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## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Monday, 22nd July, 2013 at 10.00 am

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

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### MEMBERSHIP

#### Councillors

- B Anderson (Chair) - Adel and Wharfedale;  
J Bentley - Weetwood;  
A Blackburn - Farnley and Wortley;  
N Buckley - Alwoodley;  
D Coupar - Cross Gates and Whinmoor;  
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;  
N Walshaw - Headingley;

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

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><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:</p> <p><b>No exempt items have been identified on this agenda.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 10TH JUNE 2013</b></p> <p>To approve as a correct record the minutes of the meeting held on 10<sup>th</sup> June 2013.</p>	1 - 4
7			<p><b>STRENGTHENING THE COUNCIL'S RELATIONSHIP WITH LOCAL PARISH AND TOWN COUNCILS - FORMAL RESPONSE TO THE SCRUTINY BOARD'S RECOMMENDATIONS</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the formal response to the Board's recommendations following its review aimed at strengthening the Council's relationship with local Parish and Town Councils.</p>	5 - 40

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p><b>IMPROVING RECYCLING THROUGH EFFECTIVE COMMUNICATION AND EDUCATION - FORMAL RESPONSE TO THE SCRUTINY BOARD'S RECOMMENDATIONS</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the formal response to the Board's recommendations following its review aimed at improving recycling through effective communication and education.</p>	41 - 82
9			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	83 - 104
10			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday, 9<sup>th</sup> September 2013 at 10.00am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30 am)</p>	

# Agenda Item 6

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

**MONDAY, 10TH JUNE, 2013**

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

Councillors J Bentley, A Blackburn,  
D Coupar, R Grahame, M Harland,  
P Harrand, G Hyde, J Jarosz, N Walshaw  
and Wilkinson

### **1 Declarations of Disclosable Pecuniary Interests**

In relation to the item entitled, '2012/13 Quarter 4 Performance Report', Councillors R Grahame and M Harland drew the Board's attention to their membership of the West Yorkshire Fire and Rescue Authority (Minute No. 7 refers).

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

Apologies for absence were submitted on behalf of Councillor N Buckley. Councillor G Wilkinson was in attendance as a substitute Member.

The Chair took this opportunity to welcome Councillors J Bentley and D Coupar to their first meeting of the Board and thanked Councillors S Lay and K Mitchell for their contribution to the Board's work last year.

### **3 Minutes - 16th May 2013**

In relation to minute 90 'Draft Safer Leeds Strategy 2013-14', where reference had been made to tackling business crime, a further comment was made during the meeting to acknowledge the need to address insurance fraud, which had risen significantly this year.

**RESOLVED** – That the minutes of the meeting held on 16<sup>th</sup> May 2013 be confirmed as a correct record.

### **4 Scrutiny Board Terms of Reference**

The report of the Head of Scrutiny and Member Development presented the revised terms of reference for the Scrutiny Board, which reflected recent amendments made to the Council's Officer Delegation Scheme.

In line with the Scrutiny Board's role as critical friend to the Safer and Stronger Communities Partnership Board, the report also presented a summary of the Scrutiny Board's observations and recommendations following its assessment of the Partnership Board in March 2013.

However, details of recent plans to change the existing partnership working arrangements of the Safer and Stronger Communities Board were also

Draft minutes to be approved at the meeting  
to be held on Monday, 22nd July, 2013

reported to the Scrutiny Board. Such plans include the establishment of a (Working with) Communities Board to replace the existing Safer and Stronger Communities Board. In doing so, the Safer Leeds Executive would retain its function of Community Safety Partnership and current arrangements for Cleaner Greener would be formalised.

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

## **5 Crime and Disorder Scrutiny**

The report of the Head of Scrutiny and Member Development informed the Board of its role as the Council's Crime and Disorder Committee and included the Protocol between Scrutiny and the Community Safety Partnership in Leeds.

The report also made reference to the new policing reforms and the introduction of a new West Yorkshire Police and Crime Commissioner and West Yorkshire Police and Crime Panel last year. Linked to this, a copy of the 'Principles for Engagement' document, developed by the West Yorkshire Police and Crime Panel in liaison with the five local Crime and Disorder Scrutiny Committees, was also attached for information.

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

## **6 Co-opted Members**

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration for the appointment of Co-opted Members.

The Board was informed that they could appoint the following:

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

**RESOLVED** –

- (a) That the report be noted
- (b) The Board agreed to consider the appointment of co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

## **7 2012/13 Quarter 4 Performance Report**

The report of the Deputy Chief Executive provided a summary of performance against the strategic priorities for the council and city related to the Scrutiny Board (Safer and Stronger Communities).

Neil Evans, Director of Environment and Neighbourhoods, was present for this item.

In consideration of this report, the following issues were raised by Members:

- Additional performance indicators – in acknowledging that the performance report only refers to the relevant priorities in the Council Business Plan and City Priority Plan, Members requested to hold a separate working group meeting to consider the wide range of indicators monitored by the directorate.
- Missed bin collections – particular attention was given to the performance results linked to the number of missed bins per 100,000 collected. Members noted that an officer from Resources had been seconded to waste management to lead on improving the reliability of the refuse service.
- Assisted collections – Members recommended that a telephone contact list for existing customers should be maintained and used as part of the process for assessing the on-going demand for this service.

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

## **8 Sources of Work for the Scrutiny Board**

The report of the Head of Scrutiny and Member Development provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

Neil Evans, Director of Environment and Neighbourhoods, was in attendance to share his views on potential areas of work for the Board this year.

It was noted that the views of the relevant Executive Board Members and the Assistant Chief Executive (Customers and Communities) had been relayed to the Chair prior to the meeting and so these were also shared with the Board.

The following were raised as potential areas for Scrutiny involvement this year:

- Domestic abuse – as a priority area within the Safer Leeds Strategy, it was noted that a key aim this year is to achieve better co-ordination between services such as the Police, Health, the Council and voluntary sector, to improve services for victims and reduce incidents.
- Community Safety financial planning for 2014/15 – working with Safer Leeds in determining where future community safety resources need to be targeted.
- Hate crime – it was noted that Safer Leeds aim to develop a better understanding of emergent Hate Crime issues and prevent groups and individuals becoming involved in extremist behaviour.
- Income generation opportunities linked to the Council's CCTV and security functions.
- Alternate weekly collections of recyclable and residual waste – assisting the service to evaluate the phase 1 roll out so that lessons can be applied to phase 2.

- Recycling – exploring other viable solutions for those areas that are not expecting to receive alternate weekly collections.
- Reviewing other options for reducing or diverting waste from landfill.
- Street cleanliness – reviewing the allocation of resources for street cleanliness in terms of delivering value for money.
- Integrated Advice Services – reviewing the effectiveness of existing advice services and promoting an integrated approach.
- The role of the third sector within localities – exploring how links with the third sector across different localities can be strengthened.
- Promoting Localism - sharing existing good practice and exploring future opportunities in delivering services underpinned by the locality working design principles (i.e. developing area based delegations)

In addition to the above, the following issues were also discussed by the Board:

- Provision of the bulky waste service
- Environmental enforcement issues, particularly on private land
- Enforcement of unauthorised encampments
- Introduction of the new electronic Integrated Waste Management System

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

## 9 Work Schedule

The report of the Head of Scrutiny and Member Development presented the draft work schedule for the forthcoming municipal year.

Whilst acknowledging the potential areas of work discussed during the previous item, particular priority was given to commencing a review around Domestic Abuse.

It was noted that at its next meeting, the Scrutiny Board would be receiving a formal response to its earlier reviews around strengthening the Council's relationship with local councils and also improving recycling through effective communication and education.

**RESOLVED** – That the Board's work schedule be updated to reflect the key issues discussed during today's meeting.

## 10 Date and Time of Next Meeting

Monday, 22 July 2013 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)

(The meeting concluded at 11.30 am).



## Report of Head of Scrutiny and Member Development

### Report to Safer and Stronger Communities Scrutiny Board

Date: 22<sup>nd</sup> July 2013

**Subject: Strengthening the Council's relationship with local parish and town councils – 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 Executive Board Member for Neighbourhoods, Planning and Support Services made a request for the Safer and Stronger Communities Scrutiny Board to review the Council's relationship with local Parish and Town Councils and explore how this can be strengthened.
2. In agreeing to undertake this review, the Board recognised the associated links with the Council's wider review in relation to area working relationships. In acknowledging that relationships between Area Committees and local councils are not consistent across the city, the Board agreed to focus its review around strengthening such relationships in the future.
3. The review concluded in March 2013 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2013. However, some recommendations have been amended to reflect new post titles in relation to the Assistant Chief Executive (Citizens and Communities) and the Chief Officer, Communities.
4. 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 (see appendix 1). A further copy of the Scrutiny Board's report is also attached for information (see appendix 2).

## **Recommendations**

5. Members are asked to consider the formal response to the recommendations arising from the Scrutiny Board's review around strengthening the Council's relationship with local Parish and Town Councils.

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

6. None

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<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.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – That there is a quality standards benchmark scheme that is attractive and accessible to all local councils in Leeds.

**Recommendation 1** – That the Council's Assistant Chief Executive (Citizens and Communities) works with the Chief Officer of the Yorkshire Local Councils Associations to consider the outcome of the national Quality Parish and Town Council Scheme review and compare the merits of the updated national scheme against the potential benefits of a localised benchmark scheme.

**Formal response:**

Chief Officer, Communities to meet with the Chief Officer of Yorkshire Local Councils Associations to review and compare the quality assurance schemes and make further recommendations by September 2013.

**Desired Outcome** – That the capacity levels of local councils are continually developed to instil greater confidence within communities and amongst partners.

**Recommendation 2** – That the Council's Assistant Chief Executive (Citizens and Communities) works with the Chief Officer of the Yorkshire Local Councils Associations to develop a strategy aimed at promoting existing support services for local councils and also maximising resources to provide any additional support and advice that will enable local councils in Leeds to undertake their roles with confidence.

**Formal response:**

Chief Officer, Communities to discuss with the Chief Officer of the Yorkshire Local Councils Associations and the Area Chairs Forum/Area Committees the most effective way of engaging Town and Parish Councils in discussion initially to ascertain existing support arrangements and how additional support services could develop.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – There are clear pathways and protocols in place to enable open and meaningful dialogue between local councils and their respective Area Committee on matters that impact on their local communities.

**Recommendation 3** – That local councils and Area Committees give a commitment to work closely together to develop clear pathways and protocols that will enable open and meaningful dialogue on matters that have specific impact on their communities.

That Area Leaders take the lead on developing these clear pathways and protocols and report progress back to Scrutiny by December 2013.

**Formal response:**

Area Leaders to collate what is in place and working in each area, discuss with their area committees and T&PCs and agree action plans where improvements are needed. Commitments are already set out in AC role and P&TC Charter. These commitments need reviewing as part of this process. Consult on the ideas of holding a workshop to be held in Autumn to develop pathways and protocols involving Area Chairs and Parish and Town Council chairs. Also see 5 below.

**Desired Outcome** – Area Committee meetings are utilised effectively to address matters of local relevance.

**Recommendation 4** – That the Council's Assistant Chief Executive (Citizens and Communities) promotes the following as good practice amongst Area Committees:

- The development of a forward work programme and identification of a major 'theme' or 'topic' for each area committee meeting
- That Area Committee reports include a separate section indicating any potential local impacts or challenges

**Formal response:**

Links to the Area Review recommendations. Area Chairs Forum workshop session to be held on 28th June also involving Area Officers to develop new ways of working through Area Committees – this is likely to include themed meetings/forward work programmes and reviewing agendas.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – That local councils and Area Committees work in partnership to maximise local intelligence and achieve more locally responsive and accountable services.

**Recommendation 5** – That Area Leaders ensure that input is sought from local councils as part of any future area based delegation scheme and particularly around the negotiation of Service Level Agreements.

**Formal response:**

This will be considered as part of the actions set out in 3 above. In Outer NE a report will go to the September Area Committee following a review of the terms of reference for their Parish & Town Council Forum over the summer. Outer South and Outer East Area Committees have a report on the scrutiny recommendations in the June/July round and the recommendation is to establish a working group of AC and T&PC members to discuss and agree options for strengthening links. Outer NW Area Committee are initially having a sub-group discussion on the 28<sup>th</sup> June to agree way forward.

**Desired Outcome** – That there are effective operational relationships with all local councils in relation to Planning Services and Highways and Transportation.

**Recommendation 6** – That, in accordance with the Leeds Parish and Town Council Charter and supplementary document, the Director of City Development leads on strengthening and ensuring there is a consistent approach to the operational relationships with all local councils in relation to Planning Services and Highways and Transportation.

**Formal response:**

Fully supportive of the need to ensure we have effective operational relationships.

There are good and effective working relationships established in relation to development management, local and neighbourhood planning and enforcement. The Planning Charter, which has operated for several years, was revised and updated at the Annual meeting at the end of January and includes new sections – discussions have not yet been finalised to agree the updated Charter but will be progressed shortly – the outstanding issues relate to content about tree works information, the Community Infrastructure Levy and Neighbourhood Planning.

In terms of Neighbourhood Planning, 39 areas across Leeds are either working on Neighbourhood Plans or have shown an interest; of these areas, 25 are Town or Parish Councils, which equates to 75% of the Town and Parish Councils in Leeds. Recently, six other Town or Parish Council areas have shown an interest in Neighbourhood Planning and are being advised accordingly. Eight Parishes have shown no interest in Neighbourhood Planning to date (Allerton Bywater, Arthington, Drighlington, Gildersome, Great and Little Preston, Micklefield, Morley and Swillington). It is possible that this position will change as a result of the site allocations consultation being carried out in June/July.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

The Neighbourhood Plans are at different stages and there are different capacities locally to prepare them; for this reason they are receiving different levels of support from minimal to intensive (the intensive support being given to the pilot areas of Boston Spa, Otley and Kippax). No Neighbourhood Plans have been adopted yet, as this cannot happen until the adoption of the Core Strategy, which is expected to be in mid to late 2014.

12 Town or Parish Council areas have completed Stage 1 of the Neighbourhood Planning process (designating a relevant neighbourhood area) and are now working to producing a draft Neighbourhood Plan document (Stage 2). There are seven pending neighbourhood area designations in Town or Parish Council areas.

Planning and Sustainable Development now have wedge-based nominated contact officers, to ensure a single point of contact for Parish Councils and to ensure greater continuity.

Through the Charter, local planning processes and Neighbourhood Planning, we ensure greater contact with Town and Parish Councils and a means for them to feed into the wider planning process.

A Highways and Transportation supplement that sets out the links and services provided in the local council areas has been provided and is updated on a regular basis. In addition officers within the service work closely with their local councils to provide services which address local needs such as highway maintenance operations, street lighting and local traffic management.

Details of planned road works are provided to local councils and a new on-line system called 'roadworks.org' is currently being brought on stream which should in due course provide improved levels of communication and notification. Contact details for key officers in the local council areas are provided.

The supplement is currently updated on an annual basis to reflect both changes in the services and issues that may be raised by local councils and residents during the year. A further update for 2013 is planned and ways of improving the usability and level of information provided within the document are presently under review.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – That local councils and Area Committees work in partnership to explore opportunities for maximising available resources to best meet the needs of their local communities.

**Recommendation 7** – That Area Leaders proactively work with local councils and Area Committees to identify opportunities for maximising available resources to best meet the needs of their local communities.

**Formal response:**

There are already good examples of collaborative work and spending between Area Committees and P&TCs. These will be reviewed and new opportunities identified through the sub-group, workshop and P&TC Forum discussions on all the recommendations over the summer. Link to Area Review implementation plan.

**Desired Outcome** – That residents are actively encouraged and supported in undertaking volunteering initiatives that will benefit their local communities.

**Recommendation 8**

- (i) That local councils are proactive in promoting volunteering initiatives and encouraging people to take an active role within their community.
- (ii) That the Council's Assistant Chief Executive (Citizens and Communities) and Chief Officer Communities, lead on actively supporting approaches made by local councils for any advice and assistance directly associated with local voluntary initiatives.

**Formal response:**

The Assistant Chief Executive (Citizens and Communities) agrees with this recommendation and will work with the Chief Officer Communities, in ensuring that the appropriate pathway for Parish and Town Councils to request advice and assistance associated with local voluntary initiatives is transparent.

Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – That partnership working between local councils and Area Committees continues to be actively promoted across the city.

**Recommendation 9** – That the three Area Leaders actively promote partnership working with local councils as part of the integrated locality working agenda in the three wedges of East North East, West North West and South East.

**Formal response:**

Linked to 3 & 5 above, need to agree clear link arrangements that meet local need e.g. Outer NE P&TC forum. Area Leaders to feed in to sub-group, workshop and P&TC Forum discussions over the summer. In particular Area Leaders to introduce discussion on the role town and parish councils could play in local delivery groups and partnership arrangements.

**Desired Outcome** – That the relationship between local councils and Area Committees is continually monitored and developed.

**Recommendation 10** - That the Chair of the city wide Parish and Town Council Forum ensures that the Forum's annual meeting is used to provide an opportunity for local councils to openly share their experiences of working with their Area Committees, share good practice and identify potential areas for improvement.

**Formal response:**

The Chair believes this is already the practice. The annual meeting in January 2013 was the best attended, with 21 Parish and Town Councils represented. The Chair is keen that ongoing improvements continue to be implemented.

**Desired Outcome** – That the relationship between local councils and Area Committees is continually monitored and developed.

**Recommendation 11** – That Area Leaders work closely with Area Chairs to ensure that Area Committees continue to monitor their relationships with local councils in order to identify strengths and potential areas for improvement.

**Formal response:**

This will be included as part of the Locality Working annual review report. Area Chairs forum will pick up and discuss in the first instance.



