



SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 13th January, 2014 at 10.00 am

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

MEMBERSHIP

Councillors

- B Anderson (Chair) - Adel and Wharfedale;
J Bentley - Weetwood;
A Blackburn - Farnley and Wortley;
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;
M Robinson - Harewood;
N Walshaw - Headingley;

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</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>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 9 DECEMBER 2013</p> <p>To confirm as a correct record, the minutes of the meeting held on 9 December 2013.</p>	1 - 4
7			<p>INITIAL BUDGET PROPOSALS FOR 2014/15</p> <p>To consider and comment on the initial 2014/15 budget proposals relevant to the Scrutiny Board's portfolio.</p>	5 - 16
8			<p>IMPROVING RECYCLING THROUGH EFFECTIVE COMMUNICATION AND EDUCATION - RECOMMENDATION TRACKING</p> <p>To consider the report of the Head of Scrutiny and Member Development presenting the progress made in responding to the recommendations arising from the Scrutiny Board's earlier review.</p>	17 - 40

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>BULKY WASTE COLLECTION SERVICE POLICY - REQUESTED INFORMATION FROM SCRUTINY</p> <p>To consider the report of the Head of Scrutiny and Member Development presenting the additional information requested by the Board last month in relation to proposals for changes to the bulky waste collection service policy. (report to follow)</p>	
10			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	41 - 64
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 10 February 2014 at 10.00am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

MONDAY, 9TH DECEMBER, 2013

PRESENT: Councillor B Anderson in the Chair

Councillors J Bentley, D Coupar, P Davey,
R Grahame, M Harland, P Harrand and
J Jarosz

53 Late Items

There were no late items.

54 Declarations of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting. In relation to the item entitled, 'Bulky Waste Collection Service Policy', Councillor R Grahame drew the Board's attention to his position as a GMB Union member (Minute No. 58 refers).

55 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors A Blackburn, M Robinson and N Walshaw.

56 Minutes - 11 November 2013

Further to minute no. 49, the Chair confirmed that a response had been submitted in relation to the PCCs consultation on the Police and Crime Plan which reflected the Scrutiny Board's discussion last month.

Linked to this, a discussion was held around the importance of reducing domestic violence and abuse as one of the key priorities for the city, with reference made to issues already arising from the Board's current inquiry into tackling domestic violence and abuse.

RESOLVED – That the minutes of the meeting held on 11 November 2013 be confirmed as a correct record.

57 Tackling Extremism

The report of the Director of Environment and Housing set out the activity that takes place across various agencies to combat extremism and terrorist activity under the Government's Counter Terrorist Strategy (CONTEST).

The following were in attendance for this item:

- Keith Gilert, Chief Officer Community Safety
- Liz Jarmin, Head of Community Safety Partnerships
- Nadeem Siddique, Prevent Coordinator.

The key points raised during the Board's discussion were as follows:

- The relevance of the four workstreams relating to the CONTEST Strategy: Pursue, Prevent, Protect and Prepare.
- The legal framework for the policing of protest (reference was made to the 'Adapting to Protest' HMIC document)
- Issues surrounding the Prevent Agenda and the role of the Gold, Silver and Channel partnership groups in developing a coordinated approach and response to the threats associated with the Prevent Agenda.
- The valuable and unique role of Leeds' Prevent Coordinator.
- Members praised the recent Prevent Seminar as being very informative and suggested that opportunities are explored to incorporate this into the Member Induction Programme.
- The need to strengthen links between Ward Members and their relevant Prevent Lead Officer.
- Members supported the proposal to establish a small Elected Member reference group to receive updates on the progress of work under the CONTEST Strategy on a six monthly basis. It was suggested that discussions are held with Chief Whips when determining the membership of this group.

In conclusion of this item, the Chair acknowledged the announcement that there would be a new Chief Officer Community Safety. Members therefore took this opportunity to thank Chief Superintendent Keith Gilert for his support and contribution to the work of Scrutiny and to wish him well in his new role.

RESOLVED –

- (a) That the Scrutiny Board welcomes the current activity surrounding the CONTEST Strategy
- (b) That the Scrutiny Board supports the proposal to form an Elected Member reference group to receive updates on the progress of work under the CONTEST Strategy on a six monthly basis.

