected to Kirkstall Road and East Leeds where it would be charged for.	-0.1	0.0	0.0	Y
o) Car Parking Review	-0.2	-0.1	0.0	Y
p) Consolidate responsibility for the delivery of CCTV and Security functions and develop opportunities to provide these services to the private sector and other public sector organisations.	-0.2			Y
q) Line by Line savings across the Directorate (£0.2m) and staffing derived from a combination of ELI and the deletion of vacant posts (£0.2m).	-0.4	0.0	-10.0	Y
	-5.5	-1.7	-25.7	
<b>Total</b>	-2.6	0.8	-17.3	

This page is intentionally left blank

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

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

**Date: 14<sup>th</sup> January 2013**

**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 are the minutes of Executive Board on 12<sup>th</sup> December 2012.

**Recommendations**

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

**Background papers<sup>1</sup>**

4. None used

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

This page is intentionally left blank



## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
<b>Grounds Maintenance Contract</b>			Overview of progress WG 1/8/12 @ 10.30 am
<b>Briefings</b>	Equality Improvement Priorities SB 18/06/12 @ 10 am	Parks and Countryside – overview of the service SB 30/07/12 @ 10 am	
<b>Crime and Disorder Committee work.</b>	Crime and Disorder Scrutiny in Leeds SB 18/06/12 @ 10 am	Development of the Leeds Community Safety Business Plan WG session 1 – 17/7/12 @ 11 am	Development of the Leeds Community Safety Business Plan WG session 2 – 14/8/12 @ 10 am
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>		Fuel Poverty Inquiry – Formal Response SB 30/07/12 @ 10 am  Phase 2 Dog Control Orders SB 30/07/12 @ 10 am	
<b>Performance Monitoring</b>	Quarter 4 performance report SB 18/06/12 @ 10 am		

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

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
<b>Strengthening the Council's relationship with local Parish and Town Councils.</b>		Agreeing terms of reference for the review. SB 22/10/12 @ 10 am	Session 1 of the review 26/11/12 @ 10.30 am
<b>Grounds Maintenance Contract</b>	Reporting on progress (summary of working group meeting) SB 10/9/12 @ 10 am	Identifying areas for improvement WG 02/10/12 @ 11 am  Reporting on progress (summary of working group meeting) SB 22/10/12 @ 10 am	Considering the Board's draft final report SB 12/11/12 @ 10 am
<b>Waste Management/ Recycling</b>	Update on progress and determining areas for further review SB 10/09/12 @ 10 am	Scoping terms of reference for the review. WG 15/10/12 @ 2 pm	Agreeing terms of reference for the review. WG 12/11/12 @ 10 am
<b>West Yorkshire Fire &amp; Rescue Authority - Proposals for Changes to Emergency Cover in West Yorkshire</b>		Consideration of the proposals set out within the WYFRS consultation document. SB 22/10/12 @ 10 am	Agreeing the Board's submission to the consultation process. SB 12/11/12 @ 10 am
<b>Briefings</b>			Provision of Bereavement Services SB 12/11/12 @ 10 am  Provision of Allotments in Leeds SB 22/10/12 @ 10 am
<b>Crime and Disorder Committee work.</b>	Development of the Leeds Community Safety Plan – comments from Scrutiny SB 10/09/12 @ 10 am		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			Fuel Poverty Inquiry SB 12/11/12 @ 10 am
<b>Performance Monitoring</b>	Quarter 1 performance report SB 10/09/12 @ 10 am		