Safer and Stronger Communities Scrutiny Board  
Strengthening the Council's relationship with local Parish and Town Councils

**Desired Outcome** – That the Council is proactive in supporting the development of new local councils within the Leeds area.

**Recommendation 12** – That the Chief Executive of the Council nominates a Chief Officer to work closely with the Yorkshire Local Councils Associations in encouraging and supporting the development of new local councils across the city.

**Formal response:**

The Chief Officer Communities has been nominated to undertake this role.

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# Scrutiny Report

## Strengthening the Council's relationship with local Parish and Town Councils

Scrutiny Board (Safer and Stronger  
Communities)

May 2013





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# Introduction and Scope

## Introduction

1. Local (community, neighbourhood, parish, village and town) councils are statutory bodies that are recognised nationally as the grass-roots level of local government.
2. The activities of local councils generally fall into three main categories: representing the local community; delivering services to meet local needs; and striving to improve the quality of life and community well-being.
3. However, the introduction of the Localism Act 2011 reinforces the role of local councils as it represents a clear statement of intent from central government of its plans to devolve power to local communities.
4. The National Association of Local Councils (NALC) is the recognised membership and support organisation representing the interests of local councils. Within the 2011/12 NALC Annual Report, it states that over 15 million people, about a third of the population, live in communities served by local councils. Within the Leeds area, there are currently 32 established Parish and Town Councils.
5. Recognition of the added value gained in developing close working relationships between local councils and principal authorities led to the agreement of a Leeds Parish and Town Council Charter in October 2006. This Charter sets out how Leeds City Council and the local councils within its area aim to work together for the benefits of local people.
6. This Charter is intended to be flexible and adaptable to the changing circumstances and arrangements of local government. A review of the Charter is therefore carried out on an annual basis with the local councils to keep pace with developments.
7. However, in June 2012, the Executive Board Member for Neighbourhoods, Planning and Support Services made a request for Scrutiny to conduct a separate review of the Council's relationship with local Parish and Town Councils and explore how this can be strengthened.

## Scope of the review

8. In agreeing to undertake this review, we recognised the associated links with another review being undertaken in relation to area working arrangements.
9. In June 2012, the Executive Board commissioned a review to examine the way the Council currently works through Area Committees, Area leadership and support, directorate/service area working arrangements and local partnerships.
10. Two of the key objectives for this review were:
  - To consider the effectiveness of community and partner engagement through the existing Area Committee and Forum based arrangements and make recommendations for improving citizen engagement across the whole of the city.
  - Consider the effectiveness of partnership working at the local level and the ability of local councillors



# Introduction and Scope

and their communities to hold local services to account and influence decision makers to deliver improved local services.

11. Linked to these objectives, we acknowledged that Area Committees are already expected to promote working relationships with local councils in accordance with the Area Committee Procedure Rules within the Council's Constitution.
12. The relationship between local councils and their respective Area Committees is also clearly referenced within the Leeds Parish and Town Council Charter. It states that 'Area Committees will seek to maintain and promote partnership working and funding arrangements with their local councils as appropriate for the sustainable social, economic and environmental wellbeing of their local communities'. As part of this, the Charter also makes reference to local councils being consulted, as appropriate, on the annual Area Delivery Plan of their respective Area Committee.
13. However, in acknowledging that relationships between Area Committees and local councils are not consistent across the city, we recognised the added value in focusing our review around strengthening such relationships in the future.
14. We therefore set out to make an assessment of and, where appropriate, make recommendations on the following areas:
  - Current and forthcoming powers and responsibilities given to local councils.
  - Statutory and voluntary standards applied to local councils (including reference to the current Quality Parish and Town Council Scheme)
  - The location of existing local councils in relation to the current Area Committee structure.
  - Relevant consultation feedback from Leeds City Council Elected Members as part of the wider review of area working.
  - Findings from the September 2012 Parish and Town Councillor questionnaire aimed at examining their current relationship with Area Committees.
  - Examples of existing good practice between local councils and their Area Committees.
  - The views of Area Committee Chairs on their vision for future working with local councils.
  - The views of local Parish and Town Councils on their vision for future working with Area Committees.
  - The potential role of Area Managers and Area Teams in strengthening the relationship between Area Committees and local councils.
15. In undertaking this review, we ensured that all of the local councils were given an opportunity to share their experiences and opinions openly with the Scrutiny Board. In doing so, invitations were sent to all the local councils to attend a working group meeting of the Scrutiny Board in December 2012. We also welcomed written submissions during the course of our review and took the opportunity to share and consult on our initial findings during the annual meeting of the city wide Parish and Town Council Forum in January. We are very grateful



# Introduction and Scope

to the local council representatives for their contribution to this review.

16. We are also grateful to the Council officers, Area Leaders and Area Chairs that shared their experiences and thoughts on how we can work more collaboratively with our local councils.
17. We were also very pleased to welcome the contribution of the Chief Officer and Deputy Chief Officer of the Yorkshire Local Councils Associations (YLCA). Within our report, we acknowledge the support services provided by the YLCA and recognise the added value in the Council developing a close working relationship with the YLCA in the future.

## Anticipated Service Impact

18. The recommendations arising from this review aim to promote more open and meaningful dialogue between local councils and Area Committees to enable them to work more collaboratively and positively in the future.
19. The desired outcomes linked to individual recommendations are summarised later in the report. However, we recognise that these desired outcomes can only be achieved by securing the commitment of all stakeholders.
20. As our recommendations also reflect the Council's move towards more locally responsive services, any potential financial implications linked to our recommendations should be met in

driving forward the locality working agenda.

21. We note that a comprehensive implementation plan is now being developed to drive forward progress following the Council's wider review of area working. We therefore hope that the findings and recommendations arising from this Scrutiny review will also help to inform this plan.

## Equality and Diversity

22. 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.
23. 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
24. 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

## Mutual roles in providing strong local leadership

25. The Council's current locality working arrangements, introduced in 2011, brought about changes that were underpinned by a set of locality working design principles. Such principles relate to strong and effective governance arrangements that are responsive to the needs and aspirations of local communities. These also promote strong local leadership, with particular emphasis around engaging communities in a way that supports residents in developing local priorities, holding services to account, enabling them to do more for themselves and developing a sense of pride and belonging in their local neighbourhood.
26. Linked to such arrangements, the role of Area Committees can be summarised as – influencing / shaping council service delivery at a local level including both a focus on functions formally delegated to them and influencing other service outcomes of significance to individual localities.
27. As local councils are regarded as the grass-roots level of local government, they also aim to provide a voice for local communities and help people feel more involved in the decisions that affect them.
28. Within our introduction, we acknowledge that this mutual role of providing strong local leadership is already recognised and reflected within the Council's Area Committee Procedure Rules and the Leeds Parish and Town Council Charter.

29. However, despite this formal recognition, it is evident from our own review that current relationships between local councils and Area Committees vary considerably across the city. Whilst some local councillors and Area Chairs/Leaders reported positive experiences of working collaboratively, we noted that a number of local councils had not established any formal relationship with their respective Area Committee.
30. Despite such mixed responses, there was a consensus that more effort is needed from all stakeholders to help strengthen links between local councils and their respective Area Committees.

## Raising the profile of Area Committees

31. We learned that local councillors would generally contact their local Leeds City Councillor to raise any issues or make funding requests rather than make formal representations to their Area Committee.
32. Whilst we would not want to discourage positive dialogue between local councillors and individual Leeds City Councillors, we believe that matters of wider community importance and impact warrant broader discussion with Area Committees.
33. We are aware that a number of Leeds City Councillors are also members of local councils or are formally invited to attend meetings of their local council. This has therefore helped in terms of establishing a closer relationship with their respective Area Committees.



# Conclusions and Recommendations

34. However, during our review, some local council representatives had reported a lack of awareness and understanding about the role of Area Committees. This was therefore highlighted as a key priority for the Council to address in terms of raising the profile of Area Committees, particularly in relation to publicising the work undertaken in achieving better outcomes for local communities.
35. Interestingly, we note that the findings of the Council's wider area review also highlighted a lack of understanding across the Council about the explicit role of Area Committees and their relationship with other parts of the democratic structure. It therefore concluded that the profile of Area Committees needs to be raised so that they can provide the strong local leadership role as set out within the locality working design principles.
36. We acknowledge that the findings arising from the wider area review have already led to a number of recommendations being agreed by the Executive Board which aim to strengthen the role of Area Committees. However, in terms of raising the profile of Area Committees amongst local councils in particular, we believe that this can only be achieved by promoting more open and meaningful dialogue. We therefore address this matter in more detail later in the report.
37. The National Association of Local Councils firmly believes that the way local councils are perceived, appreciated and viewed is linked to their reputation. It therefore supports local councils to achieve the highest levels of reputation in the eyes of the public, other public service representatives and providers, and the media.
38. During our review, we welcomed the contribution of the Chief Officer and Deputy Chief Officer of the Yorkshire Local Councils Associations (YLCA). This is an independent membership organisation which includes over 500 local councils (parish, community, town councils and parish meetings) throughout North, South and West Yorkshire. The Associations are a federation of three 'county associations' which have agreed to work jointly and to deliver their services on a joint basis.
39. Affiliated to the National Association of Local Councils, the YLCA also works to support councils by giving members legal and technical advice, information and training relevant to their work and generally to support their work and governance. Its core work includes:
- Delivering specialist information and training to members;
  - Offering casework advice on legal, procedural and technical matters;
  - Drawing members together to address issues of mutual interest;
  - Liaising with principal authorities, government departments and other local/regional/national agencies on matters affecting parish and town councils;
  - Delivering specific work or projects
40. The Localism Act 2011 reflects the move towards the decentralisation of

## Raising the profile and capacity levels of local councils



# Conclusions and Recommendations

powers down to the lowest practical level of local government. In view of this, we also recognise the need to support local councils in raising their profile and building up capacity to take on their enhanced role.

41. We note in particular that the new General Power of Competence, set out within the Localism Act 2011, is intended to better enable local councils to take on their enhanced role and do things they have previously been unable to do under their existing powers, such as being able to set up a company or co-operative society to trade and engage in commercial activity.
42. However, in exercising this General Power of Competence, we learned that this will only be extended to 'eligible parish councils'. To become eligible, local councils must demonstrate that it has an electoral mandate and that its clerk has the relevant training and qualification.
43. An electoral mandate means that at least two thirds of the members of the local council must hold office as a result of being declared elected. This means they should have stood for election, whether at an ordinary or by election, even if unopposed, rather than co-opted or appointed.
44. To be deemed qualified a clerk must hold the Certificate in Local Government Administration; the Certificate of Higher Education in Local Policy; the Certificate of Higher Education in Local Council Administration; or the first level of the foundation degree in Community Engagement and Governance awarded by the University of Gloucestershire. In addition, the clerk must also have completed training in the exercise of the General Power of Competence as part of one of these qualifications or as a separate exercise.
45. During our review, particular reference was made to the national Quality Parish and Town Council Scheme. We learned that this Scheme was launched in 2003 following the Government's *Rural White Paper (2000)* and aimed to provide benchmark minimum standards for parish and town councils. However, the Scheme was changed in June 2008 to better reflect the increased professionalism of councils.
46. In particular, we noted that two of the mandatory tests for obtaining Quality Status also involve having an electoral mandate and a qualified clerk.
47. It was evident during our review that the perception of local councils was often linked to these two key factors. However, in acknowledging that only 4 of the local councils within the Leeds area have obtained Quality Status, we explored the reasons for this low uptake.
48. The Chief Officer of the YLCA reported that the anticipated financial rewards first associated with achieving Quality Status had not materialised from central government. However, such accreditation was still considered beneficial to a local council in terms of demonstrating to its local community that minimum standards have been met and also reassuring the principal authority of its capabilities to deliver services on their behalf or in partnership.



# Conclusions and Recommendations

49. Despite such prestige, we noted that the level of commitment required to achieve Quality Status in terms of time and resources was deemed too much for some local councils without any real financial incentive.
50. Linked to the electoral mandate requirement, some local councillors also reported having difficulty in the past finding new candidates as the role can already appear intimidating and time consuming. This is compounded by the fact that it is also voluntary. It was therefore felt that despite such additional powers now being devolved to local councils, this may not necessarily help to attract candidates easily.
51. We do recognise the key benefits of gaining formal accreditation to demonstrate a local council's capability of representing local communities effectively. However, we also acknowledge the issues raised by local councils in terms of their capacity levels in meeting the requirements of the current national Quality Status Scheme. We therefore considered whether a more localised benchmark scheme could be developed in partnership with local councils. This would set out locally agreed minimum standards that would help raise the profile of local councils across the city and also help to create a strong foundation upon which to develop a more positive partnership approach with the Council.
52. In acknowledging that the national Quality Status Scheme tended to only attract large to medium sized local councils, the YLCA also supported the principle of having a scheme that is more accessible and attractive to all local councils.
53. However, it was highlighted that the national Quality Status Scheme is currently under review. The National Association of Local Councils held a series of workshops during 2011 aimed at informing the future development of the Scheme. As a result, it advised the Quality Parishes Scheme working group (which is formed of national stakeholders from the local council sector, the Local Government Association and central government) to review the Scheme with a view to re-launching an updated standards scheme in 2013.
54. We learned that the National Association of Local Councils was also undertaking a wide ranging consultation, taking views from across the town and parish sector, as well as engaging with principal authorities on their views of the scheme as it stands and of how it might develop in the future.
55. In view of this, we accept that it would be appropriate to await the outcome of this national review and details of the updated national scheme. Once available, the Council should work closely with the YLCA to compare the merits of the updated national scheme against the potential benefits of a localised benchmark scheme.
56. In the meantime, it remains vital that the capacity levels of local councils are continually developed to instil greater confidence within communities and amongst partners. Linked to this, we acknowledge the level of support and training opportunities already available



# Conclusions and Recommendations

to those local councils that are members of the YLCA. Whilst we were pleased to note that the majority of the local councils within Leeds are already members of the YLCA, we would urge all local councils to be part of the associations.

57. As the principal authority, we recognise that Leeds City Council also has a key role to play in terms of supporting local councils to achieve their full potential. Within the Charter, reference is already made to the practical support offered to local councils. However, in moving forward there are clear mutual benefits in developing a closer working relationship with the YLCA in terms of promoting existing support services, but also maximising available resources to provide any additional local support and advice that will enable local councils to undertake their roles with confidence.

**Recommendation 1**  
**That the Council's Assistant Chief Executive (Customer Access and Performance) works with the Chief Officer of the Yorkshire Local Councils Associations to consider the outcome of the national Quality Parish and Town Council Scheme review and compare the merits of the updated national scheme against the potential benefits of a localised benchmark scheme.**

**Recommendation 2**  
**That the Council's Assistant Chief Executive (Customer Access and Performance) works with the Chief Officer of the Yorkshire Local Councils Associations to develop a strategy aimed at promoting existing support services for local councils and also maximising resources to provide any additional support and advice that will enable local councils in Leeds to undertake their roles with confidence.**

## More open and meaningful dialogue between local councils and Area Committees

58. During our review, we noted that whilst some local councillors had sought assistance from officers within the Area Support Teams, they would not necessarily have made the associated links back to their Area Committees.
59. Area Chairs also reported that some local councillors would prefer to make direct contact with the Area Support Teams rather than approach the Area Committee Chair. However, it was felt that the general lack of awareness and understanding about the role of Area Committees was probably a key factor.
60. During our review, it was evident that local councillors would welcome the opportunity to have more of an informed role with their respective Area Committee in terms of sharing local intelligence and influencing local decision-making.



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61. Linked to this, we debated the potential benefits of local councillors being co-opted onto Area Committees as non-voting members. However, this raised a number of practicality issues, particularly for Area Committees that are aligned to a number of local councils (see appendix 1). It was also made clear that such an appointment would need to be meaningful and not just a means of collating information, particularly as local councillors are volunteers and therefore need to prioritise where they can add the greatest value.
62. We noted that as part of the wider area review, members of Area Committees felt that their meetings were not always as effective as they could be in terms of enabling debate on the local issues and challenges that are important to them.
63. There was also some frustration about what, and how, reports were put before Area Committees. Issues were raised about their lack of focus on local issues and challenges and with too many reports just “to note”. It was also felt that Area Committee agendas are often too full and too paper heavy.
64. We note that Area Chairs and Area Leaders are developing ways to address this from identified best practice that is tailored to each committee. However, during our review we also discussed the issue of Area Committee reports and recognised a need for these to include a separate section indicating any potential local impacts or challenges.
65. We also acknowledged another potential option already put forward, which included a forward work programme for each Area Committee to be agreed along with the Committees’ annual business plan. This forward work programme would identify a major ‘theme’ or ‘topic’ for each Area Committee meeting. Universal and targeted publicity would then be undertaken to promote the themed debates to the public and stakeholder groups.
66. Whilst supporting these proposals in terms of helping to raise the profile of Area Committees, we feel that Area Committee meetings may not necessarily be the best forum for undertaking open and meaningful dialogue with local councils.
67. During our review, we were particularly interested to learn more about the co-ordinated approach adopted by the Wetherby and Harewood Parish and Town Council Forum.
68. We understand that this Forum model evolved from the Community Involvement Team structure in providing the opportunity for local councillors and Leeds City Councillors from the Wetherby and Harewood Wards to receive presentations; discuss issues of common interest; share information and good practice and raise any issues of concern.
69. The Forum meets quarterly; is open to all local councillors, is held in a variety of venues across each Ward and is chaired between the six Harewood and Wetherby Leeds City Councillors. The Forum is also supported by an officer from the East North East Area Support Team and therefore has strong links to the North East Outer Area Committee. It was evident during our review that



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this Forum model has been well received by the local councils, the Area Committee and the Area Support Team.