(Councillor P Davey arrived at 10.15 am during consideration of this item).

58 Bulky Waste Collection Service Policy

The report of the Director of Environment and Housing provided the opportunity for the Scrutiny Board to comment on proposals for changes to the policy for bulky waste collection across the city.

The following were in attendance for this item:

- Councillor Mark Dobson, Executive Board Member for Environment
- Tom Smith, Locality Manager (South and Outer East Leeds)

In consideration of this report, the following issues were discussed:

- Establishing a locality based service – it was noted that the bulky waste collection service has been under the responsibility of Locality Teams since April 2013 and that many of the environmental activities currently undertaken by Housing Leeds will also be transferred to Locality Teams. Linked to this, there will also be a move to more zonally based resources and a more flexible workforce.
- Multi-storey flats – it was highlighted that separate funding remains within Housing Leeds to address specific issues associated with multi-storey flats.
- Garden waste collection service - it was highlighted that this service is intended primarily to divert waste from black bins and not to increase overall levels of waste being collected. Households are therefore being advised to compost their excess garden waste or take it to their nearest household waste recycling site.
- Bin yards – concerns were raised about the inappropriate use of bin yards for disposing waste. However, Members also discussed the difficulties associated with enforcing this effectively.

Members also requested additional information to substantiate the following points made during the Board's discussion:

- That only a small minority of Leeds' households use the bulky waste collection service (around 8%), with no emerging patterns relating to service users.
- That work undertaken with other core cities around bulky waste collection services had not raised specific concerns about the potential impact on fly-tipping.
- That many items collected by the Council could be collected for reuse by other organisations through the existing network of third sector organisations, with particular work being undertaken to support the Furniture Reuse Network.

The Chair requested that this information be brought back to the Board in January 2014.

RESOLVED –

- (a) That the Scrutiny Board notes the content of the Director's report.
- (b) That the additional information requested above be brought back to the Scrutiny Board in January 2014.

59 Work Schedule

The report of the Head of Scrutiny and Member Development presented the Board's latest work schedule for the forthcoming municipal year.

The Chair reminded the Board of the following:

- Inquiry into domestic violence and abuse – that session four of the inquiry would be held on 10th December at 10.30 am. This session focuses on raising awareness amongst young people. Linked to this inquiry, the Chair also thanked Women's Health Matters for hosting a visit for Board Members on 4th December 2013 (Councillors Coupar, Jarosz and Harland took part in this visit).
- 2014/15 initial budget proposals - that a working group meeting would be held on Wednesday 11th December at 3 pm. However, the Board's January meeting would also be used to provide a further opportunity to comment on the proposals.
- PCSOs – that a second working group meeting would be held on Thursday 19th December at 4 pm in line with the Board's review of the role, number and targeting of PCSOs in Leeds.

RESOLVED – That the Board's work schedule be updated to reflect the Board's discussion today.

60 Date and Time of Next Meeting

Monday, 10th February 2014 at 10.00 am (Pre-meeting for all Board Members at 9.30 am)

(The meeting concluded at 11.05 am).

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 13th January 2014

Subject: Initial Budget Proposals for 2014/15

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. The purpose of this report is to present the initial 2014/15 budget proposals relevant to the Scrutiny Board's portfolio.
2. Initial budget proposals were considered at the Executive Board meeting on 18 December 2013. The sections of the report relevant to this Scrutiny Board's portfolio are attached for Members consideration.
3. The Scrutiny Board will have the opportunity at its meeting to raise any specific questions with regard to budget proposals that fall within its portfolio area. Any comments from the Scrutiny Board will then be forwarded to the Scrutiny Board (Resources and Council Services) in the first instance. Other Scrutiny Boards will undertake a similar exercise in relation to their portfolio areas.
4. The Scrutiny Board (Resources and Council Services) will be taking the Executive's full Initial Budget proposals on 20 January 2014. Any conclusions, observations and recommendations that are made by Scrutiny Board (Resources and Council Services) will be fed back to Executive Board prior to full Council, and will incorporate the views of each of the Scrutiny Boards within a composite statement, as in previous years.

Recommendation

5. Members are asked to consider the initial 2014/15 budget proposals relevant to the Scrutiny Board's portfolio and agree any comments to be forwarded to the Executive Board through the Scrutiny Board (Resources and Council Services).