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

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
<b>Strengthening the Council's relationship with local Parish and Town Councils.</b>	Session 2 of the review WG 12/12/12 @ 9.45 am	Session 3 of the review WG 10/01/13 @ 11.15 am  Session 4 of the review WG 21/01/13 @ 10 am  Session 5 – Annual Parish and Town Council Seminar 31/01/13 @ 6.30 pm	Session 6 of the review WG 12/02/13 @ 10 am  Review update SB 11/03/12 @ 10 am
<b>Waste Management/ Recycling</b>	Session 1 of the review WG 3/12/12 @ 10 am  Session 2 of the review WG 13/12/12 @ 2 pm	Session 3 of the review WG 23/01/13 @ 11.30 am	Session 4 – public listening exercises (dates TBC) Area 1 – 05/02/13 @ 10 am Area 1 – 06/02/13 @ 2 pm Area 3 – 07/02/13 @ 10 am
<b>Co-ordination of services between Parks and Countryside and Environmental Services</b>	Consideration of the potential opportunities and barriers for improving the co-ordination of services - SB 10/12/12 @ 10 am		
<b>Community First Funding Initiative</b>		Overview of community first funding in Leeds. WG 21/01/13 @ 10.30 am	
<b>Briefings</b>	Financial Health Monitoring/Initial 2013/14 budget proposals SB 10/12/12 @ 10 am	Initial 2013/14 budget proposals WG 08/01/13 @ 12.30 pm  Initial 2013/14 budget proposals SB 14/01/13 @ 10 am  Request for Scrutiny – SB 14/01/13	
<b>Crime and Disorder Committee work.</b>	Safer Leeds Community Safety Business Plan – Update SB 10/12/12 @ 10 am		Integration of the domestic noise nuisance service in the Leeds Anti-Social Behaviour Team SB 11/02/13 @ 10 am
<b>Recommendation Tracking</b>		Phase 2 Dog Control Orders SB 14/01/13 @ 10 am  New Grounds Maintenance Contract SB 14/01/13 @ 10 am	
<b>Performance Monitoring</b>	Quarter 2 performance - SB 10/12/12		

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

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
<b>Strengthening the Council's relationship with local Parish and Town Councils.</b>		Agree the Board's final report SB 15/04/13 @ 10 am	
<b>Waste Management/ Recycling</b>	Session 5 of the review WG 04/03/13 @ 10 am	Agree the Board's final report SB 15/04/13 @ 10 am	
<b>Assessment of the Safer and Stronger Communities Board</b>	To undertake an annual assessment of the Partnership Board SB 11/03/13 @ 10 am		
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>			
<b>Budget &amp; Policy Framework Plans</b>		Draft Safer Leeds Crime and Disorder Strategy SB 15/04/13 @ 10 am	
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 11/03/13 @ 10 am		

## EXECUTIVE BOARD

WEDNESDAY, 12TH DECEMBER, 2012

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

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

**122 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 3 to the report referred to in Minute No. 130 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained within the Appendix relates to the proposed share of procurement costs between Leeds City Region (LCR) partner local authorities. It is in the public interest not to disclose this information at this stage as sensitive negotiations are taking place with all LCR partner authorities and disclosing information that relates to the financial or business affairs of other local authorities, at a time when all authorities face budget pressures, could have a negative impact upon such negotiations.
- (b) Appendix 2 to the report referred to in Minute No. 132 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information within the Appendix contains details relating to the financial or business affairs of any particular person (including the authority holding that information), which if disclosed to the public would, or would be likely to prejudice the commercial interests of that person or of the Council.

**123 Declaration of Disclosable Pecuniary and Other Interests**

There were no interests declared at this stage of the meeting, however, an interest was declared later in the meeting (Minute No. 129 refers).

**124 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 7<sup>th</sup> November 2012 be approved as a correct record.

## **HEALTH AND WELLBEING**

### **125 Health and Wellbeing of People Living in Hyde Park and the Need for Local Schools and Community to Access Decent Sports Facilities**

The Director of Public Health submitted a report outlining the key issues impacting upon the health and wellbeing of the residents of the Hyde Park area in respect of the role of the Council as the lead organisation to improve health and reduce health inequalities locally. In addition, the report highlighted how the availability of the green space provided by Victoria Road playing fields was central when considering the needs of the community. The submitted report was in response to the issues raised by the deputation presented to Council on 12th September 2012 by the Hyde Park Olympic Legacy Committee.

**RESOLVED** – That following receipt of concerns which related to the submitted report, the consideration of this matter be deferred to a future Executive Board meeting, in order to enable further work to be undertaken to address such concerns.

## **RESOURCES AND CORPORATE FUNCTIONS**

### **126 Strategic and Financial Plan 2013/14 to 2016/17 including Initial Budget Proposals 2013/14**

The Director of Resources submitted a report presenting the Council's initial budget proposals for 2013/2014. Such proposals were within the context of developing a longer term financial plan for the Council, as the report also set out how resources would be aligned to the Council's "Best Council" ambitions for the 4 year period up to 2016/2017.