70. Our review has led us to conclude that there needs to be clear pathways and protocols in place to enable open and meaningful dialogue between local councils and their respective Area Committee on matters that impact on their local communities. Whilst we recognise that Area Leaders and Area Support Teams have a key role to play in brokering, advising and guiding such relationships, there needs to be a clear commitment from all stakeholders to work more closely together.
71. Whilst we are not advocating a 'one size fits all' approach, we do acknowledge that the Forum approach adopted in the East North East Area should be identified as a good practice model to promote.

**Recommendation 3**  
**That local councils and Area Committees give a commitment to work closely together to develop clear pathways and protocols that will enable open and meaningful dialogue on matters that have specific impact on their communities.**

**That Area Leaders take the lead on developing these clear pathways and protocols and report progress back to Scrutiny by December 2013.**

**Recommendation 4**  
**That the Council's Assistant Chief Executive (Customer Access and Performance) promotes the following as good practice amongst Area Committees:**

- **The development of a forward work programme and identification of a major 'theme' or 'topic' for each area committee meeting**
- **That Area Committee reports include a separate section indicating any potential local impacts or challenges**

## Working together in achieving more locally responsive and accountable services

72. In the current economic climate, difficult decisions will be required on where to focus spending in the future. Strong local decision making will help ensure that the Council is able to make the most efficient use of resources in line with what the public in their area needs and wants.
73. New area based delegations in regard to a range of street cleansing and environmental enforcement services were introduced in 2011. This delegation and the negotiation of Service Level Agreements (SLA) with each Area Committee has been universally regarded as a success, including local councillors. It has led to



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significant improvements in terms of responsiveness of services; their ability to influence priorities; and improved cleanliness in local communities.

74. The area review identified a number of other areas to develop locally responsive services, whether they are true delegations or alternative forms of local influence on delivery. The priorities for action in the first phase on implementation include youth services; neighbourhood planning; employment and skills; local parks and open space; and local highways maintenance.
75. In acknowledging that more services are likely to be delegated to Area Committees, we believe that local councils need to be recognised as a key source of local intelligence and can assist Area Committees to help prioritise and shape services to local people.

**Recommendation 5**  
**That Area Leaders ensure that input is sought from local councils as part of any future area based delegation scheme and particularly around the negotiation of Service Level Agreements.**

76. Linked to such delegations, the model of having a senior officer whose role is to ensure that a service has a locality focus has also proved very successful and is therefore recognised as a good practice model. Local council representatives were particularly keen to ensure this approach included planning and highways maintenance services.

77. However, we note that there is a specific section within the Leeds Parish and Town Council Charter that makes reference to operational relationships between Leeds City Council departments and local councils. It states that 'Leeds City Council departments will work with local councils in establishing arrangements describing the operational relationships which exist between them, including the provision of service standards and contact details within key service areas'.

78. We would consider planning to be a key service area for local councils. As such, we understand that there are already examples where operational arrangements exist, which include:-

- the Charter for dealing with planning matters which includes the whole of Planning and Sustainable Development i.e. Enforcement, Local Planning, Strategic and Neighbourhood Planning. We understand that this has led to an improvement in these relationships and is considered and reviewed every year at the Annual Forum with Parish and Town Councils. During the last Forum meeting on 31<sup>st</sup> January 2013, further amendments to the Charter were suggested by Parish Councils and are currently being worked on.
- the Neighbourhood Planning process has involved significant interaction and working with Parish and Town Councils and is ongoing; the operational arrangements are being captured in the Charter for the coming year including engagement in the Site Allocations process; and





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- representatives of the Parish and Town Councils are invited to a Major Developers Forum where there is an opportunity to discuss service planning, delivery and changes to planning processes on a pro-active basis.

79. Whilst we acknowledge that good relationships are being developed with local councils around the new neighbourhood planning agenda and also across the wider planning service, we believe that links between local councils and planning services could be further strengthened and welcome opportunities to do so.
80. In relation to highways services, there is a Charter which works in a similar way to the planning one described above and is subject to annual review. We are also aware that there is a supplementary document to the Charter which sets out operational links between Parish and Town Councils and Highways and Transportation.
81. Whilst this document provides contact details associated with key functions provided on the highway, it states that Highways and Transportation will also undertake to provide local councils with details of named officers and contact numbers for regularly used services. This information will be specific for each local council to enable enquiries to be directed to the person who is authorised to provide the service. Although these operational relationships have been established with local councils, the review has highlighted that these relationships also need to be strengthened particularly in relation to the mechanism for clarifying follow up actions.

## **Recommendation 6**

**That, in accordance with the Leeds Parish and Town Council Charter and supplementary document, the Director of City Development leads on strengthening and ensuring there is a consistent approach to the operational relationships with all local councils in relation to Planning Services and Highways and Transportation.**

## **Working in partnership to maximise available resources**

82. There will be significant changes to local funding streams in the near future, with Section 106 funding being scaled back and other sources of funding coming on line. In particular, the new Community Infrastructure Levy (CIL) Regulations state that the Council can choose to levy a charge on the owners or developers of land when it is developed so that they contribute to the costs of providing the necessary supporting infrastructure for the area.
83. Linked to this, the Council has a duty to pass on a 'meaningful proportion' of the funds raised through the levy to a Parish or Town Council for the area where the development that gave rise to the payment takes place. Where there is no Parish or Town Council, the City Council has to spend it in the local area in consultation with the community.



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84. In January 2013, the government announced its proposal for this meaningful proportion. Neighbourhoods that have an adopted neighbourhood plan will receive 25% of the CIL revenue from that area. Areas without a neighbourhood plan will receive 15% of the revenue and this will be capped at £100 per existing dwelling in that area. This therefore has clear implications as an incentive for communities to adopt neighbourhood plans and for the Council to provide the necessary support.

85. The importance of effective neighbourhood planning was also raised during our review as it aims to provide an opportunity for local communities to be better engaged in the future of their communities. Whilst the Council has a duty to support communities who come forward with requests to set-up neighbourhood forums and designate areas where they would like to see a neighbourhood plan, we acknowledge that Leeds has been very proactive in taking this agenda forward. During our review, we were very pleased to note the positive feedback from local councils on their joint working approach with the Council around neighbourhood planning.

86. We acknowledge that Area Committees also have an important role, particularly through their wellbeing fund, in developing innovative, community/third sector led bottom up approaches to solving entrenched problems. Whilst Area committees are to retain their autonomy in identifying appropriate projects for spending wellbeing funds, the area review emphasised the importance of using such funds to lever in additional funding wherever possible

through match funding or pooling budgets.

87. We therefore recognise the mutual benefit of local councils and Area Committees working in partnership to explore opportunities for maximising available resources to best meet the needs of their local communities.

88. Linked to this, we also recognise the important role of local councils in encouraging people to take an active role within their community and to promote more volunteering initiatives. In doing so, we would also expect Leeds City Council to actively support approaches made by local councils for any advice and assistance directly associated with such initiatives.

## **Recommendation 7**

**That Area Leaders proactively work with local councils and Area Committees to identify opportunities for maximising available resources to best meet the needs of their local communities.**

## **Recommendation 8**

**(i) That local councils are proactive in promoting volunteering initiatives and encouraging people to take an active role within their community.**

**(ii) That the Council's Assistant Chief Executive (Customer Access and Performance) and Chief Officer Localities and Partnerships lead on actively supporting approaches made by local councils for any advice and assistance directly associated with local voluntary initiatives.**



# Conclusions and Recommendations

## Promoting the benefits of partnership working with local councils

89. In acknowledging the clear benefits in working more collaboratively and positively together, it is vital that such partnership working between local councils and Area Committees continues to be actively promoted across the city.
90. Whilst the recommendations arising from our review reflect actions needed to begin strengthening links between local councils and their respective Area Committees, we recognise the need to ensure that such relationships continue to develop in the future. We are aware that an annual review of the Leeds Parish and Town Council Charter is already undertaken as part of the annual meeting of a city wide Parish and Town Council Forum. However, we believe that this annual meeting should also be utilised to enable local councils to openly share their experiences of working with their Area Committees, thereby providing an opportunity to share good practice as well as identifying potential areas for improvement.
91. To complement this, Area Committees should also commit to actively monitoring their relationship with local councils to identify strengths and potential areas for improvement.

### **Recommendation 9**

**That the three Area Leaders actively promote partnership working with local councils as part of the integrated locality working agenda in the three wedges of East North East, West North West and South East.**

### **Recommendation 10**

**That the Chair of the city wide Parish and Town Council Forum ensures that the Forum's annual meeting is used to provide an opportunity for local councils to openly share their experiences of working with their Area Committees, share good practice and identify potential areas for improvement.**

### **Recommendation 11**

**That Area Leaders work closely with Area Chairs to ensure that Area Committees continue to monitor their relationships with local councils in order to identify strengths and potential areas for improvement.**

92. In view of the on-going development of the local council sector nationally, we also recognise the important role of principal authorities in encouraging and supporting the development of new local councils.
93. Whilst the scope of our review focused specifically on strengthening relationships with existing local councils in Leeds, we acknowledge that the Council's role in encouraging and



# Conclusions and Recommendations

supporting the development of more local councils across the city could be a potential area for future scrutiny. In the meantime, we recommend that the Chief Executive of the Council nominates a Chief Officer to work closely with the Yorkshire Local Councils Associations in driving forward this agenda.

**Recommendation 12**  
**That the Chief Executive of the Council nominates a Chief Officer to work closely with the Yorkshire Local Councils Associations in encouraging and supporting the development of new local councils across the city.**



# Desired Outcomes and Recommendation Summary

**Desired Outcome** – That there is a quality standards benchmark scheme that is attractive and accessible to all local councils in Leeds.

**Recommendation 1** – That the Council’s Assistant Chief Executive (Customer Access and Performance) works with the Chief Officer of the Yorkshire Local Councils Associations to consider the outcome of the national Quality Parish and Town Council Scheme review and compare the merits of the updated national scheme against the potential benefits of a localised benchmark scheme.

**Desired Outcome** – That the capacity levels of local councils are continually developed to instil greater confidence within communities and amongst partners.

**Recommendation 2** – That the Council’s Assistant Chief Executive (Customer Access and Performance) works with the Chief Officer of the Yorkshire Local Councils Associations to develop a strategy aimed at promoting existing support services for local councils and also maximising resources to provide any additional support and advice that will enable local councils in Leeds to undertake their roles with confidence.

**Desired Outcome** – There are clear pathways and protocols in place to enable open and meaningful dialogue between local councils and their respective Area Committee on matters that impact on their local communities.

**Recommendation 3** – That local councils and Area Committees give a commitment to work closely together to develop clear pathways and protocols that will enable open and meaningful dialogue on matters that have specific impact on their communities.

That Area Leaders take the lead on developing these clear pathways and protocols and report progress back to Scrutiny by December 2013.

**Desired Outcome** – Area Committee meetings are utilised effectively to address matters of local relevance.

**Recommendation 4** – That the Council’s Assistant Chief Executive (Customer Access and Performance) promotes the following as good practice amongst Area Committees:

- The development of a forward work programme and identification of a major ‘theme’ or ‘topic’ for each area committee meeting
- That Area Committee reports include a separate section indicating any potential local impacts or challenges



# Desired Outcomes and Recommendation Summary

**Desired Outcome** – That local councils and Area Committees work in partnership to maximise local intelligence and achieve more locally responsive and accountable services.

**Recommendation 5** – That Area Leaders ensure that input is sought from local councils as part of any future area based delegation scheme and particularly around the negotiation of Service Level Agreements.

**Desired Outcome** – That there are effective operational relationships with all local councils in relation to Planning Services and Highways and Transportation.

**Recommendation 6** – That, in accordance with the Leeds Parish and Town Council Charter and supplementary document, the Director of City Development leads on strengthening and ensuring there is a consistent approach to the operational relationships with all local councils in relation to Planning Services and Highways and Transportation.

**Desired Outcome** – That local councils and Area Committees work in partnership to explore opportunities for maximising available resources to best meet the needs of their local communities.

**Recommendation 7** – That Area Leaders proactively work with local councils and Area Committees to identify opportunities for maximising available resources to best meet the needs of their local communities.

**Desired Outcome** – That residents are actively encouraged and supported in undertaking volunteering initiatives that will benefit their local communities.

**Recommendation 8**

- (i) That local councils are proactive in promoting volunteering initiatives and encouraging people to take an active role within their community.
- (ii) That the Council's Assistant Chief Executive (Customer Access and Performance) and Chief Officer Localities and Partnerships lead on actively supporting approaches made by local councils for any advice and assistance directly associated with local voluntary initiatives.



# Desired Outcomes and Recommendation Summary

**Desired Outcome** – That partnership working between local councils and Area Committees continues to be actively promoted across the city.

**Recommendation 9** – That the three Area Leaders actively promote partnership working with local councils as part of the integrated locality working agenda in the three wedges of East North East, West North West and South East.

**Desired Outcome** – That the relationship between local councils and Area Committees is continually monitored and developed.

**Recommendation 10** - That the Chair of the city wide Parish and Town Council Forum ensures that the Forum's annual meeting is used to provide an opportunity for local councils to openly share their experiences of working with their Area Committees, share good practice and identify potential areas for improvement.

**Desired Outcome** – That the relationship between local councils and Area Committees is continually monitored and developed.

**Recommendation 11** – That Area Leaders work closely with Area Chairs to ensure that Area Committees continue to monitor their relationships with local councils in order to identify strengths and potential areas for improvement.

**Desired Outcome** – That the Council is proactive in supporting the development of new local councils within the Leeds area.

**Recommendation 12** – That the Chief Executive of the Council nominates a Chief Officer to work closely with the Yorkshire Local Councils Associations in encouraging and supporting the development of new local councils across the city.



# Appendix 1

Area Committee	Ward	Parish and Town Councils
North East Outer	Alwoodley	*Alwoodley PC
	Harewood	*Harewood PC East Keswick PC Collingham with Linton PC Bardsey cum Rigton PC Scarcroft PC Shadwell PC Thorner PC Barwick in Elmet and Scholes PC Aberford & District PC
	Wetherby	Wetherby TC Walton PC Thorp Arch PC Boston Spa PC Clifford PC Bramham cum Oglethorpe PC
East Outer	Garforth & Swillington	Swillington PC Great and Little Preston PC
	Kippax & Methley	Kippax PC Allerton Bywater PC Ledston PC Ledsham PC Micklefield PC
South Outer	Morley North	Gildersome PC Drighlington PC
	Morley South	Morley TC
North West Outer	Adel & Wharfedale	* Bramhope & Carlton PC Pool in Wharfedale PC Arthington PC
	Guiseley & Rawdon	Rawdon PC (est. Nov 2012)
	Horsforth	Horsforth PC
	Otley & Yeadon	* Bramhope & Carlton PC Otley TC





# 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

- Charter between Leeds City Council and the Parish and Town Councils within the administrative area of Leeds City Council. Revised January 2012.
- Briefing report for session 1 working group meeting. 26<sup>th</sup> November 2012.
- Map of local Parish and Town Councils
- Yorkshire Local Councils Association Advice Note on Local Council Powers. June 2011.
- A guide to becoming a Quality Council. Second Edition 2008. National Association of Local Councils.
- The National Training Strategy for Town and Parish Councils. The Portfolio Guide. Certificate in Local Council Administration (CiLCA). 2012
- Review of Area Working – Summary of responses to Parish and Town Council Questionnaire.
- Written submissions to the Scrutiny Board from local councils.
- Report of Assistant Chief Executive (Customer Access and Performance) to Executive Board on the review of area working findings and recommendations. 12<sup>th</sup> December 2012.



# Evidence

## Witnesses Heard

Ian Cornick, Head of Civic & Member Support, Leeds City Council (LCC)  
Heather Pinches, Executive Officer (Performance Management), LCC  
Rory Barke, Area Leader, East & North East Leeds, LCC  
Shaid Mahmood, Area Leader, South East Leeds, LCC  
Jane Maxwell, Area Leader, West & North West Leeds, LCC  
Councillor Gerald Wilkinson, Chair of North East Outer Area Committee  
Councillor Andrea McKenna, Chair of East Outer Area Committee  
Sheena Spence, Chief Officer, Yorkshire Local Councils Associations  
Chris Pilkington, Deputy Chief Officer of the Yorkshire Local Councils Associations

## Local Parish and Town Council representatives \*

Glyn Robins – Collingham with Linton PC  
Councillor Derek Armitage - Collingham with Linton PC  
Councillor Michael Czwarno – Micklefield PC  
Colin Pool – Thorp Arch PC and Walton PC  
Councillor Harry Chapman – Wetherby TC  
Councillor Ian Wallace - Great and Little Preston PC  
Councillor Stella Walsh - Barwick in Elmet & Scholes PC  
Councillor Claire Hassell - Barwick in Elmet & Scholes PC  
Karen Oakley – Morley TC  
Councillor Jacqui Smith – Swillington PC  
Councillor Dave Kent - Alwoodley PC  
Councillor Norman Taylor – Shadwell PC  
Councillor Jude Arbuckle – Horsforth TC

\* The Chair of the Scrutiny Board also attended the annual meeting of the city wide Parish and Town Council Forum on 31<sup>st</sup> January 2013 to consult further with local Parish and Town Councillors on the Board's initial findings.