Background documents¹

None used

¹ 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.

ENVIRONMENT AND HOUSING DIRECTORATE

Service Context

The Department manages a diverse set of functions which, nevertheless, combine to form some of the key foundations of strong communities. Clean streets, well maintained green spaces which people can use, sound housing which meets people's needs, safe neighbourhoods - these are marks of desirable places to live. At a time of significantly diminishing resources, priority has been given to ensure that these bedrock services are maintained.

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

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

The Key Outcomes

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

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

To achieve these outcomes, the budget brings forward proposals clustered around the Best Council objectives.

Budget proposals

Best Council Objective: ensuring high quality public services

The contract payment for the provision of support for homeless people living in private sector temporary accommodation has reduced significantly. This reduction reflects the success of the Department in finding early long term solutions for people's housing problems. This is as a result of the on-going work by Leeds Housing Options to prevent homelessness, the remodelling of the accommodation

units, such as hostels, and the introduction of shorter move on targets. Joint work between providers and Leeds Housing Options means that individuals are assisted to move on into more permanent housing as soon as possible.

A line by line review of all budgets across the Directorate will be undertaken to deliver further savings.

Best Council Objective: dealing effectively with the City's waste

It is proposed to further roll out the alternate week collection of recyclable and residual waste citywide. By the end of 2013/14 this enhanced service will have been rolled out to 166,000 or 48% of properties in Leeds. In 2014/15 alternate week collection will be rolled out further so that in total an estimated 80% of the city will be in receipt of this service, with detailed consideration of alternative approaches for the remaining 20% of the city. As well as reducing costs of collection and disposal in 2014/15 these service developments will contribute towards an estimated 47% recycling target for the City and the longer term target of 55% for 2016.

Savings will arise from the full effect of the closure of Stanley Road Household Waste Site (HWSS) in August 2013 and subject to approving a business case, the planned closure of Kirkstall Road HWSS for redevelopment in late summer 2014.

Best Council Objective: becoming an efficient and enterprising council

Staff savings will be realised through a combination of service redesign for business support processes and structures, ELIs, the deletion of vacant posts and a further review of review of JNC posts in the Directorate.

Within the Parks and Countryside staff savings will derive from a redesign of the Forestry service and the implementation of seasonal working patterns for maintenance staff. Through working longer hours in the summer and shorter ones in the winter months, there will be a reduced requirement to employ seasonal staff during the period May to September.

It is proposed that resources that deal with improving the environment, that are currently based in both Housing Leeds and Environmental Action, are combined so that responsibility for the delivery of the function resides within Environmental Action. Not only will this deliver an enhanced service at a reduced cost but it will clarify responsibilities and accountability for service delivery.

The CCTV and security related functions will seek to expand their business base by engaging with both private sector and public sector organisations. More specifically the planned capital investment in multi storey flats provides the opportunity to extend the benefits of CCTV to more tenancies across the City.

Other

It is proposed to change the contract with West Yorkshire Police for the provision of Police and Community Safety Officers (PCSOs). Currently the Council pays 30% of

the cost of 165 PCSOs on the basis of 5 in each ward. By deploying staff differently and reaching agreement on the range of duties that are undertaken, savings can be achieved. An impact assessment is being undertaken to inform how this resource will be deployed in future.

Bus lane cameras have been very successful in reducing the numbers of cars which contravene restrictions, ensuring that the lanes are used as they are intended at peak times by buses and cyclists. Additional income is assumed from the extension of the bus lane enforcement camera scheme to a possible further 18 sites across the City.

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

The proposals include targets to utilise income opportunities for the Parks and Countryside service. Sales of forestry products, income from projects and services provided by the Parks and Countryside team as well as income from concessions, retail and cafes are expected to generate additional income in 2014/15.

Key Risks

That assumption in respect of waste growth and the level of recycling across the City is not delivered and there is a consequential increase, over and above the budgeted assumptions, in the amount of waste that is landfilled.

Assumptions in respect of income receivable from Bus Lane enforcement are impacted upon by a reduction in the numbers of offences assumed in the budget assumptions.

That activity levels from income generating activities within Parks and Countryside are less than anticipated.

That both the number of staff leaving on ELI and the number of posts becoming vacant is less than assumed in the budget.