Members highlighted the difficult decisions which would need to be taken in order to achieve the proposed budget, and emphasised the constructive and collective approach which needed to continue in order to address those issues that the current financial situation posed.

Emphasis was placed upon the need for the consultation exercise which accompanied the budget setting process to be genuine, with the outcomes from it being reflected within the final proposals wherever possible. Following a Member's enquiry, the Board received clarification on the Council's expected levels of funding which would be received from Government for 2013/14.

In conclusion, the Chief Executive highlighted the value of the consultation exercise which would continue in respect of the budget proposals, and formally thanked all Council employees for their continued efforts during the current challenging climate.

**RESOLVED** – That the contents of the submitted report be agreed as the initial budget proposals, and that approval be given to the proposals being submitted to Scrutiny for consideration and also for the proposals to be used as a basis for wider consultation with stakeholders.

Draft minutes to be approved at the meeting to be held on Wednesday, 9th January, 2013

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

(The matters referred to within this minute were not eligible for Call In, as decisions regarding the Council's budget were ultimately reserved to Council)

**127 Financial Health Monitoring 2012/2013 - Month 7 Report**

The Director of Resources submitted a report presenting the Council's projected financial health position for 2012/2013 after seven months of the financial year.

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

**128 2012/2013 Quarter 2 Performance Report**

The Assistant Chief Executive (Customer Access and Performance) submitted a report presenting a summary of the quarter one and two performance data for 2012/2013, and which provided an update upon the progress made in delivering the Council Business Plan 2011-15 and City Priority Plan 2011-15. In addition, the report highlighted the Council's key performance issues.

Responding to a Member's enquiry, the Board received an update on the current protocol regarding the Children's Services Ofsted inspection procedure.

**RESOLVED** –

(a) That the progress made in delivering the Council's priorities, as well as the ongoing performance issues identified within the submitted report be noted.

(b) That the current target for percentage of service users and carers with control over their own care budget be amended to 70%, in line with the revised national target.

(c) That the target for library usage be revised to 2,800,000, in line with national and core city trends.

**129 Consultation Outcomes on Local Council Tax Support Scheme**

Further to Minute No. 72, 5<sup>th</sup> September 2012, the Director of Resources submitted a report inviting the Board to make a recommendation to Council regarding the formal adoption of a Local Council Tax Support Scheme by 31st January 2013. The report provided a range of scheme options which reflected both the feedback received from the consultation undertaken and also the budget position facing the Council.

## **RESOLVED –**

- (a) That the information contained within the submitted report be noted, and that Council be recommended to adopt a local Council Tax Support scheme that:
- Protects vulnerable groups, as set out within paragraphs 3.6 a) and b) of the submitted report;
  - Continues the current local scheme of disregarding in full Armed Forces Compensation Payments;
  - Provides additional funding to cover the cost of protecting these vulnerable groups; and
  - Reduces support for the remaining working age customers by a set percentage (currently estimated between 17% and 19%) for the remaining working age customers with the intention of containing overall scheme spend so that it does not exceed Government funding plus the additional funding for protected groups.
- (b) That the report to Full Council be updated with a final figure for the percentage reduction for non-protected working age customers that reflects the Government Funding decision following the Autumn Statement and Local Government Settlement announcement in December 2012.
- (c) That the report to Full Council be updated with the outcome of the consultation on the Second Adult Rebate scheme.

(Councillor A Carter declared an Other Significant Interest in respect of this matter, due to the fact that his step daughter was in receipt of Council Tax Benefit)

## **ENVIRONMENT**

### **130 Green Deal - Leeds City Region Project**

The Director of Environment and Neighbourhoods submitted a report providing an update on the Leeds City Region (LCR) Business Case for the long term delivery of the Green Deal, for which Leeds City Council had acted as the anchor authority. In addition, the report recommended the authorisation of expenditure to procure a framework of Green Leeds providers and also to create a local Green Deal loan fund.

Responding to a Member's suggestion on the potential for the scheme's set up costs to be factored into the financial model, which could enable the initiative to become cost neutral to the Council, officers advised that although a final decision on this matter was yet to be taken, it was confirmed that factoring in such costs may make the scheme less competitive.