## Dates of Scrutiny

Scrutiny Board Meeting – 22<sup>nd</sup> October 2013 – agree terms of reference  
Scrutiny Working Group Meeting – Session 1 - 26<sup>th</sup> November 2012  
Scrutiny Working Group Meeting – Session 2 – 12<sup>th</sup> December 2012  
Scrutiny Working Group Meeting – Session 3 – 10<sup>th</sup> January 2013  
Scrutiny Working Group Meeting – Session 4 – 28<sup>th</sup> January 2013  
Parish and Town Council Forum Annual Meeting – 31<sup>st</sup> January 2013  
Scrutiny Working Group Meeting – Session 5 – 21<sup>st</sup> March 2013

**Scrutiny Board (Safer and Stronger Communities)**  
**Strengthening the Council's relationship with local Parish and Town Councils**  
**16<sup>th</sup> May 2013**  
**Report author: Angela Brogden**



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

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

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

**Date: 22<sup>nd</sup> July 2013**

**Subject: Improving recycling through effective communication and education - formal response to the Scrutiny Board's recommendations**

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

**Summary of main issues**

1. In assisting the Council to achieve its recycling targets, the Safer and Stronger Communities Scrutiny Board decided to focus on improving the Council's use of communications to help encourage greater participation in the wide range of recycling options already available in Leeds. This review concluded in March 2013 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2013.
  
2. 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 (see appendix 1). A copy of the Scrutiny Board's report is also attached for information (see appendix 2).

**Recommendations**

3. Members are asked to consider the formal response to the recommendations arising from the Scrutiny Board's review aimed at improving recycling through effective communication and education.

**Background papers<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.

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Safer and Stronger Communities Scrutiny Board  
Improving recycling through effective communication and education

**Desired Outcome:** That the council's website is used to promote the importance of reducing waste and provides clear and accessible information regarding the options available for recycling in Leeds and advice on how to reduce waste.

**Recommendation 1** – That the Director of Environment and Neighbourhoods ensures that the Council's web based information relating to the refuse collection service reflects effective design principles and is accurate, easily accessible and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds.

**Formal Response:**

This recommendation is agreed and fully supported by the Waste Team who following the launch of the new council web site in July 2012 have subsequently worked with the web team, communications and customer services to develop a customer friendly structure and content where re-use and recycling remains one of the key messages throughout the content of the section.

Current, key features of the waste web-pages are:

- 'Check your bin' application re-developed to make it easier to use, and to provide up-to-date information for properties moved onto an AWC.
- When searching 'recycling' on Google and the LCC website search, the relevant pages are prominent in the results.
- Key information that customers require is within one click of the home page (e.g. check your bin day, recycling sites, bulky item collection service).
- Functionality of the site was fully tested for accessibility during development, and the website will be shortly going through a formal accessibility audit.
- The site works on mobile browsers, but due to the increasing use of the site by residents using their mobile phones the web team is leading a project to improve the mobile experience on the site.
- Twitter and Facebook are monitored, and customer queries about recycling through these channels are responded to by customer services and web team.

As part of a review in early 2013, it was identified that the web pages would benefit from an A to Z recycling guide, similar to the guide on Calderdale's webpages (<http://www.calderdale.gov.uk/environment/waste/>), the development of which has been delayed by the limited capacity in the web development team. However, the service are now actively working with the web team to develop A to Z guide and the current plans for the A to Z are as follows:

- Title: Recycle for Leeds (with WRAP iconography)
- Description: A to Z Guide to Reducing, Re-using and Recycling
- Filters on the app to enable residents identify what to do with waste items by A to Z.
- Filters on the app to enable residents to clearly identify which items go in which recycling bin.
- The guide will use WRAP iconography
- The guide will be viewable and accessible from the "Bins, Recycling and Clean Streets" landing page.

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The style and presentation of the waste web-pages is in line with corporate branding guidelines for the Leeds City Council website and Services have been unable develop their own brands. Positively however, Waste Management will introduce the WRAP iconography in the new A to Z function.

**Desired Outcome:** That the Recycle for Leeds brand is widely recognised across the city.

**Recommendation 2** – That the Director of Environment and Neighbourhoods actively promotes the Recycle for Leeds brand on all forms of communications linked to the refuse collection service and is also made visible on refuse collection vehicles.

**Formal Response:**

This recommendation is agreed and as stated in the response to Recommendation 1, the Service is working with the web team to develop an A to Z Guide to Reducing, Re-using and Recycling and this search function will carry the 'Recycle for Leeds' logo and contain WRAP iconography. Recognising the need for the 'Recycle for Leeds' logo to be on the web pages, we have added a photograph of the 'Recycle of Leeds' logo to the 'Find your nearest recycling site' application. This application is found on a number of waste and recycling web-pages.

The 'Recycle for Leeds' logo continues to be included on all information leaflets and letters about the Service, including the new permit scheme and communications about the new bin service.

In addition, the Service is currently organising new uniform and identification badges for the site staff on the Household Waste Recycling Sites. This uniform will also carry the 'Recycle for Leeds' logo.

Moving forward, the service is going to review its current branding and marketing strategy, including the liveries on the refuse collection vehicles. The new strategy will deliver the key messages the service wants to provide to residents, and give a robust and recognisable brand for the waste management service as a whole.



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**Desired Outcome:** That reasons associated with a contaminated bin are indicated clearly on the bin for the resident to correct and not repeat in future.

**Recommendation 3** – That the Director of Environment and Neighbourhoods leads on developing an approach enabling crews to indicate to a resident the outline reasons why their bin is contaminated and what actions they need to take.

**Formal Response:**

This recommendation is agreed and work to implement this approach was developed during phase 1 of the roll-out of Alternate Weekly Collections (AWC).

A business process was developed to implement the new no side waste policies and to deal with heavy and contaminated bins in AWC phase 1. This process enabled crew to notify residents by leaving a sticker or tag on the bin and a relevant letter. In addition the crews are directed to annotate the route sheet. This information is then updated at the depot and where necessary a Waste Advisor visit is scheduled. The actual education is delivered by the Waste Advisors but the initial notification to residents is done by the collection crew. The effectiveness of this approach is being appraised as part of the Phase 1 AWC evaluation in August 2013, which will involve a Scrutiny working group.

**Desired Outcome:** That the residents within ALMO properties are made fully aware of the council's refuse collection services at the start of their tenancy.

**Recommendation 4** – That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that existing tenancy management systems are used to provide clarification to new tenants about the recycling options available to them, how these are to be used and details of collection dates.

**Formal Response:**

This recommendation is agreed and work is already underway to improve communications with new tenants as detailed below:

**Aire Valley Homes** currently have a working group looking at the information provided at tenancy sign up. This group will consider how best to provide new tenants with information about recycling options available to them, how these are to be used and details of collection dates. Communal recycling points have recently been placed by housing management at Crescent Grange, Crescent Towers, Cottingley Heights, Towers and Meynel Heights. These properties previously had no access to recycling and the new facilities are proving to be a great success.

**East North East Homes** currently advise all new tenants on sign up about the locations of recycling facilities in their area. Housing Support Officers then provide further information on recycling collections at the post tenancy commencement visit

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which takes place within the first fourteen days of a new tenancy starting. Regular articles on recycling are included in the tenant magazine.

**West North West Homes** have pushed forward on a 'keep it clean' campaign which encourages people to leave the property clean and empty when they go.

Overall, with evolution of the New Environment and Housing Directorate, there will be further opportunities to ensure best practice and learning is used across the city.

**Desired Outcome:** That all contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.

**Recommendation 5** – That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.

**Formal Response:**

This recommendation is agreed.

Under current arrangements, contractors are responsible for removing trade waste. The contracts contain recycling policies to reduce landfill and there are KPIs within the contracts to monitor performance. Under the Morrison contract, there is a requirement for 2013-14, to recycle 97.3% of waste. In April 2013, Morrison reported a recycle rate of 98.29%.

**Aire Valley Homes (AVHL):**

Since April 2012 the Caretaking service has been managing and clearing out void properties. As part of the Bulky Waste Project, working in partnership with Leeds Community Sector Groups, re-usable furniture has been collected and made available to disadvantaged groups. This has been a huge success. Furniture containers have also been sited at waste disposal points which are used by the estate teams. Community Sector groups are then invited to collect the re-usable items. To date there has been an estimated 3 tonnes diverted from landfill. Current waste contractors Skelton Waste take all the waste streams and consistently recycle up to 80%. Waste electrical and electronic equipment (WEEE) is also sent for reprocessing.

**East North East (ENE):**

Contractor Waste: ENE has reminded contractors that they are not to use domestic bins for trade waste. Supervisors monitor waste disposal post repair and check for inappropriate use of bins. Construction Services has recycling skips at the Depot where waste is sorted and recycled. ENE also use Skelton Waste who sort general waste delivered to them and recycle as appropriate.

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**West North West (WNW):**

WNW homes, as part of the Bulky Waste Project and in co-operation with Morrisons, Emmaus and St Vincent de Paul (SVP), had a 3 month trial from January 2013 whereby the re-use organisation provides a van and staff to clear void properties. This replaces the Morrisons resource in a specific area and allows the re-use staff to be able to target re-use items in a broader way. The re-use organisations essentially being a sub-contractor to Morrisons, required to remove all items from the voids, not just the re-usable items. Reusable items are taken back to the Morrisons site and shared between the two re-use partners. Scrap metal is retained by Morrisons for recycling. If the trial is proven to be a success, the organisations would need extra capacity to expand.

**Belle Isle Tenant and Management Organisation (BITMO):**

The BITMO has smaller numbers of void turnarounds than the ALMOs, with only ~2000 properties in total. They currently use a contract with Skelton Waste, and are keen to talk to partners from re-use organisations and also have their estate caretakers trained in a similar way to the Morrisons/Emmaus partnership.

**Desired Outcome:** That Elected Members are fully aware of whom to contact to report service failures relating to the refuse collection service so that appropriate immediate action can be taken.

**Recommendation 6** – That the Director of Environment and Neighbourhoods ensures that clarification is provided to all Elected Members regarding appropriate contacts to report service failures relating to the refuse collection service, including missed bin collections, so that appropriate immediate action can be taken.

**Formal Response:**

The recommendation is agreed.

In order to improve the management and co-ordination of Member queries, on 25th March the Members Group Office support teams were requested to forward all future enquiries to [MembersRefuseQueries@leeds.gov.uk](mailto:MembersRefuseQueries@leeds.gov.uk) to ensure these could be managed in a timely manner and appropriately detailed responses be provided.

Two additional officers have also been seconded into the team to provide this support for the Executive Members, Councillors and MPs. Responses are being co-ordinated via this route to streamline the existing process and to avoid duplication.

Changes to the Waste Management staffing structure changes were agreed Q4 2012/13 and recruitment into 3 new case work posts will be finalised in July during Q1 2013/14. This will have a significant impact on the overall handling of queries and complaints on a day to day basis.

Out of normal office hours remains more problematic and the service are considering options to this once the new case work team are in place.

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**Desired Outcome:** That both staff and residents understand the expectations placed upon them in addressing missed bin collections.

**Recommendation 7** – That the Director of Environment and Neighbourhoods clearly categorises certain circumstances/scenarios that may impact on the ability of the refuse collection service to complete collection rounds as scheduled and the associated actions to be taken by the service and residents i.e. service expectations under normal circumstances and during minor and severe disruptions.

Once established, this needs to be effectively communicated to all relevant staff and the public via the council's website and contact centre.

**Formal Response:**

The recommendation is agreed.

Since January 2013, customer announcements are frequently put on the waste and recycling webpages about Service issues, for example, severe weather and issues completing garden waste collection roads. These announcements are highlighted and are in a prominent position on the relevant waste and recycling webpages.

These announcements are triggered either by the call centre receiving a high level of customer enquires or by the Service following service disruption. The Service is working with the web-team to develop a procedure for the announcement to be promptly uploaded on to the web site whilst ensuring its content is appropriate for the audience.

Any page content or announcement can be immediately published and removed from the Council's website meaning messages about minor service disruption can be communicated in the short term and removed once normal collections resume.

The service are working to document a clear and concise Business Continuity Plan that will underpin the actions above and ensure consistency of approach and message for a broad spectrum of disruptions to service delivery.

The Service has procured new in-cab technology for the refuse and recycling collection vehicles meaning that there will be potentially improved communications from the front line service and the web-site. When this is rolled out across the fleet this will mean that potentially messages about service disruption will be announced in real time.

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**Desired Outcome:** That where appropriate, social media and SMS communication tools are used to facilitate interactive information sharing with residents relating to the refuse collection service.

**Recommendation 8** – That the Director of Environment and Neighbourhoods analyses the potential service benefits of utilising social media, such as Twitter, and SMS texting as communications tools to deliver service reminders and notifications of service disruptions directly to residents.

**Formal Response:**

This recommendation is agreed and the work to develop and implement this is already underway as part of AWC phase 1.

Following the appointment of the Waste Advisors, accounts have been set up on Facebook and Twitter to promote the new recycling service and to provide information to residents.

The effectiveness of this approach is being appraised as part of the Phase 1 AWC evaluation in August 2013, which will involve a Scrutiny working group.

Further work is being undertaken in the planning of phase 2 AWC regarding the channel shift towards new communication methods alternative to direct mail.

**Desired Outcome:** That escalated and complex problems linked to particular residents in relation to the refuse collection service are addressed efficiently by the service.

**Recommendation 9** – That the Director of Environment and Neighbourhoods pursues that an operational supervisor from the refuse collection service is located at the contact centre to work with Customer Service Officers in immediately addressing escalated and complex issues linked to specific residents.

**Formal Response:**

This recommendation is agreed, although has been addressed slightly differently.

With the ongoing development of the services operational Logistics system and improved two way information flows between the Waste Management Service and the contact centre, a joint contact centre post – currently filled by a member of staff from the contact centre and based at Knowsthorpe Way Depot, was established on a secondment basis with effect from 3rd June.

This position will further develop the internal systems and information management, analysis and reporting between the contact centre and the service.

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**Desired Outcome:** That a social contract is put in place to outline the responsibilities placed upon the Council and residents in achieving an efficient and cost effective refuse collection service in Leeds.

**Recommendation 10** – That the Director of Environment and Neighbourhoods pursues the introduction of a social contract setting out the key responsibilities of the Council and residents in delivering an efficient and cost effective refuse collection service. This should be a clear document that staff and residents can refer to easily and absorb quickly.

**Formal Response:**

This recommendation is agreed.

The Service is developing a suite of operational waste collection policies which clearly define the kerbside collection services. This will set out commitments to ensure that services are safe, efficient, consistent and reliable and that the needs of residents are met. Evaluation of the proposed policies is underway as part of the delivery phase of 1 alternate week collections where they are being implemented.

Following completion of the evaluation, a report will be submitted to Executive Board later this year recommending their adoption. As part of this process it is also intended that the Council should formally sign up to the national 'Waste Collection Commitment'. This is a 'contract' between the Service and Residents and will support further the delivery of efficient services. The content of the web pages will reflect the new policies and provide guidance in simple format for residents.

**Desired Outcome:** That the customer data utilised by the refuse collection service is periodically cleansed and effectively managed by the service.

**Recommendation 11** – That the Director of Environment and Neighbourhoods works with the Business Intelligence Unit to ensure that customer data utilised by the refuse collection service continues to be cleansed periodically and managed effectively by the service.

**Formal Response:**

This recommendation is agreed.

The Development Team, within the Waste Service, use a system called Route Manager which was commissioned in 2012 to administer property, collection container and collection route data. Data transferred from an unsupported former system was not robust and caused some quality issues which have now been resolved.

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The new system is supported internally. Future data quality will be assured via production of monthly exception reports and amendment of data as required. Access to a reporting tool for operational staff and administration officers has also been made possible so they can access standard reports for example route changes or new assisted collections, which all aim to reduce all missed collections. Improvements have already been made to the data transfer systems to enable live information exchange. The 'Check my bin day' search facility on the council's website and the internal Siebel system now instantly reflect any changes made. Route Manager will be superseded in 2014 by an integrated ICT solution. One of the essential requirements of this new system is data management and reporting. Every team using route or bin detail data will be involved during the detailed development. Continued input to the IWMS project and future system requirements will ensure that data continues to be as accurate and up-to-date as possible.

**Desired Outcome:** That cost effective measures are adopted in effectively reminding residents of operational changes planned during the Christmas period.

**Recommendation 12** – That the Director of Environment and Neighbourhoods ensures that residents continue to receive separate reminders about operational changes to refuse collections linked to the Christmas period and in doing so, explores the use of alternative communication channels to the traditional approach of using printed materials.

**Formal Response:**

This recommendation is agreed.

In addition to the traditional mail-out of the Christmas collection arrangements, the Service already publicises the revised collection days on the web-site, social media, council newspaper and through issuing press statements.

Moving forward, the Council is exploring ways to prompt service users to go to the web-site for information about service changes and disruption. This could be by written communications providing joint messages (e.g. introduction of AWC and Christmas arrangements) or via a bin sticker or tag.

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**Desired Outcome:** That Ward Members are regularly consulted on the developments of any planned operational changes to refuse collection services that affect their areas.

**Recommendation 13** – That the Director of Environment and Neighbourhoods ensures that relevant Ward Members are identified as key stakeholders as part of any planned operational change to the refuse collection service.

**Formal Response:**

This recommendation is agreed.

The New Recycling Service (AWC) Communications and Stakeholder Engagement Plan has continuously identified relevant ward councillors as key stakeholders and the importance of regular and timely communications and active engagement.

Member briefings with political groups took place very early on in the planning stage for AWC Phase 1. This included early information about current collections performance, approved plans and service priorities, the Phase 1 area/ boundary, rationale for its inclusion, key messages and benefits about the New Recycling Service, timing, key project activities and on-going engagement and communications with relevant ward members.

Member Briefing Notes accompanied these initial consultations, including Frequently Asked Questions.