That levels of homelessness increase across the City with the subsequently requirement for the City Council to support these individuals in temporary accommodation

Environment and Housing

Pressures/Savings	2014/15 £m	FTEs	Is this relevant to Equality & Diversity Y/N
Budget Pressures:			
Inflation			
Pay	1.1		
Price inc Landfill tax	2.0		
Income	(0.2)		
Full Year Effects of previous decisions			
Loss of income from the closure of Quarry Hill Car Park	0.1		
Demand/Demography			
Other		22.0	
Pay Pressures within the Refuse Collection Services	0.6		
Reduction in the costs of financing costs of Refuse Collection vehicles and replacement bins	(0.4)		
Financing costs of the implementation of a new Integrated Waste management IT system	0.1		
Loss of income from car parking fees and Penalty Charge Notices due to the disposal of the Union Street Car park as part of the development of the Harewood Quarter.	1.1		
Total Pressures	4.3	22.0	
Savings Proposals:			
Procurement			
Savings in the Temporary Accommodation and Emergency Services contract which provides support for homeless people living in private sector temporary accommodation.	(0.5)		Y
Review of all items of expenditure to deliver line by line savings.	(0.2)		N
Dealing effectively with Waste			
Continued roll out of the alternate weekly collection of recyclable and residual waste (AWC). By the end of 2014/15 approximately 80% of Households will receive this enhanced service for the collection of recyclables	(1.9)		Y
Waste Recycling Advisors - to support the implementation of AWC	0.1	8.0	Y
Additional tonnage volumes (non AWC areas)	0.3		N
Delay rolling out any more garden waste collections	(0.1)	(1.7)	N
Savings associated with the full year effect of the closure of Stanley Road waste site and a review of opening and closing times at other sites	(0.3)	(6.5)	N
Reduction in PFI procurement costs during construction phase of the Energy from Waste plant	(0.2)		N
Reduction of electricity income from gas emitted at Gamblethorpe closed landfill site	0.2		N
Review of the management and supervisory structure to provide support to deliver major changes to the Waste service	0.2	5.7	Y
Income, charging and trading			
Additional income generated from the full year effects of Bus Lane Enforcement (BLE) and from a further roll out to non City Centre sites	(0.8)		Y
Additional income receivable from services and contracts delivered by Parks and Countryside	(0.4)		N
Reduction in the subsidy on Allotments	(0.1)	(1.0)	Y
Charges to the Housing Revenue Account (HRA) will be reviewed to reflect more appropriately the work undertaken on estates	(1.0)		N
Other minor income variations mainly a review of 24 hour opening at Woodhouse Lane car park and additional sales in parks	(0.1)	(1.0)	N
Other efficiencies/savings proposals			
Staffing savings to be achieved via service restructures, not filling existing vacant posts and staff leaving on the Council's ELI	(1.1)	(33.0)	Y
Review level of payments/funding support for PCSOs	(0.2)		Y
Total Savings	(6.0)	(29.5)	
Overall net Saving	(1.7)	(7.5)	

INITIAL BUDGET PROPOSALS 2014/15

CITIZENS AND COMMUNITIES DIRECTORATE

Service Context

The Citizens and Communities directorate provides a range of front-line services for local people and local communities. The directorate also has lead responsibility on actions to reduce poverty across the city. The Council is taking forward changes aimed at providing more integrated and accessible services for people, particularly those suffering hardship, under the Citizens@Leeds initiative.

The directorate incorporates the following services, the overwhelming majority of which are front-line services.

Contact centre - The council's contact centre deals with 1.5 million calls and 100,000 emails each year. The enquiries are wide ranging and often complex, covering most of the council's key services, including environment services, adult and children's social services, housing (including housing Leeds), council tax and housing benefits and concessionary parking and travel permits. The Centre has also very recently incorporated the NHS's SPUR (Single Point of Urgent Referral) team into its operations. The centre uses state-of-the-art technologies to manage customer contact and provide quality service. Many services are available 24 hours a day, 7 days a week, using appropriate IVR technology.