Members highlighted the proposed 7.5% interest rate on the associated loan to householders, and requested that further work was undertaken around this matter, in order to ascertain whether there were any alternative options available, with such information being submitted to the Board in due course.



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

**RESOLVED –**

- (a) That the LCR Business Case, be endorsed.
- (b) That the use of the LCR Investment Fund be promoted in order to provide the initial circa £1,750,000 of revenue expenditure required to procure a Green Deal partner and subsequently to provide up to circa £59,000,000 of capital investment for loans.
- (c) That if the LCR Investment Fund is not available for either the revenue or capital requirements, then assurance be provided that Leeds City Council will contribute a share of the investment needed, subject to other participating authorities also committing a share of the investment. With this matter being clarified in the further Executive Board reports, in line with resolution (g) below.
- (d) That approval be given for Leeds to continue to be the anchor authority for the forthcoming procurement.
- (e) That approval be given to Leeds committing a minimum of 6,000 homes to the procurement exercise, subject to other LCR authorities committing a further 6,000 properties.
- (f) That other LCR authorities be encouraged to sign a Memorandum of Understanding, committing them to this collective approach.
- (g) That a further report be submitted to the Board in late spring 2013, which will update Executive Board on learning from the Green Deal Demonstrator, detail the progress made on the LCR Investment Fund, provide information on the progress made with the sign up of LCR authorities to a joint procurement and the establishment of a detailed and fully costed procurement timetable, whilst also considering any potential alternatives in respect of the proposed 7.5% interest rate on the associated loan to householders.

**131 Bulk Fuel Purchasing**

The Director of Environment and Neighbourhoods submitted a report setting out the response to recommendation 20 of the recent Inquiry undertaken by Scrutiny Board (Safer and Stronger Communities) into Fuel Poverty. The recommendation suggested that the Director of Environment and Neighbourhoods should take a lead on undertaking a cost-benefit and risk analysis for the Council to bulk purchase domestic heat fuel for householders. In addition, the report provided an update on the proposed bulk fuel purchasing grant submission that had been submitted to the Department of Energy and Climate Change (DECC), in partnership with CO2 Sense.

The Executive Member for Environment thanked the Scrutiny Board (Safer and Stronger Communities) for all of the work which it had undertaken on this issue.

**RESOLVED** – That the funding application which has been submitted to DECC to deliver a bulk fuel purchasing scheme for Leeds be supported.

**132 Design & Cost Report for the Improvement and Development of Visitor Services at The Arnold and Marjorie Ziff Tropical World in Roundhay Park**

The Director of Environment and Neighbourhoods submitted a report setting out the progress made in respect of the development of plans to enhance and improve the Arnold and Marjorie Ziff Tropical World in Roundhay Park. In addition, the report detailed proposals to phase the works, set out a programme for implementation of the proposals and sought approval for the injection of further money into the Capital Programme, which would be funded via prudential borrowing.

The Board thanked the Ziff family for their continued and valued contribution towards the artistic and cultural development of the city.

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

**RESOLVED –**

- (a) That approval be given to the following improvements at Tropical World:
- Development of a new entrance space and bespoke education / children's zone.
  - Provision of the new crocodile enclosure.
  - Construction of café extension.
  - Development of the new aquarium.
  - Enhancement of the nocturnal zone.
  - New interpretation and educational information.
  - New toilet and baby changing facilities.
- (b) That the positive feedback received from the consultation process be noted, along with the endorsement it provides for the proposals included within the submitted report.
- (c) That the increase in the provisional cost estimate for this scheme be noted, and that approval be given to the injection of a further £120,000 into capital scheme 16504 000 000.
- (d) That the proposals to split the capital project into two distinct phases, in order to facilitate the commencement of capital improvements in the 2012/13 financial year be supported, and that the necessary authority required to spend £60,000 against capital scheme 16504 000 000 in the 2012/13 financial year, be approved.

- (e) That a subsequent Design and Cost Report be submitted to Executive Board upon the completion of the detailed design work associated with phase 2 of this scheme for further comment and approval.