Individual meetings took place throughout the AWC planning phase with relevant members on a ward by ward basis. These provided on going updates about progress and issues, and importantly provided a key opportunity for members to comment on the emerging plans and feedback with any issues and comments (for example, locations to focus AWC communications activities such as Waste Recycling Advisor road shows and face to face (door step) engagement with residents. This included both the pre and post GO LIVE communications campaign.

At the same time, member highlight reports were also produced from a very early stage in the planning phase. These were circulated every two weeks and provided project updates about progress, issues and also performance information (for example, volume of resident contact via Customer Services, in response to service introductory letters, green recycling bin requests).

A series of member briefings were also held in the weeks leading in to the Phase 1 GO LIVE; providing information to ward members about the final resident communications, collections calendars, household information packs inc. FAQs, introductory leaflet. These briefings took place before resident communications were distributed.

Project and operational staff also attended Area Committee and Environmental Sub Committee meetings when requested by ward members and locality staff.

The successful approach adopted in relation to AWC Phase 1 will be continued as part of successive phases including Phase 2 which is currently being planned.



# Scrutiny Report

## Improving recycling through effective communication and education

Scrutiny Board (Safer and Stronger Communities)

May 2013





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# Introduction and Scope

## Introduction

1. Whilst recycling has become a part of everyday life for many people, it is recognised both locally and nationally that further action is still required to divert waste away from landfill.
2. Recycling remains a key priority for the Council and Scrutiny has continued to monitor the Council's progress in implementing the Leeds Integrated Waste Strategy 2005-2035, which sets out its aims to reduce the impact of waste management on the environment and significantly reduce the amount of waste going to landfill.
3. In December 2011, the Executive Board reaffirmed the vision and key principles of the Integrated Waste Strategy. Linked to this, it agreed to revise the Council's household waste recycling targets to achieve a combined recycling and composting rate of greater than 55% of household waste by 2016 with a long term target to exceed 60%.
4. Scrutiny remains committed to assisting the Council achieve its recycling targets. During 2009/10, an in-depth inquiry into recycling was conducted by the former Environment and Neighbourhoods Scrutiny Board. Based around the principle that 'one size does not fit all', the main focus of this inquiry was to explore the different options available for collecting recyclables, taking into account the diverse range of communities and housing types that exist in Leeds.
5. In moving forward, we recognise that further work is now needed to encourage greater participation in the recycling options already available. We

therefore set out to explore which communication methods would be more fruitful within different areas of the city and particularly for those areas in need of a more targeted education campaign. We acknowledge that effective communication is also paramount in successfully delivering any planned operational changes and particularly in introducing new schemes. Our review therefore focuses on improving recycling through effective communication and education.

## Scope of the review

6. In undertaking this review, we agreed to make an assessment of and, where appropriate, make recommendations on the following areas:
  - the general principles for effective communication with the public in successfully delivering planned operational changes;
  - the outcome of the bid to the Department of Communities and Local Government Weekly Collection Fund;
  - the Council's strategy for preparing residents ahead of the phase 1 roll out of alternate weekly collections and also food waste expansion;
  - the Council's current methods of communication with the public on the existing range of recycling options available in Leeds;
  - the use of existing demographic profile data to determine preferred communication and service channel preferences across the city in relation to recycling methods;
  - potential improvements to existing communication materials with staff and the public to help reduce



# Introduction and Scope

contaminated waste and missed collections;

- examples of best practice within comparator authorities;
- Evidence arising from the Scrutiny Board's public listening exercises across 3 specific areas of the city.

7. In undertaking this review, we acknowledge the commitment of staff in driving forward improvements in this particular area of work. We are very grateful to everyone who contributed and openly shared their views and ideas with the Scrutiny Board.

## Anticipated Service Impact

8. The recommendations arising from this review focus on improving the Council's use of communications to help encourage greater participation in the wide range of recycling options already available in Leeds.
9. The desired outcomes linked to individual recommendations are summarised later in the report.

## Equality and Diversity

10. 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.
11. 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
12. 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

## Utilising the Council's website as a key education and communication tool.

13. As part of our review, we considered how the Council currently communicates with the public on the existing range of recycling options available in Leeds and how this can be improved.
14. In doing so, we recognised that a key source of information about the refuse and recycling service should be the Council's website. Following the re-launch of the website in July 2012, we are pleased to note that the home page now provides a clear link to this particular service area.
15. The statistics indicate that the web based information linked to the service is increasingly being accessed, highlighting the popularity of this particular communication tool. In view of this, the service should be using the website to promote the importance of reducing waste and to provide clear and accessible information regarding recycling options in Leeds and advice on how to reduce waste. However, it was evident during our review that further work is needed to develop the web based information.
16. In particular, the rationale for reducing waste and promoting recycling in Leeds should be a prominent feature on the website. As well as providing operational information, this communication tool should be used to help educate residents about what happens to recyclable materials. In doing so, this may also help to address any misconceptions or mistrust associated with the Council's recycling service. It should also be used to highlight existing recycling initiatives and partnerships, such as the work undertaken with schools to promote awareness-raising.
17. The facility for residents to search for their refuse collection dates is clearly visible on the website. In welcoming this, we emphasised the importance of ensuring that such information is continually monitored for accuracy. We were also pleased to learn that this facility is being developed further to enable residents to search for their current collection dates through postcode identification only.
18. Whilst the website does provide guidance in terms of what should go in which bin, this is only accessible via the 'problem with your bins' link on the website. We believe that such guidance needs to be more visible as a key source of information rather than be associated with problem solving solutions.
19. In acknowledging that not all recyclable material is collected at the kerbside, the website could also provide a useful A-Z guide of key recyclable materials and the options available for recycling them i.e. via the green bin; household waste recycling centres, the mini recycling centres; charity shops; supermarkets; battery collections sites. We noted that such an approach is used by York City Council in trying to encourage residents to search for all available options as an alternative to landfilling.



# Conclusions and Recommendations

20. We understand that the Council has previously worked with the Waste & Resources Action Programme (WRAP) in producing communication materials based on best practice research and effective design principles. This included the introduction of the 'Recycle for Leeds' branding, which is based on the Recycle Now nationally recognised brand.
21. Such design principles were adopted in communicating service changes as part of the Rothwell recycling collection trial in 2009 and proved very successful. We are therefore surprised that the same design principles had not been applied to the website. It is evident that the web based information needs to be more eye-catching as well as informative. Linked to this, more use of symbols may also help to provide an easy reference guide that can be used by everyone, including children and also residents who speak little English.
22. We noted in particular that the Recycle for Leeds brand does not feature anywhere on the website. In moving forward, we believe that such branding should be actively promoted on all forms of communications linked to the refuse collection service and also made visible on refuse collection vehicles.

**Recommendation 1**  
**That the Director of Environment and Neighbourhoods ensures that the Council's web based information relating to the refuse collection service reflects effective design principles and is accurate, easily accessible and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds.**

**Recommendation 2**  
**That the Director of Environment and Neighbourhoods actively promotes the Recycle for Leeds brand on all forms of communications linked to the refuse collection service and is also made visible on refuse collection vehicles.**

## Reducing levels of contaminations

23. We considered how communications with staff and public can be improved to help reduce contaminated waste.
24. Crews are not required to immediately report incidents of contaminated waste. However, crews are expected to place a sticker onto any contaminated bin. In doing so, the onus is put on the resident to address this contamination and then wait until the next scheduled collection date.
25. We learned that these stickers do not offer an explanation of why the bin has been contaminated. Many residents will therefore seek an explanation via the Council's contact centre.
26. The Council's contact centre is usually the first point of contact for resident enquiries/complaints about the refuse collection service. Customer Service Officers report that the most common types of contaminations are due to either general waste in the recycling bin or bins contaminated with building materials.
27. To help educate residents, we believe that an appropriate approach needs to



# Conclusions and Recommendations

be developed that will enable crews to indicate to a resident the outline reasons why their bin is contaminated. If the resident still contacts the contact centre, Customer Service Officers would be able to prompt residents to look for the reasons provided by the crews before advising on what action needs to be taken.

28. However, we recognise that this has been a longstanding issue and therefore it is imperative that such an approach is viable and has the full support of the crews that would be required to operate it consistently.

**Recommendation 3**  
That the Director of Environment and Neighbourhoods leads on developing an approach enabling crews to indicate to a resident the outline reasons why their bin is contaminated and what actions they need to take.

29. Customer Service Officers report that bins are often contaminated with building materials, especially when a customer has moved out of an ALMO property and contractors have attended to complete repairs before a new customer moves in.
30. Details of the council's refuse collection service therefore needs to be better communicated to contractors who work on behalf of the Council or an ALMO when repairing properties. Conditions surrounding the disposal of waste linked to ALMO property repair work could also form part of future service contracts.

31. In terms of awareness-raising, we also believe that existing processes linked to the tenancy management systems of ALMOs could be better utilised to help provide clarification to new tenants about the recycling options available to them, how these are to be used and details of collection dates.

**Recommendation 4**  
That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that existing tenancy management systems are used to provide clarification to new tenants about the recycling options available to them, how these are to be used and details of collection dates.

**Recommendation 5**  
That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.





# Conclusions and Recommendations

## Addressing missed bin collections

32. To encourage greater participation in a service, the reliability of that service is paramount.
33. Improving the reliability of the refuse service therefore remains a key priority for the Council. It is identified as one of the key performance indicators within the Council Business Plan, with particular focus on reducing the number of missed bin collections.
34. The Council has set an aspirational performance target of 50 missed bins / 100,000 collections. As a Scrutiny Board, we have continued to regularly monitor the overall performance of the service against this target. In doing so, we have also monitored performance in relation to the different waste collection types i.e. residual, SORT and garden waste.
35. We do appreciate that performance levels need to be considered within the context of providing an increasingly complex service for residents that is being delivered at more than £1m less cost per annum. As such, we are pleased to note that there is a continuing performance improvement trend.
36. However, we also understand the frustrations of residents that do undertake their role to meet service requirements but fail to receive the standard of service expected of the Council. In particular, we recognise that there are still hotspot areas that repeatedly encounter missed collections. We have therefore already acknowledged the need to undertake further scrutiny of this particular issue.
37. As part of this review, we considered how communications with staff and public could be improved to help reduce levels of missed bin collections generally.
38. In doing so, we acknowledged the continuing efforts of the service to strengthen communication links between crews and management staff. In particular, we were pleased to learn of a recent decision to align Team Managers to particular areas of the city to promote greater consistency in the management and delivery of the service.
39. Another significant efficiency measure being progressed by the service is the introduction of an electronic Integrated Waste Management System to replace the outdated paper based communication systems currently being used by the service. This includes the provision of in-cab technology within refuse collection vehicles that will enable crews to immediately report any problems or service failures for the management staff to address.
40. Linked to this, we did acknowledge the general frustration of Elected Members in their efforts to also try and inform managers of any service failures, including missed collections, particularly as they occur so that appropriate immediate action can be taken. This was considered to be a key issue when linked to any service failures during a weekend. Further clarity is therefore needed so that Elected Members are confident about



# Conclusions and Recommendations

whom to contact in reporting such problems in the future.

## **Recommendation 6**

**That the Director of Environment and Neighbourhoods ensures that clarification is provided to all Elected Members regarding appropriate contacts to report service failures relating to the refuse collection service, including missed bin collections, so that appropriate immediate action can be taken.**

41. When a missed collection is linked to a service disruption under normal circumstances, we understand that the service is expected to address this within 48 hours. However, we acknowledge that this may not be achievable under other circumstances i.e. severe weather conditions. We therefore identified a need for the service to categorise certain circumstances/scenarios that may impact on its ability to complete collection rounds as scheduled and the associated actions to be undertaken by the service and residents i.e. looking at normal circumstances; minor disruptions; and severe disruptions. Once established, this needs to be effectively communicated to all relevant staff and the public via the council's website and contact centre.

## **Recommendation 7**

**That the Director of Environment and Neighbourhoods clearly categorises certain circumstances/scenarios that may impact on the ability of the refuse collection service to complete collection rounds as scheduled and the associated actions to be taken by the service and residents i.e. service expectations under normal circumstances and during minor and severe disruptions.**

**Once established, this needs to be effectively communicated to all relevant staff and the public via the council's website and contact centre.**

## **Making more use of Social media and SMS communication tools**

42. During our review, we made particular reference to the potential use of social media, such as Twitter, to try and alert local residents of any service disruptions or failures, including missed collections, that have occurred and what action will be taken to address this.
43. Reference was also made to the positive feedback arising from the Short Message Service (SMS) text messaging approach introduced in Headingley to remind students when to put their bins out. We also recognised that this is a very economical way of getting information out to residents.
44. In utilising this facility, we understand that outbound service messages would



# Conclusions and Recommendations

need to be owned by the relevant directorate, similar to the approach adopted with the Council's web based information. Whilst the Environment and Neighbourhoods directorate has officer support dedicated to its web facility, no resources have been identified to pursue this particular facility. However, if the SMS text messaging approach in particular has the potential to be wide reaching and productive then there is merit in pursuing this further as a key communication tool.

45. Overall, the directorate should be more proactive in analysing the potential benefits of utilising social media and SMS texting as communication tools to facilitate interactive information sharing, particularly to deliver service reminders and notifications of service disruptions directly to residents.

**Recommendation 8**  
**That the Director of Environment and Neighbourhoods analyses the potential service benefits of utilising social media, such as Twitter, and SMS texting as communications tools to deliver service reminders and notifications of service disruptions directly to residents.**

## Dealing with escalated problems as they arise

46. In making enquiries, customers continue to be encouraged to use self-serve options, particularly with the introduction of Interactive Voice Recognition (IVR) technology within the

contact centre, but also through on-line channels.

47. We learned that Customer Service Officers within the contact centre are allocated into specialist service areas, which means that certain staff will be trained to deal with refuse related calls. As such, emphasis is placed on making sure that enquiries are dealt with effectively to avoid repeated calls. The contact centre also has the facility to use an automated message during periods of major disruption to the service to help filter some of the enquiries.
48. Whilst the contact centre does have call recording facilities, the sheer number of recordings can exceed the ability to review and analyse manually. Speech analytics technology was therefore introduced. This powerful software tool enables the Council to better understand what customers are saying by being able to interrogate large numbers of call recordings for common phrases/repeat words. Such data also assists in providing more targeted and tailored coaching to the Customer Service Officers to enable them to deal with enquiries effectively.
49. We are aware that Seibel is the customer relationship management solution used by the contact centre. Linked to this, if a resident is reporting a repeat incident, this will get picked up by Customer Service Officers. We understand that when there is a third repeated incident reported within a certain period of time, that issue will be escalated directly to the refuse collection service.



# Conclusions and Recommendations

50. During our review, we discussed how escalated and complex issues linked to specific residents could be addressed more efficiently. We noted that a possible option is to have an operational supervisor from the service located at the contact centre. This will enable them to have a direct conversation with the resident to address any complex matters and prevent recurring problems. We therefore felt that there would be merit in pursuing this option further.

**Recommendation 9**  
**That the Director of Environment and Neighbourhoods pursues that an operational supervisor from the refuse collection service is located at the contact centre to work with Customer Service Officers in immediately addressing escalated and complex issues linked to specific residents.**

## Development of a 'social contract'

51. Whilst local authorities have a duty of care to handle waste responsibly, they are also required to comply with a wide range of waste and recycling legislation.
52. As local authorities strive to provide efficient and cost effective refuse collection services, they are also reliant on individuals to handle their own waste responsibly. Linked to this, local authorities also continue to encourage people to reduce levels of waste and use available alternative options to landfilling.

53. During our review, we discussed the underlying principles and potential benefits of establishing a social contract with residents. Whilst such a document would assist in clarifying the responsibilities placed upon the Council, it would also recognise the vital role and key responsibilities of residents in helping to achieve an efficient and cost effective refuse collection service.
54. Whilst we support the proposed introduction of a social contract, we would emphasise the importance of this being a clear document that staff and residents can refer to easily and absorb quickly. We would therefore be keen to continue monitoring the development of this approach.

**Recommendation 10**  
**That the Director of Environment and Neighbourhoods pursues the introduction of a social contract setting out the key responsibilities of the Council and residents in delivering an efficient and cost effective refuse collection service. This should be a clear document that staff and residents can refer to easily and absorb quickly.**

## Ensuring the accuracy of customer data

55. It was reported that data cleansing problems had been a key factor linked to previous distribution errors. In view of this, we noted that efforts continue to be made by the service to ensure that data is holistically accurate through the



# Conclusions and Recommendations

range of systems and databases still required.

56. Data accuracy is essential to the overall management of the service and therefore it is vital that such data continues to be cleansed periodically and managed effectively by the service.

**Recommendation 11**  
That the Director of Environment and Neighbourhoods ensures that customer data utilised by the refuse collection service continues to be cleansed periodically and managed effectively by the service.

## Sending reminders about temporary revised schedules

57. It was noted that from the end of 2013, only one calendar will be distributed to all residents indicating their future collection dates. This will therefore include Christmas schedules. However, we felt that additional reminders about Christmas schedules should still be made but recognised that such messages could be delivered through more cost effective communication channels than the traditional approach of using printed materials. This links back to our earlier comments about the effective use of the Council's website and also utilising other available communication channels, particularly social media communication tools.

**Recommendation 12**  
That the Director of Environment and Neighbourhoods ensures that residents continue to receive separate reminders about operational changes to refuse collections linked to the Christmas period and in doing so, explores the use of alternative communication channels to the traditional approach of using printed materials.

## Communicating planned service changes to Ward Members

58. In relation to any planned service changes, we emphasised the need for timely and effective communication with crews to ensure that such changes are clearly understood. We were therefore pleased to note that earlier lessons had been learned and that more extensive communication links with crews are in place.
59. However, we also reiterated the importance of communicating regularly with relevant Ward Members and giving them sufficient notice of any planned service changes. In doing so, Ward Members can offer reassurance to residents if kept informed of developments.