Face-to-face contact - There are 16 one stop centres across the city, which handle 0.5 million face-to-face customer contacts each year. The enquiries include a range of subjects including housing, council tax, benefits, social services and environment issues such as refuse and pest control. The centres are fundamental to the development of the Community Hub approach as part of the Citizens@Leeds agenda and we are looking to extensively expand the range of services delivered at the first point of contact. This service also includes the interpreting and translation team who provide a translation and interpreting service for the council, customers and external organisations.

Digital access - The Digital access team manages the council's website which receives 6 million external visits (i.e. figure excludes visits from council computers) each year, and is developing new ways for customers to find what they are after on-line. The team also manage customer enquiries that come via the Council's social-media presence on Facebook and Twitter.

Electoral services – the team compiles the register of electors for Leeds comprising an electorate of 556000 people in 335000 properties and is responsible for the arrangement and conduct of elections and referendums for 8 parliamentary constituencies, 33 city council wards and 31 town and parish councils.

Registrars of births, deaths and marriages – provision of a front line public service that deal with the registration of 9800 births and 6500 deaths, issuing 57000 certificates, attesting 6900 notices and performing 1800 marriage and civil partnership ceremonies, and issuing 2600 British Citizenship certificates.

Licensing - administrate and enforce licenses for the sale of alcohol (approximately 2700 premises and 6400 personal licences), provision of entertainment, gambling (136 premises licenced for gambling and 736 gambling permits, notices and registrations) and other various miscellaneous licences.

Taxi and private hire licensing administer and enforce licences for taxis (hackney carriages) and private hire vehicles. There are 537 taxis, just under 1000 taxi drivers, approximately 3700 private hire vehicles, around 4800 private hire drivers and 90 private hire operators.

Local land charges are responsible for the compilation and maintenance of the up-to-date local land charges register and provide the information for approximately 9400 local land search requests each year.

Communities - The communities' team includes delivery of the council's locality working arrangements (area committees and area working), equalities, the third sector partnership and community centres. The team also contributes to the local assets review and supports the new communities' board and the associated work of the migration partnership and the poverty truth challenge.

Area Committees - Our work on locality working provides targeted solutions to tackle a wide range of local issues (e.g. environmental issues and community safety, health well-being, adult social care, children's services and skills and welfare reform). Area Committees and Area Lead Members provide local leadership and a local voice on these issues from a grass-roots perspective.

Development of Community committees - are intended to replace existing area committees in 2014 to further enhance the role of local elected members in decision-making and wider community engagement. Local elected members will allocate £1.8m of well-being funds in 2013/14 and £200k Youth Service funds to support local projects to address locally-determined priorities, totalling £2m. Work is being progressed to consider what other budgets could be delegated to local areas. In addition, service level agreements are in place between Environmental Services and Area Committees to tailor services to meet the needs of localities in this area.

Welfare and Benefits - The provision of welfare and benefits services including welfare rights team, benefits and council tax processing and customer contact for benefits and council tax services. Developing services that tackle the worst effects of financial and digital exclusion and delivering the new local welfare agenda by improving access to benefit and welfare services

Council Tax - This team is responsible for the billing and the collection of Council Tax, which is the local tax on domestic properties set each year by the council. In 2013-14 this will total more than £275 million from 341,000 properties. Administration of the Council Tax Support scheme is a new, locally agreed scheme, introduced in 2013-14, and it replaces the previous national scheme of Council Tax Benefit. It is estimated that in 2013-14 that £50 million will be paid in respect of 78,000 claims

Housing benefit - Our housing benefit team is responsible for the accurate assessment and correct payment of housing benefit and ensures that the 'HB gateway' is secure and free from fraud and error. There are currently 70,417 claims and it is estimated that £285 million will be paid in 2013-14. It is intended that Housing Benefit will eventually become part of Universal Credit

Education benefits - The administration of the free school meals scheme.

Budget proposals

Services within citizens and communities, particularly the contact centre and welfare and benefits are experiencing an increase in demand for services which is creating a budget pressure in 2013/14 which is expected to continue into 2014/15. For example, in recent months calls to the Council Tax and Benefits lines in the contact centre have seen a 30% increase in volume. Overall the pressure for 2014/15 equates to approximately £360k.

The Welfare and Benefits service will see a £430k reduction in its administration grant in 2014/15 without a consequential reduction in workload thus causing further budgetary pressure on a service experiencing increasing demand and a pressure of approx. £200k, mainly staffing, is projected.