**133 Queen Elizabeth II Fields Scheme**

The Director of Environment and Neighbourhoods submitted a report providing information on the Queen Elizabeth II Fields Scheme, the principal objectives of it and the associated nomination process. In addition, the report detailed the opportunities within the Parks and Countryside service to develop volunteering, highlighted the positive impacts of such volunteering and detailed the growth in corporate volunteering facilitated by the service. The report also sought approval to submit nominations for a selection of sites vested within Leeds City Council for inclusion within the Queen Elizabeth II Fields Scheme.

A request was made that consideration be given to the utilisation of the LDF Core Strategy as a means of ensuring that all playing fields held by the Council were designated as having a similar protected status. In addition, responding to a Member's enquiry regarding the proposed boundaries for the West Park playing fields application, officers undertook to look into the matter as to whether the boundaries could be extended to incorporate the greenspace immediately next to the centre.

**RESOLVED** - That the content of the submitted report be noted, and that the nomination of the selected sites for inclusion within the Queen Elizabeth II Fields Trust Scheme be approved, subject to the outcomes of the further consideration to be given to the West Park application, as discussed during the meeting.

(The matters referred to within this minute were not eligible for Call In, as the deadline for nominations to the Queen Elizabeth II Fields Trust scheme was the 31st December 2012. Therefore, the decision relating to this matter was considered to be urgent, as any delay would seriously prejudice the Council's ability to successfully nominate the sites)

**134 Ash Dieback (Chalara Fraxinea)**

The Director of Environment and Neighbourhoods submitted a report outlining the background to Ash Dieback (Chalara Fraxinea) and highlighted the potential impact of the spread of the disease in Leeds.

Responding to a Member's specific enquiries, the Board received an update on the current situation of the trees at Water Haigh Park and also in respect of the potential to sell the wood from infected trees as firewood.

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

## **DEVELOPMENT AND THE ECONOMY**

### **135 Response to Deputation from Burley Park Residents to Preserve Yorkshire Paving Stones**

The Director of City Development submitted a report responding to the deputation presented to Council on 12th September 2012 from Burley Park Residents regarding the preservation of Yorkstone paving in highways. In addition, the report considered similar concerns to those of the Burley Park Residents' Group which had been received in relation to other areas of the city.

Prior to the meeting, Board Members had received copies of correspondence which had been submitted by local residents in respect of this issue for their consideration.

Responding to the issues raised by the deputation and the contents of the submitted report, Members emphasised the value of such matters being resolved at a local level, whilst also highlighting the importance of effective consultation together with Ward Member engagement.

#### **RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That the concerns of residents be acknowledged.
- (c) That additional resident engagement be undertaken on the remaining 2012/13 planned maintenance schemes which contain stone products and that the progress of those schemes be delayed until such engagement has concluded.
- (d) That greater Elected Member and resident engagement be undertaken in a timely fashion at the planning stage and prior to the commencement of works on streets outside of conservation areas which contain stone products. This will be before any planned maintenance is undertaken.
- (e) That an appropriate accounting mechanism be established for the reclamation and re-use of natural stone highway materials which are removed and/or replaced within the highway.

## **NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES**

### **136 Tenancy Strategy for Leeds 2013 - 2015**

Further to Minute No. 13, 20<sup>th</sup> June 2012, the Director of Environment and Neighbourhoods submitted a report providing an update on the consultation undertaken on the draft Tenancy Strategy and how responses to the consultation had been taken into account in developing a final version of the Tenancy Strategy, which was presented for the purposes of formal approval.

In introducing the report, the Executive Member for Neighbourhoods, Planning and Support Services advised that it was intended for a report to be submitted

Draft minutes to be approved at the meeting  
to be held on Wednesday, 9th January, 2013

to a future Board meeting regarding the Council's use of the private rented sector.

The Director of Environment and Neighbourhoods highlighted a minor amendment proposed to be made to the Strategy document, namely that, in paragraph 8, the minimum length of a private rented tenancy should read 24 months, rather than 12.

**RESOLVED –**

- (a) That the outcome of the consultation exercise undertaken on the draft Tenancy Strategy be noted.
- (b) That the Tenancy Strategy, as appended to the submitted report, be approved subject to the inclusion of the minor amendment to paragraph 8, as detailed above.