**Recommendation 13**  
That the Director of Environment and Neighbourhoods ensures that relevant Ward Members are identified as key stakeholders as part of any planned operational change to the refuse collection service.



# Conclusions and Recommendations

## Moving towards alternate weekly collections

60. We acknowledge that the intention of the Council is to implement alternate weekly collections of recyclable and residual waste citywide. By March 2014, this enhanced service for the collection of recyclables will have been rolled out to 150,000 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 is this development expected to 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.
61. At the time of our review, we acknowledged that preparations were underway to commence phase 1 of the Council's roll out of alternate weekly collections (AWC). As part of this phase, around 50,000 homes will be the first to switch to this scheme. This includes properties in Kippax and Methley, Garforth and Swillington, Morley North, Morley South, Ardsley and Robin Hood.
62. As part of this scheme, we noted that 3,500 households would also receive a food waste collection service as adopted in Rothwell.
63. Weekly food waste collections remains a key part of the Council's plans to enable the city to recycle 55% of waste by 2016. However, we acknowledge the substantial cost associated with the introduction of this additional weekly collection of waste. As such, we were very disappointed to learn during our review that the Council's bid for £13.9 million as part of the Department for Communities and Local Government (DCLG) Weekly Collection Fund had not been successful.
64. We understand that the DCLG had received 130 bids to the £250 million Weekly Collection Support Scheme fund. These totalled £345 million and so the scheme was over-subscribed. The feedback received had indicated that the Council's bid, in predominately proposing to add a weekly organic waste collection to a predominantly fortnightly residual waste collection, was categorised as third in the 'collection hierarchy'. It therefore became apparent that the DCLG evaluation criteria had strongly favoured a weekly residual waste collection pattern. However, we learned that the evaluation weightings were only published by DCLG after its announcement of the outcome of the bid evaluation process.
65. As the bid had aimed to secure funding for food waste collections, this had meant that the phased roll out of this service would now need to be reassessed in line with available budget provision.
66. As part of our review, we discussed the proposed communication strategy for the commencement of the phase 1 roll out of AWC. In doing so, we had raised the following points:
  - The importance of reassuring residents that moving towards an alternate weekly collection is not a reduction in service – weekly



# Conclusions and Recommendations

collections will still continue but different types of waste will be collected on different weeks.

- The need for regular consultation with relevant Ward Members once the route mapping exercise was complete.
- That plenty of notice needs to be given to residents prior to the commencement date and all residents should be offered support throughout the lead in process if they are concerned about being unable to manage their waste accordingly.
- Despite AWC being a widely accepted collection model amongst other authorities, some residents may continue to be averse to this new service and will need to see it working effectively from the outset to be convinced otherwise. The Council's approach in addressing and responding to any missed collections would therefore be vital.

67. We were pleased to note that the communication strategy for the Phase 1 roll out would follow the same model used for the Rothwell recycling collection trial. The approach would therefore include introductory communications to residents, followed by service roll-out communications backed up with on the ground 'Waste Doctor' support.

68. During April 2013, we received details of the information packs that were to be circulated to residents prior to the commencement of the scheme.

69. Linked to our earlier comments about the service needing to adopt the design

principles used on such communication materials to its web based information, we have appended a copy of one of the information booklets used for the phase 1 roll out to further illustrate this point.

## Utilising more tailored communication approaches

70. We learned that the Council's Corporate Communications Team had considered the resources available for providing a tailored and effective approach to resident communications based on demographic information. In doing so, the team identified a software package being trialled within the Council's Business Intelligence Unit, called 'Mosaic Public Sector', which is designed to aid understanding, based on demographic information, of the most effective methods for communicating information to the public.

71. We noted that this approach will allow the Council to establish where each audience is likely to be on the waste hierarchy, what messages they are likely to respond to and how to deliver them. The traditional approach to city-wide messaging involves printed material to every household. The demographic profiling will therefore help the Council to create an evidence-based mix of marketing materials which can be targeted to audiences receptive to those channels, replacing expensive print with more effective communications channels, in turn reducing the even more costly avoidable contact to the Council's contact centre.



# Conclusions and Recommendations

72. In welcoming a move towards more tailored communication approaches, it was our original intention to test out such communication assumptions during our review by targeting 3 areas of the city based around current recycling participation levels. However, during our review it became apparent that such communication assumptions should be tested in helping to drive forward the Council's strategy of implementing alternate weekly collections of recyclable and residual waste citywide.
73. In acknowledging that the phase 2 roll out of AWC is due to commence in November 2013, we agreed that it would be more prudent for Scrutiny to work closely with the service in evaluating the responsiveness of residents to the communication materials/channels used during phase 1 so that any lessons learned about such communication assumptions can be applied during phase 2.
74. We will therefore be undertaking this piece of work during August/September 2013 and will be reporting on our findings in due course.





# Desired Outcomes and Recommendation Summary

**Desired Outcome:** That the council's website is used to promote the importance of reducing waste and provides clear and accessible information regarding the options available for recycling in Leeds and advice on how to reduce waste.

**Recommendation 1** – That the Director of Environment and Neighbourhoods ensures that the Council's web based information relating to the refuse collection service reflects effective design principles and is accurate, easily accessible and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds.

**Desired Outcome:** That the Recycle for Leeds brand is widely recognised across the city.

**Recommendation 2** – That the Director of Environment and Neighbourhoods actively promotes the Recycle for Leeds brand on all forms of communications linked to the refuse collection service and is also made visible on refuse collection vehicles.

**Desired Outcome:** That reasons associated with a contaminated bin are indicated clearly on the bin for the resident to correct and not repeat in future.

**Recommendation 3** – That the Director of Environment and Neighbourhoods leads on developing an approach enabling crews to indicate to a resident the outline reasons why their bin is contaminated and what actions they need to take.

**Desired Outcome:** That the residents within ALMO properties are made fully aware of the council's refuse collection services at the start of their tenancy.

**Recommendation 4** – That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that existing tenancy management systems are used to provide clarification to new tenants about the recycling options available to them, how these are to be used and details of collection dates.

**Desired Outcome:** That all contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.

**Recommendation 5** – That the Director of Environment and Neighbourhoods leads on working with the Chief Executives of the Leeds ALMOs to ensure that contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.



# Desired Outcomes and Recommendation Summary

**Desired Outcome:** That Elected Members are fully aware of whom to contact to report service failures relating to the refuse collection service so that appropriate immediate action can be taken.

**Recommendation 6** – That the Director of Environment and Neighbourhoods ensures that clarification is provided to all Elected Members regarding appropriate contacts to report service failures relating to the refuse collection service, including missed bin collections, so that appropriate immediate action can be taken.

**Desired Outcome:** That both staff and residents understand the expectations placed upon them in addressing missed bin collections.

**Recommendation 7** – That the Director of Environment and Neighbourhoods clearly categorises certain circumstances/scenarios that may impact on the ability of the refuse collection service to complete collection rounds as scheduled and the associated actions to be taken by the service and residents i.e. service expectations under normal circumstances and during minor and severe disruptions.

Once established, this needs to be effectively communicated to all relevant staff and the public via the council's website and contact centre.

**Desired Outcome:** That where appropriate, social media and SMS communication tools are used to facilitate interactive information sharing with residents relating to the refuse collection service.

**Recommendation 8** – That the Director of Environment and Neighbourhoods analyses the potential service benefits of utilising social media, such as Twitter, and SMS texting as communications tools to deliver service reminders and notifications of service disruptions directly to residents.

**Desired Outcome:** That escalated and complex problems linked to particular residents in relation to the refuse collection service are addressed efficiently by the service.

**Recommendation 9** – That the Director of Environment and Neighbourhoods pursues that an operational supervisor from the refuse collection service is located at the contact centre to work with Customer Service Officers in immediately addressing escalated and complex issues linked to specific residents.



# Desired Outcomes and Recommendation Summary

**Desired Outcome:** That a social contract is put in place to outline the responsibilities placed upon the Council and residents in achieving an efficient and cost effective refuse collection service in Leeds.

**Recommendation 10** – That the Director of Environment and Neighbourhoods pursues the introduction of a social contract setting out the key responsibilities of the Council and residents in delivering an efficient and cost effective refuse collection service. This should be a clear document that staff and residents can refer to easily and absorb quickly.

**Desired Outcome:** That the customer data utilised by the refuse collection service is periodically cleansed and effectively managed by the service.

**Recommendation 11** – That the Director of Environment and Neighbourhoods ensures that customer data utilised by the refuse collection service continues to be cleansed periodically and managed effectively by the service.

**Desired Outcome:** That cost effective measures are adopted in effectively reminding residents of operational changes planned during the Christmas period.

**Recommendation 12** – That the Director of Environment and Neighbourhoods ensures that residents continue to receive separate reminders about operational changes to refuse collections linked to the Christmas period and in doing so, explores the use of alternative communication channels to the traditional approach of using printed materials.

**Desired Outcome:** That Ward Members are regularly consulted on the developments of any planned operational changes to refuse collection services that affect their areas.

**Recommendation 13** – That the Director of Environment and Neighbourhoods ensures that relevant Ward Members are identified as key stakeholders as part of any planned operational change to the refuse collection service.



# Appendix 1

The information booklet used for the Phase 1 roll out of alternate weekly collections (including a food waste collection) is attached overleaf.



# NEW recycling and waste collection service



Important information on changes to your waste collection service.



# From week commencing 29 April 2013 we are changing the way we collect your waste making it much easier for you to recycle.

**This new service aims to make it easier for you to recycle your waste and vastly reduce the amount of rubbish going to landfill.**

**Your household will continue to receive a weekly collection of waste, we will just be collecting different types of waste on different weeks and in separate containers.**

This leaflet constitutes a formal notification of a change to your refuse collection service as required by the Environment Protection Act 1990, section 46

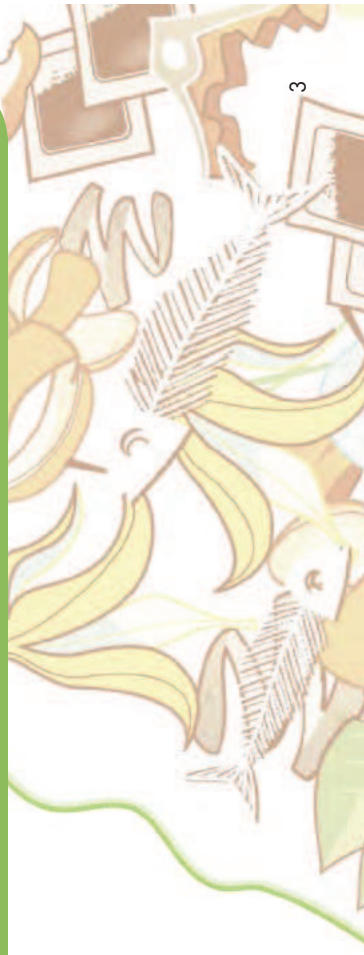
## Why are we making these changes?

We are committed to increasing recycling rates in Leeds. It isn't just better for the environment - reducing the amount of waste which goes into our black bins means we have more money to spend on the services you need. The waste from black bins that goes to landfill cost the city £9.2m in tax last year. This figure is set to grow by £1.5m a year unless we reduce the amount of waste going to landfill.

Saving money isn't the only reason why we are introducing the new bin service. In consultation we carried out on the waste strategy, residents told us they would not need their black general waste bin emptying every week if their recycling bin was emptied more often. Also in a trial we undertook in 2010 residents felt the new fortnightly collections were about right and regular enough for their needs.

### The benefits

- Reducing the amount of waste buried in landfill
- Making it more convenient for households to recycle
- Allowing your food waste to be taken away and composted
- Reducing CO2 and harmful gases which contribute to global warming
- Protecting the environment by making sure more materials are recycled
- By reducing the amount of waste going to landfill, the new service will help us reach our longer term recycling and composting target of 60%



# How the service will work.

## You will have:

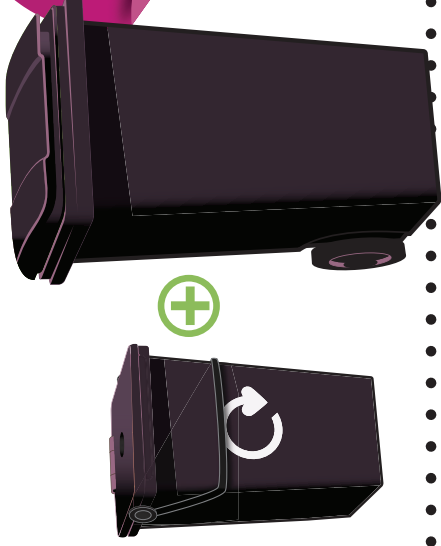
- A green bin/bag for paper, card, cans, aerosols and plastics
- A black bin for general waste
- A black food waste bin for outside and a smaller kitchen caddy for inside.
- A supply of compostable cornstarch liners.
- A brown bin for garden waste – if you already have one

One week we will empty your food waste bin and your black general waste bin/bag. The following week we will empty your food waste bin and your green recycling bin/bag. Your green recycling bin/bag, black general waste bin/bag and food waste bin will have the same collection day on alternate weeks.

Your brown garden waste bin will be emptied on either week 1 or week 2 depending on your collection week and may have a different collection day to your other bins.



## Week 1

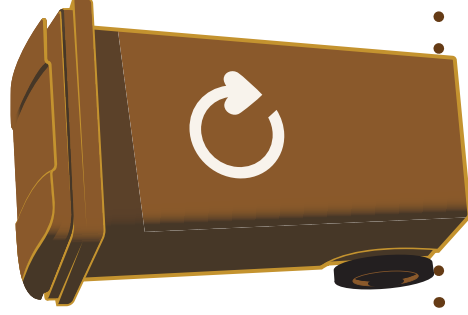


Your black general waste bin/bag and food bin

## Week 2



Your green recycling bin/bag and food bin



Your brown garden waste bin will be emptied on either week 1 or week 2 depending on your collection week between March and November and may have a different collection day to your other bins. The service is suspended throughout December, January and February.



## New Food Waste collection service

You will have a black food waste bin for outside, a smaller silver kitchen caddy for inside and a supply of compostable cornstarch liners.



Black food waste bin for outside



Kitchen caddy for inside



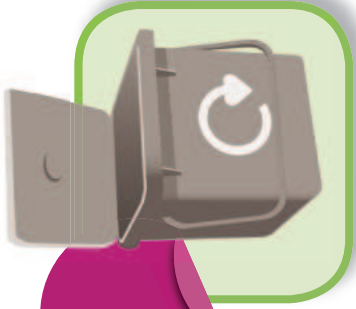
Compostable cornstarch liners

The kitchen caddy should be used to put food waste in each day. The contents of your kitchen caddy including the liner needs to be transferred to your outside food waste bin for collection. The outside bin should be put out for collection every week on your collection day, at your collection point by 7am with your other bins.

## What happens to your food waste?

Your food waste is taken to a special processing plant where it is turned into compost. The compost is used by agricultural, horticultural and land-based industries, for example as a soil improver in agriculture and as a topsoil in land restoration.

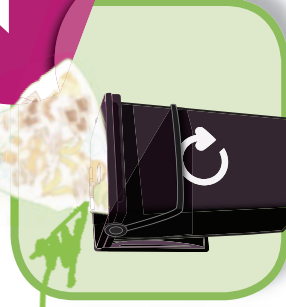
## How to use the kitchen caddy?



1



Line your caddy with a compostable corn starch liner, or newspaper and fill it with food waste. **Do not use plastic bags**



2

When it is full, tie the liner or wrap food in paper and place in your food waste bin.

### Remember to:

- Always keep the lid closed on both the outside food waste bin and smaller kitchen caddy to avoid pests.
- Put your outside food waste bin (not your kitchen caddy) out for collection every week on your collection day.
- Tie your compostable cornstarch liner or wrap food waste in paper to keep your outside food waste bin clean.
- Keep your kitchen caddy clean by rinsing or wiping with kitchen towel.

# What can I put in my kitchen caddy?

You can put any cooked or uncooked food in your caddy. You can even scrape uneaten food straight into your caddy.

## Yes please



- All dairy products such as cheese and eggs (including shells)
- Breads, pastries and cakes
- Cooked and uncooked food
- Meat, fish & poultry (including bones)
- Out of date food
- Pasta, rice & beans
- Teabags and coffee grounds
- Uneaten leftovers from dishes and plates including uneaten take away food
- Vegetables and fruit (including peelings)



food waste



dairy



fish



fruit & vegetables



meat & bones



bread & pastries



tea & coffee grounds

## No thanks



- Packaging of any sort
- Plastic bags or wrapping
- Pet waste

# How to use your Green bin/bag



The green bin is for your recycling.

## Yes please



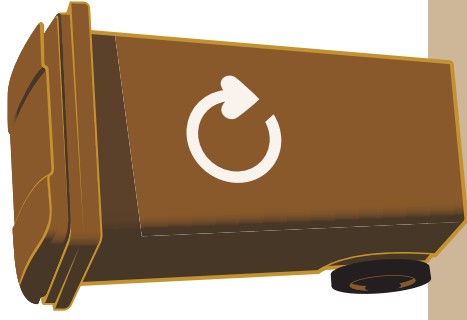
- **Mixed paper** - Computer paper, newspapers, telephone directories, catalogues, glossy magazines envelopes, junk mail.
- **Cardboard** - Cereal boxes, egg boxes, soap powder boxes, brown cardboard boxes and glossy card.
- **Aerosols** - Deodorant, air freshener, hairspray, shaving foam cans and spray polish aerosols.
- **Food and drink cans** - Food tins, drinks cans and pet food cans.
- **Plastic bottles and bags** - Plastic bottles or items that display any of the following symbols:



## No thanks

- Glass of any kind
- Mirrors
- Hazardous waste such as needles/syringes
- Electrical goods
- Light bulbs
- Chinaware
- Children's toys
- Textiles
- Polystyrene
- Food waste
- Garden waste

## How to use the Brown bin



If we are able to provide you with one, you will already have a brown garden waste bin which is collected fortnightly March to November. The service is suspended throughout December, January and February.