The directorate overall needs to accommodate inflation pressures amounting to £380k. As there were no local elections in 2013/14, there is a corporate pressure of £450k for local and European elections in 2014/15.

In terms of savings, efficiencies are expected from corporate reviews relating to procurement and business improvement and total £190k.

Implementation of the e-services agenda is expected to deliver £150k worth of savings to help offset the additional demand costs being experienced in the contact centre.

Welfare and Benefits are also budgeting to realign resources of around £50k.

Use of funding from the Welfare Support Scheme on priority welfare services and actions is expected to deliver efficiencies of £325k.

Overall revenue funding delegated to Area Committees in 2013/14 was £2.0m. In 2014/15 we will see an increase of funding in the Youth Services delegation from £200k to £500k and work is ongoing to identify other budgets that could be delegated to Area Committees. With more budgets/services being devolved to Area Committees it is proposed to reduce the general well-being budget by £200k, which would still see a net increase overall in delegated funding at £2.1m.

Other savings on running costs and staffing are proposed equating to approximately £120k.

Overall the key pressures identified above are more than offset by savings proposals.

Key Risks

Demand for services, particularly council tax, benefits and welfare advice is increasing and it is difficult to gauge the full extent of any further demand increases during 2014/15. Whilst saving efficiencies are expected through the e-service agenda, there is a risk that such efficiencies do not deliver cashable savings as customer service officers are diverted to other priority services experiencing high and increasing demand.

The proposal to reduce the well-being budget is proposed on the basis of other service budgets being delegated to area committees to deliver a net overall increase in locality based funding. Work still needs to be undertaken to determine the specific budgets and amounts to be delegated.

Citizens and Communities

Pressures/Savings	2014/15 £m	FTEs	Is this relevant to Equality & Diversity Y/N
Budget Pressures:			
Inflation			
Pay	0.34		
Price	0.04		
Income	-0.07		
Other			
Customer Access – increased demand re Council Tax and Benefits enquiries and changes to internet publishing process. Further potential pressure of £300k for Customer Access and Welfare and Benefits to be provided for within contingency	0.21	7.0	
Estimated additional cost of elections in 2014/15 (no election in 2013/14)	0.45		
Grant reductions: Housing Benefit Admin, Social Fund admin and Local Council Tax new burdens	0.43		
Total Pressures	1.40	7.0	
Savings Proposals:			
Procurement			
Review of running costs	-0.05		N
Becoming an efficient and enterprising Council:			
Business Improvement Programme	-0.14	-3.0	Y
Other efficiencies/savings proposals			
Re-channel efficiencies from implementation of e-services agenda	-0.15	-5.0	Y
Staffing and running cost efficiencies as a result of fallout of New Burdens Funding	-0.12		Y
Welfare support funding: support costs of delivering the poverty agenda within Citizens and Communities	-0.33		N
Efficiencies in locality/well-being budgets (see note 1)	-0.20		Y
Total Savings	-0.99	-8.0	
Overall net Saving	0.41	-1.0	

Note 1:

Links to proposals to devolve more funding with a net overall increase in locality based funding.

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 13th January 2014

**Subject: Improving recycling through effective communication and education–
Tracking of scrutiny recommendations/desired outcomes**

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

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

1 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education.

2 Background information

- 2.1 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.
- 2.2 This review concluded in March 2013 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2013. In July 2013, the Scrutiny Board received a formal response to the recommendations arising from this review.

3 Main issues

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

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

4.3 Council Policies and City Priorities

4.3.1 The Scrutiny Board's review links to the delivery of kerbside collection services that are safe, efficient and reliable and meet the needs of residents. It is also key to Leeds realising its target to meet 55% by 2016 and exceed 60% recycling in the longer term. It also links to the Best Council Plan objective of dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:

- ensuring a safe, efficient and reliable waste collection service
- providing a long-term solution for disposing of our waste
- increasing recycling
- reducing landfill tax costs.

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

4.6.1 This section is not relevant to this report.

5 Conclusions

5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education.