**137 Lettings Policy Review 2012/2013 - Approval to Commence Consultation**

Further to Minute No. 13, 20th June 2012, the Director of Environment and Neighbourhoods submitted a report setting out proposed changes to the Council's Lettings Policy, as required by the Localism Act 2011 and outlining proposals which would enable the Council to assist social housing tenants affected by forthcoming Welfare Reform changes. In addition, the report provided an update on the interim measures being taken within the scope of the current Lettings Policy to support tenants affected by Welfare Reform and to mitigate, as far as possible, the impact upon tenants and the Council. The report also detailed the timescales for the implementation of a new Policy and sought approval for the proposed consultation process.

In discussing the report, the Board considered the current 25% 'Date of Registration' quota, a Member placed specific emphasis upon the need for housing stock to be managed in a localised manner and a suggestion was made that further work was undertaken in respect of the housing waiting list, in order to identify those with a genuine need.

In conclusion, it was noted that the comments made during the consideration of the report would be fed into the associated consultation process and the Board thanked the Housing Support Team for their ongoing work in this field.

**RESOLVED –**

- (a) That the contents of the submitted report, together with the actions being taken to support tenants affected by the changes to housing benefit, be noted.
- (b) That an Equality Impact Assessment be undertaken on the potential impact of the proposed letting policy changes.
- (c) That the proposals contained within the submitted report be consulted upon, with a view to a revised Lettings Policy being prepared by March 2013. (Following the resolution of Council in November 2012, a cross party

working group will be established to oversee and inform the consultation process).

- (d) That the Director of Environment and Neighbourhoods prepare a report for the March 2013 Executive Board setting out the results of the consultation exercise, detailing an equality impact assessment and seeking approval for the implementation of the revised Lettings Policy.

**138 Police Reform and Social Responsibility Act 2011 - Election Results and Update**

The Director of Environment and Neighbourhoods submitted a report providing information on the results from the recent West Yorkshire Police and Crime Commissioner elections, which included details of the winning candidate's key pledges. In addition, the report highlighted the ongoing work which was being undertaken to prepare the city for potential changes to local partnership, scrutiny and commissioning arrangements.

Members discussed the scrutiny function which would operate as part of the new arrangements.

**RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That further updates be provided to the Board, as and when appropriate, on the implications to Leeds arising from the appointment of Mr. Mark Burns-Williamson as the West Yorkshire Police and Crime Commissioner.

**139 Review of Area Working Findings and Recommendations**

The Assistant Chief Executive (Customer Access and Performance) submitted a report setting out the key issues arising from the review of area working arrangements which had been undertaken, having regard to the agreed aspirations set out in the locality working design principles and the emerging 'Best City' and 'Best Council' ambitions. In conclusion, the report sought approval to a number of recommendations which would further develop and embed locality working in Leeds.

Members highlighted the potential role for Town and Parish Councils with respect to localised decision making, considered issues regarding the optimum number of Wards which an Area Committee should cover and emphasised the importance for those services which were delegated to be genuinely delivered locally. In addition, the Board highlighted the importance of ensuring that the correct balance was struck between the formalities around the Committees' decision making processes, whilst also ensuring that the Committees were flexible enough to prioritise and respond to local issues in a timely manner.

**RESOLVED –**

- (a) That the commitment and ambition to drive forward a step change in locality working with the role of Area Committees being key to ensuring



more locally responsive and accountable services, be endorsed and supported.

- (b) That the development of more locally responsive and accountable services generally be endorsed and supported and that priority action in the following areas be agreed, with further reports being prepared on how these services can be more locally focused or delegated:
- Youth services
  - Neighbourhood planning
  - Employment and skills
  - Local parks and green space
  - Local highways maintenance
- (c) That the principle of Area Committee Members taking an "Area Lead" approach on a specific area of Council policy or business, to provide Area Committee based leadership on key issues, be supported.
- (d) That the Board further supports the Area Lead working closely with the relevant Executive portfolio holder and the relevant Director on issues to better align city wide and local policy making, share best practice and help embed the locality working design principles.
- (e) That a detailed proposal for the introduction of the Area Lead role be prepared for agreement and implementation in the new municipal year.
- (f) That partnership structures be mapped in each of the three administrative areas with roles, responsibilities and links documented, discussed and agreed with Area Committees and area leadership teams. With each Area Committee agreeing who represents them on each partnership body.
- (g) That the proposal for Area Committees to forge links and develop good working relationships with the new Clinical Commissioning Groups (CCGs) to exploit opportunities for collaboration within the health and wellbeing agenda, be supported.
- (h) That Member Management Committee be requested to review the mechanism for appointing Elected Members to Children's Services clusters.
- (i) That the outcome of the review of locality-based funding arrangements be noted, and that the Board commits to the continued allocation of the well-being grant as per existing arrangements (a ratio of 50:50 in terms of population and deprivation), with further thought being given to how new funding regimes can be locally provided/influenced as they come on-stream.
- (j) That the proposal to look at delegating more funding to local decision making in support of the developing council's budget strategy 2013-2017, be supported.