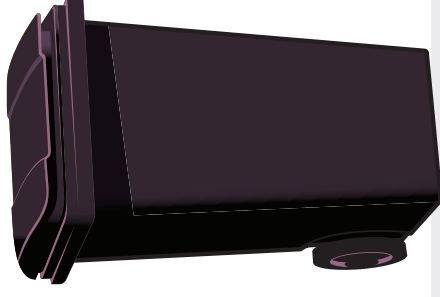
### Yes please



- **Flowers and plants**
- **Grass cuttings**
- **Hedge clippings**
- **Leaves**
- **Twigs/small branches**
- **Windfall fruit**
- **Weeds**

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## How to use the Black general waste bin



The black general waste bin is for the rest of your household waste that cannot go in your green recycling bin/bag, food waste bin or brown garden waste bin and will be collected fortnightly.

As part of the new service we can no longer collect excess bags of waste which are not in the bin. In some exceptional circumstances, like when severe weather has disrupted normal collections, we will be able to relax this rule. When we do, we will announce this in the local media and on our website.



### No thanks

- Food waste
- Metal
- Paper/card
- Pet waste and cat litter
- Planks of wood and timber



### No thanks

- Hazardous waste such as needles/syringes
- Electricals
- Garden waste

## Please help us by:

- Keeping the lid closed on your food waste bins to help avoid pests.
- Tying your compostable cornstarch liner to keep your food waste bin clean.
- Putting your bins out by 7am on your collection day and put them away again after they have been emptied.
- Rinse out plastic bottles and cans before putting them in the green recycling bin/bag.
- Squash containers where you can safely do so before putting them in the green recycling bin/bag.
- Fold and flatten card and paper before putting it in the green recycling bin/bag.
- Taking any excess waste to your nearest household waste sorting site.

If you do not have all recycling bins or you are experiencing problems we have staff available to answer questions about the new service and to provide practical support to residents to help you to recycle more, so please let us know.

## Contact

[www.leeds.gov.uk/newbinservice](http://www.leeds.gov.uk/newbinservice)  
email: [refusecollection@leeds.gov.uk](mailto:refusecollection@leeds.gov.uk)  
Tel: (0113) 222 4406

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# 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 Director of Environment and Neighbourhoods to the Scrutiny Working Group regarding recycling communications. 13<sup>th</sup> December 2012.
- Summary report of key points arising from sessions 1 and 2 of the Scrutiny review.
- Discussion document on a social contract with residents.
- Highlight report for Elected Members in the AWC Phase 1 area.
- Basic design principles. Waste & Resources Action Programme (WRAP). March 2010.
- Case study evidence from the Waste & Resources Action Programme (WRAP) on other local authority recycling schemes.
- Communication materials linked to the Rothwell recycling collection trial.
- Communication materials produced for the phase 1 roll out of alternate weekly collections.

## Witnesses Heard

Susan Upton, Chief Officer, Waste Management  
Ben Grabham, Service Manager, Refuse and Waste  
Liz Behrens, Strategy and Development Manager, Environmental Services  
Kim Regan, Communications Officer - Planning, Policy & Improvement  
Gareth Wilce, Communications Manager – Executive Support  
Paul Broughton, Chief Customer Access Officer  
Matthew Lund, Senior Policy and Performance Officer

## Dates of Scrutiny

Scrutiny Board Meeting – 12<sup>th</sup> November 2012 – agree terms of reference  
Scrutiny Working Group Meeting – Session 1 – 3<sup>rd</sup> December 2012  
Scrutiny Working Group Meeting – Session 2 – 13<sup>th</sup> December 2012  
Scrutiny Working Group Meeting – Session 3 – 23<sup>rd</sup> January 2013  
Scrutiny Working Group Meeting – Session 4 – 4<sup>th</sup> March 2013

**Scrutiny Board (Safer and Stronger Communities)**  
**Improving recycling through effective communication and education**  
**16<sup>th</sup> May 2013**  
**Report author: Angela Brogden**



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

## Report of Head of Scrutiny and Member Development

### Report to Safer and Stronger Communities Scrutiny Board

Date: 22<sup>nd</sup> July 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

### Purpose of this report

1. The Scrutiny Board's 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 19<sup>th</sup> June 2013.
3. The Chair has also invited the Executive Board Member for Environment to share his views around other potential areas of work for the Board to undertake this year in relation to his portfolio.

### Recommendations

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

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

5. 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.

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## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	June	July	August
<b>Supporting victims of Domestic Abuse</b>			Scoping terms of reference Working group to be arranged.
<b>Alternate weekly collections of recyclable and residual waste – phase 1 evaluation</b>		Session 1 - progress update WG – 24/07/13 @ 2pm	Session 2 – analysis of evaluation findings WG – 29/08/13 @ 1 pm
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>	Crime and Disorder Scrutiny in Leeds SB 10/06/13 @ 10 am		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>		Recycling Review – Formal Response SB 22/07/13 @ 10 am  Strengthening the Council's relationship with Parish and Town Councils – Formal Response SB 22/07/13 @ 10 am	
<b>Performance Monitoring</b>	Quarter 4 performance report SB 10/06/12 @ 10 am		

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	September	October	November
<b>Supporting victims of Domestic Abuse</b>	Agree terms of reference for review SB 09/09/13 @ 10 am		
<b>Alternate weekly collections of recyclable and residual waste – phase 1 evaluation</b>		Summary report of the Board SB 21/10/13 @ 10 am	
<i>To be determined</i>			
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>	Community Safety Financial Planning for 2014/15 – update briefing SB 09/09/13 @ 10 am		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>	Partnership Review – formal response SB 09/09/13 @ 10 am	Grounds Maintenance SB 21/10/13 @ 10 am  Fuel Poverty Review SB 21/10/13 @ 10 am	
<b>Performance Monitoring</b>			

**Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2013/2014 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	December	January	February
Supporting victims of Domestic Abuse			
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>	Recycling Review SB 09/12/13 @ 10 am  Parish and Town Council review SB 09/12/13 @ 10 am		
<b>Performance Monitoring</b>	Quarter 2 performance report SB 09/12/13 @ 10 am		

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**Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2013/2014 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	March	April	May
Supporting victims of Domestic Abuse			
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 10/03/14 @ 10 am		

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## EXECUTIVE BOARD

WEDNESDAY, 19TH JUNE, 2013

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

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

- 1 Exempt Information - Possible Exclusion of the Press and Public**  
**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendices B, C and E of the report entitled, ‘Support to the Leeds Rail Growth Package – Agreement of Terms and Conditions’ referred to in Minute No. 18 is exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that they contain information relating to the financial or business affairs of the Council and its partners in the scheme. It is considered that the release of such information would or would be likely to prejudice the Council’s commercial interests, as well as those of its partners, in relation to the development of the proposals and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time. It is therefore considered that these elements of the report should be treated as exempt under Access to Information Procedure Rule 10.4 (3).
- (b) Appendix 1 of the report entitled, ‘St George House, 42 Great George Street, Leeds LS1’ referred to in Minute No. 22 is exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of a particular company and of the Council. Such information is not publicly available from the statutory registers of information kept in respect of certain companies. It is considered that since this information relates to a financial offer that the Council has submitted to purchase the property in a competitive best and final bid process, then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council’s commercial interests in relation to any similar future transactions. Consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time. It is therefore considered that this element of the report should be treated as exempt under Access to Information Procedure Rule 10.4 (3).

Draft minutes to be approved at the meeting  
to be held on Wednesday, 17th July, 2013

With regard to (b) above, as it had not been possible to make available 28 clear days ahead of the meeting a notice detailing the intention to consider the exempt part of the report in private, then in line with Regulation 5 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, prior agreement had been obtained from the relevant Scrutiny Board Chair that the consideration of the matter was urgent and could not reasonably be deferred to the next meeting).

## **2 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting however the Board noted the following relevant statements which Members felt were in the public interest

Councillor Yeadon – in respect of the item entitled “Support to Leeds Rail Growth Package”, Councillor Yeadon highlighted her role as Chair of the Kirkstall Forge Liaison Group, which had acted as liaison between the developer and local community in the past (minutes 18 refers)

Councillor A Carter – in respect of the item entitled “NGT : Deputation from the A660 Joint Council” Councillor Carter reported his membership of the Integrated Transport Authority Board (minute 5 refers)

## **3 Minutes**

**RESOLVED** – That the minutes of the meeting held on 9<sup>th</sup> May 2013 be approved as a correct record

## **DEVELOPMENT AND THE ECONOMY**

## **4 West Park Centre Options Appraisal and Response to West Park Centre Campaign Group Deputation to Full Council**

**RESOLVED** – That this item be deferred and be presented to the Board meeting scheduled for 17<sup>th</sup> July 2013

## **5 New Generation Transport (NGT) : Deputation from the A660 Joint Council**

The Director of City Development submitted a report in response to the deputation presented to Council on 8th May 2013 by the A660 Joint Council regarding the New Generation Transport (NGT) proposals. The report set out the background to the NGT proposals, noting that the Department for Transport (DfT) awarded Programme Entry status to NGT in July 2012. The submission of a Transport and Works Act Order (TWAo) application scheduled for September 2013, followed by a Public Inquiry into the scheme in Spring 2014 were anticipated as the next major milestones in the development of the scheme.

A copy of the verbatim speech presented to Council by the A660 Joint Council was included within the report.

The Board commented upon the significant amount of public engagement and consultation which had already taken place, concentrating on those

communities directly along the entire route in order to mitigate concerns wherever possible and inform the ongoing design process.

Members were keen to ensure that dialogue continued with residents, particularly recognising the concerns raised by residents of Holt Park over the loss of connectivity with the city centre.

**RESOLVED** – That the responses to the key points made by the deputation from the A660 Joint Council be noted

## **CHILDREN'S SERVICES**

### **6 Annual Reports of the Fostering and Adoption Service and annual updates of the respective Statements of Purpose**

The Director of Children's Services submitted a report providing the Board with the Annual Reports of the Fostering and Adoption Services and the Statements of Purpose in respect of each Service. The report highlighted that the presentation and approval of the Report and Statements were required as part of the national minimum standard in order to be able to provide those services.

In response to a query regarding support for foster carers returning to the employ of the Council, the Board was provided with information on the streamlined and proportionate approach taken by the Department. A comment in respect of the increased number of children requiring local authority care, particularly children under the age of two; was noted and it was agreed that a report be presented in due course seeking to identify the causes of the increase. Finally, Members expressed their thanks to officers for the work undertaken to improve the service provision and support offered to young people and their carers which was reflected in the Annual Reports

#### **RESOLVED –**

- a) That approval be given to the Statements of Purpose for both the Fostering and Adoption Services for Leeds City Council.
- b) That, having reviewed the Annual Fostering and Adoption report, Executive Board confirms that it continues to support the work of the Adoption and Fostering Service to ensure children receive the best possible support.
- c) That a further report examining the causes of the increase in the number of looked after children be presented to the Executive Board in due course

### **7 School Easter Holiday Consultation**

The Director of Children's Services submitted a report outlining the recent consultation on the Leeds school Easter break, and setting out the proposed Easter holiday pattern to be adopted from 2014-15 onwards for approval

In response to a query in respect of the consultation undertaken with faith schools the Board received assurance that no contentious issues had been raised. Officers undertook to provide the detail of the responses directly to the Member in question.

**RESOLVED –**

- a) That the outcome of the school Easter holiday consultation carried out from January to April 2013 be noted
- b) That, having regard to the preferred option of the Children’s Services Leadership Team in making a decision regarding the Leeds Easter break for schools, approval be given for the Easter break to continue to be fixed as the first two weeks of April regardless of when the Easter bank holidays fall.
- c) That approval be given to the proposed school calendar for the 2014-15 academic year as set out in appendix 1 of the submitted report

**8 Design and Cost Report for Allerton Church of England Primary and Beeston Primary (Phase 2) Basic Need Projects : New Build Accommodation to facilitate School Expansion**

The Director of Children’s Services submitted a report setting out the background and detail on proposals to expand both Beeston Primary School and Allerton Church of England Primary School. In recognition of the need to increase the admission limit at both schools due to the rapidly increasing birth rate in Leeds, both schools will be expanded under the Basic Need Programme, which aims to ensure the Council meets its statutory duty to provide a school place for every child in the city with the projects being delivered by Children’s Services in partnership with NPS Leeds.

Authority was sought to spend £829,600 and to tender work to provide additional teaching spaces at Beeston Primary School and to spend £550,700 and authority to tender work to provide additional accommodation at Allerton CofE Primary School.

**RESOLVED -**

- a) That Executive Board authorise expenditure of £829,600 from capital scheme number 16505/BEE/000 and approve authority to tender for the construction of a new two storey extension at Beeston Primary.
- b) That Executive Board authorise expenditure of £550,700 from capital scheme number 16505/ALP and approve authority to tender for the construction of a single storey, two classroom extension at Allerton CofE Primary.

**LEADER OF COUNCIL’S PORTFOLIO**

**9 Financial Performance - Outturn Financial Year Ended 31st March 2013**

The Board considered the report of the Director of Resources setting out the Council’s financial outturn position for 2012/13 for both revenue and capital and including the Housing Revenue Account. In addition, the report addressed major variations on the revenue account and reported on the final position in respect of Schools and the ALMOs. Finally, the report highlighted the position regarding other key financial health indicators including Council Tax and NNDR collection statistics, Sundry income and prompt payments.

**RESOLVED –** That the Executive Board note the outturn position and approve the creation and delegated release of earmarked reserves as detailed in paragraph 2.5 of the submitted report



## **10 Welfare, Benefits and Poverty**

The Assistant Chief Executive (Customers and Communities) and the Director of City Development submitted a joint report providing an update on the proposals being developed to help deal with poverty and deprivation in the city and providing information on the impact of the reforms on families with dependent children. The report contained specific proposals for a significant programme of work required to prepare for the roll out of Universal Credit along with a set of proposals for a campaign to tackle high cost lenders in the most deprived areas of the city.

Finally, the report included the response of the Council to the issues raised by the deputation to full Council on 14th November 2012 regarding Payday Loan Companies.

The Board discussed the increasing pressures on the city having regard to the impact of the national welfare reform programme and current economic climate and noted the growing prevalence of high cost money lenders in the City. Members broadly welcomed the moves to re-organise and reconfigure services in order to meet the demand from residents for support and advice. Additionally, the Executive Member, Health and Wellbeing, highlighted that the proposals tied into the Health and Wellbeing priorities for the city and the opportunities to work with health partners should be explored.

### **RESOLVED –**

- a) That the proposals contained within the submitted report which aim to provide a new focus on the welfare, benefits and poverty agenda be endorsed.
- b) That the contents of Appendix 1 on the activities of the Illegal Money Lending Team be noted.
- c) That the proposals to prepare for Universal Credit as set out in the submitted report and in Appendix 4 of the report be endorsed
- d) That the proposals and initiatives developed in conjunction with members of the deputation to tackle high cost lenders as set out in the report and summarised in Appendix 5 of the submitted report be endorsed
- e) That the continuing support and promotion of Leeds City Credit Union (LCCU) be noted and that the proposal for officers to explore further ways to help build extra credit union capacity and the expansion of services be endorsed.
- f) To note that Headrow Money Line, the newly established Community Development Finance Institution (CDFI) has commenced trading and is providing services to financially excluded residents as outlined in the report.
- g) That a further report be requested to be presented in Autumn 2013 with a particular focus on service accessibility and integration; improved access to financial advice and support and employment and training opportunities; and, the development of an anti-poverty strategy

## **11 Best Council Plan 2013-17**

The Deputy Chief Executive submitted a report presenting a new Best Council Plan 2013-17 to replace the current Council Business Plan 2011- 15, for approval prior to going to Full Council. The report highlighted the need for the Council's strategic plans to remain up-to-date and fit for purpose; relevant to the changing financial context and continued to reflect the main challenges. In light of this, the strategic plans must also include the right level of ambition for the people of Leeds.

A copy of the draft Best Council Plan was included as Appendix 1 of the report. The Board noted the involvement of the Scrutiny process in the development of the document and considered whether all Scrutiny Boards should receive and consider the Plan. Members noted the response which highlighted the key priorities against the backdrop of changing local government finance and service provision; and the need to meet the challenges as soon as possible.

**RESOLVED –**

- a) That the Best Council Plan 2013-17 be approved and be recommended to Full Council for approval at the meeting on 1st July 2013;
- b) That Members of Full Council be recommended to authorise Executive Board to make “in-year” amendments to these plans as may be required;
- c) That the revisions to the Equality Improvement Priorities, as set out in Appendix 3 of the submitted report be approved; and
- d) That the Deputy Chief Executive be authorised to complete the plans with any outstanding information prior to their submission for approval to Full Council on 1st July 2013.

(The resolutions referred to within this minute were not eligible for Call In, as the Council Business Plan 2011-15 (now Best Council Plan) forms part of the Budgetary and Policy Framework and the provisions of Executive and Decision Making Procedure Rule 5.1.2 state that the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules)

**12 2012/13 Quarter 4 Performance Report**

The Deputy Chief Executive submitted a report presenting a summary of the year end performance data for 2012/13 which provides an update on progress in delivering the Council Business Plan 2011-15 and City Priority Plan 2011-15. In addition, the report highlighted key performance issues.