6 Recommendations

6.1 Members are asked to:

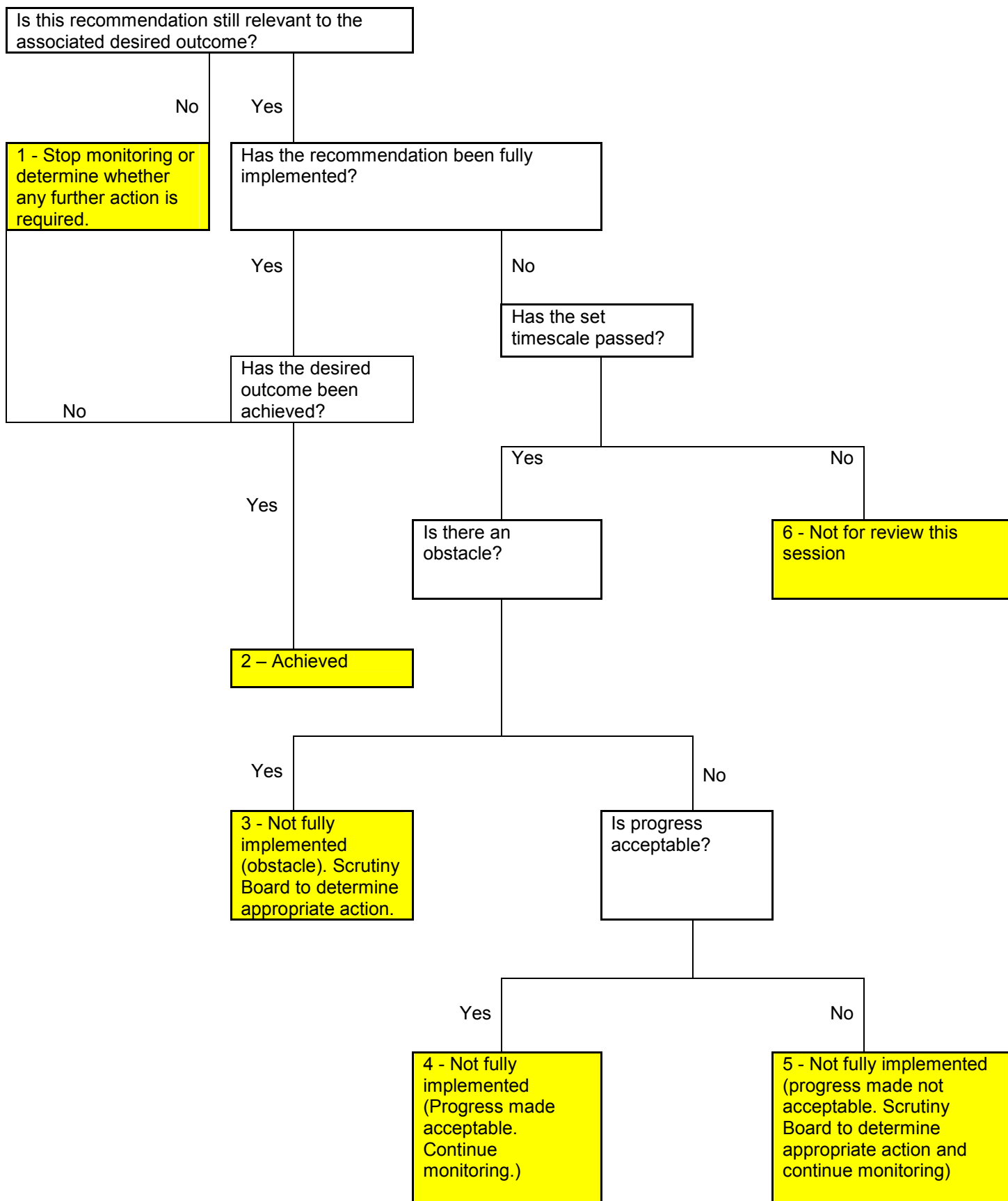
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7 Background documents¹

7.1 None.

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

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



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

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 Housing 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 (July 2013):

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.

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.

Current Position:

Waste Management continues to work closely with the web-team, communications and customer services on developing the waste and recycling web pages. The entire website has recently been restructured to improve the use of the site on mobile phones and ensure that popular information and top tasks are easily accessible.

The A to Z Guide to Reducing, Re-using and Recycling has now gone live on the web-site (please see www.leeds.gov.uk/recycle). This guide contains WRAP iconography and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds. The Service will continue to develop and enhance this A to Z guide going forward.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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

Recommendation 2 – That the Director of Environment and Housing 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 (July 2013):

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.