- (k) That the review's conclusion, that no changes are necessary to the Area Committee boundaries at this time, be noted.
- (l) That the concerns expressed regarding the Inner West Area Committee and it consisting of only two Wards be noted, and in order to help respond to the capacity issue, the Board requests that consideration be given to utilising the current option of co-optees to enhance the membership of the Area Committee.
- (m) That the issue of how Area Committees operate relative to officers attending; for what purpose and their general administration, be looked at further (e.g. agreeing agendas, papers and other similar issues) with new arrangements being developed and proposed in time for the new municipal year.
- (n) That a further report be prepared on options for improving locality based consultation and engagement activities.

### **CHILDREN'S SERVICES**

#### **140 School Funding 2013/2014**

The Director of Children's Services submitted a report advising of the new arrangements for Schools Funding which were scheduled to come into effect from April 2013 and which sought approval for the introduction of a new simplified formula to fund Leeds schools, including Academies. In addition, the report outlined the decisions of the Schools Forum in respect of the de-delegation of services to schools and the provision of a growth fund intended to support those schools which had expanded due to increased admission limits. Finally, the report advised of the Schools Forum decision to support the continued funding of School based Children's Services Clusters at £5,200,000 per year over the next three years.

Responding to a Member's specific enquiry regarding changes to the funding arrangements for split site schools, officers undertook to provide the Member in question with further information on this issue outside of the meeting.

Having discussed matters relating to Children's Services clusters, Members highlighted the vital role played by Elected Member representation on each cluster.

#### **RESOLVED -**

- (a) That the decisions of the Schools Forum regarding the de-delegation of newly delegated services, and the wish to establish a growth fund, be noted.
- (b) That the decision of the Schools Forum to support the continued funding for Children's Services Clusters from the Dedicated Schools Grant at £5,200,000 per year over the next three years, be noted.



- (c) That the simplified funding formula, as approved by the Schools Forum on 25th October 2012, be approved.

**141 Basic Need Programme 2014 - Outcome of consultation on proposals for expansion of primary provision in 2014**

Further to Minute No. 42, 18<sup>th</sup> July 2012, the Director of Children's Services submitted a report providing details of the outcome of the public consultation exercise undertaken on proposals regarding the expansion of primary school provision across the city and which made a series of recommendations regarding the next steps for each of the proposals.

In presenting the report, the Executive Member for Children's Services confirmed that any proposals regarding Tranmere Park Primary School had been put on hold, in order to enable further work to be carried out on this matter, prior to it being submitted to Executive Board for formal consideration.

Members highlighted the scale of the challenge which faced the Council in respect to its statutory requirements around school place provision. In response, it was confirmed that this report was one of a number aimed at tackling the issue which would be submitted to the Board in due course, whilst Members were also reassured that an all party working group had been tasked with considering matters in respect of basic need requirements, and that this together with the multi-directorate approach now being taken, looked to ensure that all wider implications arising from this issue were being addressed.

In conclusion, Members highlighted the need to ensure that developers made appropriate contributions towards the provision of schools and the need for Elected Members to be fully briefed on such matters.

**RESOLVED –**

- (a) That the publication of a statutory notice for the expansion of Little London Primary School from 210 to 630 pupils be approved.
- (b) That the publication of a statutory notice for the expansion of Rufford Park Primary School from 210 to 315 pupils be approved.
- (c) That the publication of a statutory notice for the expansion of Sharp Lane Primary School from 420 to 630 pupils be approved.
- (d) That further work be undertaken in relation to the proposal to expand Tranmere Park Primary School, prior to further consideration by Executive Board.