**RESOLVED –** That the progress made in delivering the Council's priorities as well as the on-going performance issues identified be noted

**13 Design and Cost Report for the City Region Revolving Investment Fund**

The Chief Officer, Public Private Partnerships and Procurement Unit submitted a report seeking approval to enter into a limited partnership with partner local authorities to establish a Leeds City Region Revolving Investment Fund (RIF), and seeking authority to invest £6,440,000 in accordance with capital scheme number 16500RIF, as the Leeds City Council agreed contribution to the setup of the Fund.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 17th July, 2013

The Board noted the report set out the following key issues:

- The strategic context for the RIF
- The First Phase Launch
- How the Fund will operate
- The requirements of Founder Member Authorities
- Capital Investment from Leeds City Council

The Board noted comments highlighting the need to ensure the RIF included clear governance arrangements with a strong decision making model which included continued monitoring of decisions. The Board was advised that, with the establishment of the West Yorkshire Combined Authority (which appeared as a separate item later on the agenda) the RIF would fit into the governance model being developed for the WYCA which had the support of all relevant authorities

**RESOLVED –**

- a) That authority be given to invest the £6.440m in the RIF, in accordance with capital scheme number 16500 RIF
- b) That the Director of Resources be authorised to take any necessary further action to establish a Leeds City Region Revolving Investment Fund including the approval of any necessary agreements (in accordance with the Principles as defined in paragraph 3.1 of the report), and any necessary decision making arrangements in relation to the making of investments by the RIF, to enable Leeds City Council to become a Founder Member of the Fund
- c) That authority be given for Leeds City Council to act as administrator of the RIF (including, if necessary, the establishment of a “General Partner” for the RIF).

**ENVIRONMENT**

**14 Response to Deputation to Council - Wyke Beck Valley Community Forum Regarding The Post Of Wyke Beck Valley Ranger And 5 Local Nature Reserves In Wyke Beck Valley**

The Chief Officer (Parks and Countryside) submitted a report responding to the matters arising from the deputation to Council on the 8<sup>th</sup> May 2013 by the Wyke Beck Valley Community Forum. In particular the report considered the role of the Wyke Beck Valley Ranger and the potential to designate identified sites in the valley as Local Nature Reserves. A copy of the verbatim speech presented to Council was appended to the report.

The Executive Member for Environment reported receipt of a representation from the Group and on the progress of the Arthur’s Rein and Halton Moor Beck sites, noting that several issues still required further work with Natural England, however the Board was reassured that these outstanding issues could be addressed and the designation of all the sites progressed

**RESOLVED –** That the contents of the report in response to the Deputation be noted and that Executive Board support the view stated in paragraph 3.3.3

of the report on Local Nature Reserve designation for the sites referred to in the delegation - those being:

- Wykebeck Woods.
- Arthur's Rein
- Killingbeck Fields.
- Primrose Valley (Halton Dene)
- Halton Moor Beck Fields.

#### **15 Mercury Abatement - Cottingley Crematorium**

Further to minute 68 of the meeting held 25<sup>th</sup> August 2010, the Director of Environment and Neighbourhoods submitted a report advising of the current position with regard to achieving the statutory 50% abatement of mercury emissions from the authority's crematoria and seeking approval for the installation of cremators with mercury filtration equipment at Cottingley crematorium. In addition, the report advised of the expenditure of fees up to £90,000 to allow the tendering of the works contract on a design and build basis, and management of the subsequent contract, to be funded from existing budget provision.

#### **RESOLVED –**

- a) That the works planned for Cottingley Crematorium be noted and approved
- b) That the expenditure of up to £90,000 on fees for the design and development of the specification for Cottingley and management of the subsequent design and build contract to be funded from the £2.9m injected into the capital scheme in August 2010 and paid for from prudential borrowing and a continuing surcharge on cremations be noted
- c) That Executive Board request that a Design and Cost Report be brought back to the Board once a more detailed cost estimate for the Cottingley works has been developed

#### **16 Review of City Centre Car Parking**

Further to minute 75 of the meeting held 5<sup>th</sup> September 2012, the Director of Environment and Neighbourhoods and the Director of City Development submitted a further report providing an update on various issues relating to city centre car parking. The report referred to a consultation exercise undertaken in relation to Sunday and evening charges which brought forward a recommendation that charges be introduced. Information was also provided in respect of Woodhouse Lane multi storey car park, the on-going development of both retail and leisure opportunities within the city centre and the intention to continue to monitor car parking pricing and provision.

In presenting the report, the Executive Member for Environment outlined the comparable level of charging proposed, which was less than private parking provision; and was intended to promote a greater turnover of parking in the city centre thus making more spaces available for use and encouraging visitors to take up the increased city centre offer.

The Board noted the concerns expressed in respect of future charges which could be levied, the impact of the proposals on city centre evening business and the draw to out-of-town shopping facilities with free parking.

**RESOLVED -**

- a) That approval to the introduction of a £5 tariff for parking in Woodhouse Lane for Arena events
- b) That approval be given to the introduction of 24hr car parking at Woodhouse, with the availability of longer term tariffs.
- c) That approval be given to the introduction of a £2 evening charge from 6-10 for on street parking
- d) That approval be given to the introduction of £1 charge for up to 4 hours and £4 for all day between 10am and 6pm on a Sunday for on street parking.

Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the matters included within this minute

**DEVELOPMENT AND THE ECONOMY**

**17 Parking Permit Charges**

The Director of City Development submitted a report outlining the work undertaken to develop proposals for the introduction of a charge for Residents Parking Permits as identified in the annual budget report. The report also detailed the basis under which a charge could be made, should permission be given to proceed with such a proposal

The report outlined the findings of a Scrutiny Board review into Resident Permit Parking, conducted in 2008, which recommended that the introduction of a charge be considered further, although this was not pursued at that time. However, with increasing pressure on Council budgets an external review of City Development Directorate funding and budgets was conducted which included considering the potential to offset the cost of some of its services by raising additional income. The study identified the potential for charges for RPP to contribute towards budget pressures. A review of comparable authorities had also been undertaken which revealed that the majority of the Core Cities make some form of charge for RPPS tailored to local circumstances. A list of charges from Core and other cities was included at Appendix 1 of the report.

Members commented on the possible impact of the proposals on those permit schemes already in operation. Having regard to residents' ability to pay for permits, discussions also covered the likely drop-out rate from the scheme and subsequent impact on the resources supporting the scheme

**RESOLVED -**

- a) That the content of the report and work undertaken to prepare proposals and consult on the introduction of a charge for Residents Parking Permits as included within the annual budget report be noted;

- b) That the initial proposals for establishing a charge for Residents Parking Permits as the basis for consultation be agreed;
- c) That authority be given to the further development of detailed proposals for charging for Residents Parking Permits as contained within the Council's approved 2013 -14 revenue budget; and
- d) That Executive Board receive a report setting out the final proposals in due course.

Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the matters included within this minute

## **18 Support to the Leeds Rail Growth Package - Agreement of Terms and Conditions**

Further to minute 92 of the meeting held 17th October 2012, the Director of City Development and the Director of Resources submitted a joint report providing an update on the progress of the establishment of the Leeds Rail Growth Package, including information on the proposed terms and conditions of financial support and security that would be provided by the Council and, subject to finalisation of legal contracts, the report recommending that financial support is provided.

The report updated the Board on the discussions held with a variety of stakeholders to maintain and secure support. It was reported that the Growing Places Fund, administered by the Leeds Local Enterprise Partnership, had agreed to provide support to the construction of the rail halts within the package, but in order for the scheme to be progressed it was proposed that the Council undertake the associated highway infrastructure works.

The Board recognised the opportunities encompassed in the development of the former Kirkstall Forge site, with the delivery of the two rail stations being key to regeneration and employment in the area.

Following consideration of Appendices B, C and E of the report, designated as exempt under the provisions of Access to Information Procedure Rule 10.4 (3), which were considered in private at the conclusion of the meeting, it was

### **RESOLVED –**

- a) That approval be given to the Council assisting GMV Twelve, on the terms and conditions detailed in exempt Appendix C, subject to the finalisation of legal documentation between the various parties, with approval of the terms of those documents being delegated to the Directors of City Development and of Resources and the City Solicitor.
- b) That approval be given to the Council committing to invest and expend a total of £9.993m for the highway infrastructure works required for the development and professional costs to be met by borrowing and to delegate the formal authority to spend to the Director of City Development.
- c) That approval be given for any changes to the costs of the highway works to be updated in the capital programme, to be fully funded by GMV Twelve over the period of the agreement.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 17th July, 2013

## 19 Energy Saving Measures for Street Lighting - Consultation Outcome and Further Proposals

The Director of City Development submitted a report summarising the outcome of consultation on the proposal to implement a selective part-night switch-off of street lights and to seeking approval to inject £376,643 into the capital programme to proceed with the design and installation of a selective part-night street lighting scheme

In presenting the report, the Executive Member for Development and the Economy highlighted the complex responses received to the consultation on the proposals (and included in Section 4.1 of the report) which broadly demonstrated support for the proposals. Discussion followed on issues related to public safety and crime. In response; Members were informed that representatives of West Yorkshire Police and West Yorkshire Fire and Rescue Service had contributed to the work to draw up the scheme and that following implementation; the scheme would continue to be monitored.

### **RESOLVED –**

- a) That the outcome of consultation on the proposal to implement selective part-night switching of street lights be noted and;
- b) That approval be given for the injection of £376,643 into the capital programme to proceed with the design and installation of selective part-night street lighting in accordance with the criteria set out within the submitted report.

Under the provisions of Council Procedure Rule 16.5 Councillors A Carter and Golton required it to be recorded that they abstained from voting on the matters included within this minute

## 20 West Yorkshire Combined Authority

Further to minute 90 of the meeting held 12<sup>th</sup> October 2012, the Director of City Development submitted a report on the outcome of the consultation undertaken in respect of the review of governance arrangements in West Yorkshire. The report invited the Board to recommend to full Council that consideration be given to becoming a member of a Combined Authority for the area of West Yorkshire.

The proposed Scheme for the Combined Authority, which would form the basis for the creation of the new body was presented as part of the considerations with a request that a recommendation is made to full Council that the Scheme be submitted to Government by July 2013, with a view to creating a Combined Authority for the area of West Yorkshire by April 2014, in line with Leeds City Deal Implementation Plan.

**RESOLVED –** That the following be recommended to full Council on 1<sup>st</sup> July 2013:

- a) The findings of the Review of governance arrangements relating to transport, economic development and regeneration, pursuant to Section 108 of the Local Democracy Economic Development and Construction Act 2009 and Section 82 of the Local Transport Act 2008

(as set out at in Appendix A of the submitted report) together with the results of the consultation exercise conducted (included within Section 4.1 of the report)

- b) For the reasons set out in the Review document, to agree that the establishment of a Combined Authority for the area of West Yorkshire would be likely to improve:
  - the exercise of statutory functions relating to economic development, regeneration and transport in the area;
  - the effectiveness and efficiency of transport in the area; and
  - the economic conditions in the area.
- c) To endorse the Final Scheme (in the form set out at Annex B to this report) including the proposal that the West Yorkshire ITA is dissolved, and that the West Yorkshire PTE is also dissolved and that all their individual functions, property, rights, liabilities and staff are transferred to the Combined Authority.
- d) To agree to publish the Scheme pursuant to section 109(2) of the Local Democracy, Economic Development and Construction Act 2009.
- e) To consent to the inclusion of Leeds City Council in the area of the Combined Authority.
- f) To agree that the City of York Council and the Leeds City Region Local Enterprise Partnership should be invited to join the Combined Authority for the area of West Yorkshire as non-constituent members.
- g) To authorise the Chief Executive, in consultation with the Leader and with the other West Yorkshire Authorities to undertake such steps as are necessary to facilitate the submission of the Scheme and the preparation of the draft Order.

The resolutions detailed within this minute were exempted from the Call In process under the provisions of paragraph 5.1.3 of the Executive and Decision Making Procedure Rules due to the urgency for the Council to consider submitting a Final Combined Authority Scheme to the Secretary of State by July 2013

## **21 Roundhay Road, Highway Improvements**

The Director of City Development submitted a report seeking authority to proceed with the preparation of the detailed design and construction of the works as proposed. Additionally, authority was required for the revocation of the relevant items currently in force in an existing Waiting Restriction Traffic Regulation Order together with the provision of both a new Waiting/Loading Restriction Order and a Movement Restriction Order. The total estimated cost of the proposed scheme is £550,000.

### **RESOLVED -**

- a) That, subject to Traffic Regulation Orders, the proposed highway works as outlined in Section 3.1 of the submitted report and indicated on drawing referenced: HDC-716738-TRO-03, at an estimated cost of £550,000 be noted and approved
- b) That authority be given to incur expenditure of £458,000 works costs, £90,000 staff costs and £2,000 Legal costs, to be funded from the LTP Transport Policy Capital Programme.
- c) That the City Solicitor be instructed to revoke relevant items currently in force in an existing waiting restriction Traffic Regulation Order and to

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advertise draft Traffic Regulation Orders in relation to various waiting and loading restrictions, Movement Restriction Order for the three proposed one-way streets; and a peak time outbound bus/cycle/taxi lane, as indicated on drawings referenced HDC-716738-TRO-03 & Oakwood/TRO/002 and, if no valid objections are received then make, seal and implement the orders.

**22 St George House, 42 Great George Street, Leeds, LS1**

The Director of City Development submitted a report seeking approval for the Council to purchase the head tenant's leasehold interest in the St George House property, on the terms set out in the exempt appendix. The report also sought approval to a formal Deed of Surrender of this Lease.

Acquisition of the head tenants leasehold interest would be financially beneficial and give the Council outright ownership, thus providing greater flexibility in respect of the future management of, and plans for, the building.

Following consideration of Appendix 1 of the report, designated as exempt under the provisions of 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 terms to the purchase of the head tenants leasehold interest be approved
- b) That approval be given to the completion of a formal "Deed of Surrender" of the existing leasehold interest on the terms outlined in the exempt appendix;
- c) That approval be given to the injection of the sum identified in the exempt appendix into the capital programme and give authority to spend the monies required

The resolutions referred to within this minute were exempted from the Call In process under the provisions of paragraph 5.1.3 of the Executive and Decision Making Procedure Rules due to the fact that any delay would prejudice this transaction which may not then proceed to completion

**NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES**

**23 Draft Safer Leeds Strategy 2013-2014**

The Director of Environment and Neighbourhoods submitted a report seeking consideration of; and support for the draft Safer Leeds Strategy 2013/14; prior to submission of the Strategy to full Council in July 2013 for approval.

The report outlined the statutory requirement for the Safer Leeds Executive, as the city's Community Safety Partnership, to prepare and implement a local Crime and Disorder Reduction Strategy, referred to locally as the 'Safer Leeds Strategy' a copy of which was included within the report at Appendix 1. The strategy formed part of the council's budget and policy framework, and would be submitted to full Council on 1st July 2013.

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In presenting the report, the Executive Member for Neighbourhoods Planning and Support Services, indicated that the version of the Strategy to be presented to full Council contained a number of revisions in respect of terminology. Discussion followed on the priorities contained within the Strategy and a comment in respect of the measurement of the priority for tackling child exploitation was noted. The Board noted the response that the Children's Safeguarding Board included a sub group established to tackle child exploitation having regard to the Strategy and would develop targets for the future.

Finally, noting additional comments in respect of the Families First programme, the Executive Member for Children's Service's indicated that a further report could be presented to the Board to provide detail on the issues and relevant criteria

**RESOLVED** – That Executive Board support the draft Safer Leeds Strategy, as the city's Crime and Disorder Strategy for 2013-14, prior to its submission to full Council for approval on 1st July 2013.

(The resolution referred to within this minute was not eligible for Call In, as the Safer Leeds Strategy forms part of the Budgetary and Policy Framework and Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules)

## **24 Review of ALMOs and Housing Management Arrangements**

Further to minute 155 of the meeting held January 2013, the Assistant Chief Executive (Customers and Communities) and the Director of Environment and Neighbourhoods submitted a joint report detailing the outcome of the review of housing management services in Leeds. The report presented recommendations on the future delivery of housing management in the city, whilst also setting out implementation arrangements.

In January 2013, following a recommendation from the housing management review team, Executive Board approved a period of consultation with tenants and other key stakeholders, on two options for the future of council housing management in Leeds:

1. Move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements;  
or
2. Move to all services being integrated within direct council management with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.

In presenting the report the Executive Member for Planning, Neighbourhoods and Support Services, highlighted the outcome of the consultation undertaken on the options, with 61% of tenants stating a preference for council housing to be managed by Leeds City Council, compared 21% stating a preference for a single ALMO and 18% stating no preference. Taking this outcome into

consideration, along with performance, financial and other issues, the review team were recommending implementation of Option 2.

**RESOLVED –**

- a) That the results of the consultation exercise be noted
- b) That the recommendation to progress with option 2, as outlined above, be supported
- c) To agree to receive a further paper at the July meeting detailing implementation and governance arrangements.
- d) That approval be given to the commencement of the winding up process for the existing companies as noted in section 10.5 of the submitted report
- e) That approval be given to the renaming of the Environment and Neighbourhoods Directorate to 'Environment and Housing'.

Under the provisions of Council Procedure Rule 16.5 Councillor A Carter required it to be recorded that he abstained from voting on the matters included within this minute.

DATE OF PUBLICATION                      21<sup>ST</sup> JUNE 2013

LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS                      28<sup>TH</sup> JUNE 2013 (5.00PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on 1ST JULY 2013)

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