**LEISURE AND SKILLS**

**142 Delivering the City Deal on Skills**

Further to Minute No. 43, 18<sup>th</sup> July 2012, the Director of City Development and the Director of Children's Services submitted a joint report providing an update upon the activity being undertaken by the Council to deliver the Skills

element of the City Deal. Specifically, the report provided details of the work undertaken to deliver three key elements, namely, the Leeds Apprenticeship Training Agency, the Apprenticeship Hub and the Devolved Youth Contract.

Responding to enquiries regarding a challenge which Members had been set aimed at encouraging Small and Mediums Enterprises (SME's) in their Ward to engage with apprenticeships, the Board was provided with an update on the actions being taken to raise SMEs' awareness of the initiatives in place to make apprenticeships more accessible. Emphasis was also placed upon the ways in which Elected Members could raise the profile of apprenticeships via their other roles, such school governorships.

With regard to the statistics within the submitted report around the number of young people across the city in receipt of unemployment benefits and those categorised as Not in Education, Employment or Training (NEET), officers undertook to ensure that Board Members were provided with the latest figures at the earliest opportunity.

#### **RESOLVED –**

- (a) That the progress on implementing the current activity under the Skills element of the City Deal, be noted.
- (b) That the programme of activity developed through the Apprenticeship Training Agency and the Apprenticeship Hub to increase the number of apprenticeship opportunities, be supported.
- (c) That the programme of activity developed to support young people re-engage with education, employment and training through the devolved Youth Contract, be supported.
- (d) That in principle support be given to seeking further freedoms and flexibilities and resources to facilitate the development of local skills programmes to aid the implementation of the Leeds Growth Strategy in the context of the emerging Leeds City Region Skills Plan.

#### **ADULT SOCIAL CARE**

#### **143 Design and Cost Report for the Replacement of Rothwell Fulfilling Lives Building**

Further to Minute No. 65, 7<sup>th</sup> September 2012, the Director of Adult Social Services submitted a report seeking authority to commit expenditure to fund the rebuilding of the Rothwell Fulfilling Lives Centre (West building) on Holmsley Lane, Woodlesford.

The Board welcomed the proposals detailed within the submitted report, whilst the Executive Member for Adult Social Care thanked all officers who had been involved in the development of this project.

**RESOLVED –**

- (a) That the progress being made city wide on the modernisation of day services for adults with learning disabilities and the positive feedback being received from customers and their carers, be noted.
- (b) That the plan to replace the existing Rothwell Fulfilling Lives (West) with a new build facility on the same site, rather than refurbishing the existing building as had been originally planned, be noted.
- (c) That the authority to spend a total of £2,025,000 for this development, be approved.

**144 Better Lives Explained - Leeds Local Account of Adult Social Care 2012/13**

Further to Minute No. 195, 10<sup>th</sup> February 2012, the Director of Adult Social Services submitted a report which introduced the Leeds Local Account of Adult Social Care Services for its citizens. In addition, the report highlighted the requirement for Local Authorities to produce a Local Account and provided an explanation of the new responsibilities placed upon Councils, and the Local Account's contribution towards enhancing local accountability to the public and as a tool to support sector led service improvement. Finally, the report offered a highlighted summary of the main areas of achievement for Adult Social Care and indicated some areas of service identified within the Leeds Local Account as requiring further development to sustain or improve performance.

The Board welcomed the content of Leeds' Local Account for 2012/2013, whilst the Executive Member for Adult Social Care thanked all officers who had made a contribution towards it.

**RESOLVED –**

- (a) That the contents of the Local Account for Leeds, entitled "Better Lives Explained", as appended to the submitted report, be noted.
- (b) That the Local Account for Leeds be referred to the Scrutiny Board (Health and Wellbeing and Adult Social Care) for the Board's oversight of performance.

**DATE OF PUBLICATION:** 14<sup>TH</sup> DECEMBER 2012

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 21<sup>ST</sup> DECEMBER 2012 (5.00P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 2<sup>nd</sup> January 2013)

This page is intentionally left blank