Current Position:

The Service continues to actively promote the Recycle for Leeds brand, including on the new web-based A to Z guide, information leaflets and bin collection calendars. It is also in the process of ordering new uniform and identification badges with the 'recycle for Leeds' logo for all staff working on the household waste recycling sites.

The existing and new refuse collection vehicles have the capacity to carry signage and the Service will investigate the possibility of the adding the 'recycle for Leeds' brand when resources allow and in accordance with the future communications strategy.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

Current Position:

The same successful process has been followed in AWC Phase 2 including Waste Advisors working alongside collection crews in hot-spot areas and continues to be evaluated.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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 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.

Update (December 2013)

The former ALMO staff were transferred to Housing Leeds on 1st October. Locality teams are working with Housing Leeds colleagues to develop models of integrated environmental working. As part of the move of council housing services back into the council the decision has been made to transfer many of the environmental activities currently undertaken by Housing Leeds over to Locality Teams.

In addition to this, since April 2013, the council's bulky waste collection service has also been under the responsibility of Locality Teams. The Locality Teams are therefore developing new structures for 'one environmental service' in Locality areas which take on these new responsibilities, but also seek to improve the current service and make it even more locally accountable. This will involve a move to more zonally based resources and a more flexible workforce. In addition the Council continues discussions with colleagues within Safer Leeds and the Police about the role of PCSOs in environmental enforcement to contribute to investigatory & enforcement work in relation to flytipping

Work is due to start to develop Category Management Plans for voids, repairs etc. to ensure that there is a consistent approach that incorporates best practice and learning.

The Leeds Housing teams are working as normal, providing information to tenants as part of the sign up pack, with details of the waste and recycling collection services, and further information is then provided at the post-tenancy commencement visit. This information will also continue to be promoted in the new Housing Leeds newsletter. Staff are also looking at options to increase the number of households on wheeled bin collections, and opportunities for communal waste and recycling facilities.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

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.

Update (December 2013)

Housing Leeds continues to remind all contractors that they are responsible for removing trade waste.

Systems continue to be developed to ensure that re-usable items from void properties are segregated and passed on to local re-use organisations. Selected caretakers operating in East Leeds now drop off re-usable items at the Revive Leeds reuse shop at the Seacroft Recycling site, prior to tipping waste there. This allowed the reuse of 112 items in November 2013. Alternative arrangements are being investigated by the former Aire Valley Homes staff that will allow reusable items to be dropped off at a reuse container on LCC premises en route to the disposal site, allowing subsequent collection by the local reuse charities.

The contractor Morrison was taken over by Mears. Mears uses the national waste company, Network Waste, to arrange all their waste disposal arrangements. Options are being investigated for developing systems to allow the reuse of furniture etc. arising from void properties. The contract and the KPIs within the contract remain unchanged and include a requirement for 2013-14, to recycle 97.3% of waste.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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 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.

Current Position:

The 3 case work officers have been in post since July 2013 and complaint responses are exceeding the agreed corporate target of 95%.

The MembersRefuseQueries@leeds.gov.uk is well established and enquires are being dealt with in a co-ordinated and timely manner. There have been some peaks when specific issues or changes in the service occur, for example the introduction alternate weekly collections or route changes and additional resources have been deployed at these times to deal with the extra demand.

The out of normal hours queries, on a Saturday, received through a specific telephone contact number, are now dealt with, by the Duty Manager at Knowsthorpe Way.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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. Any page content or announcement can be 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. 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 continue to work with the web-team to develop procedures to ensure that

- a) Announcements are promptly uploaded on to the web site whilst ensuring the content is appropriate for the audience.
- b) These announcements are highlighted and are in a prominent position on the relevant waste and recycling webpages.

The service are also 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 can be announced in real time.

Current Position:

The new in-cab technology for the refuse and recycling collection vehicles is due to be piloted on 16 of the current refuse vehicle fleet in Spring 2014, with a view to rolling this out across the whole service in Autumn 2014, if following the evaluation this is deemed successful.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

Current Position:

Following AWC phase 1 lessons learned, investigating the full use of social and digital media to facilitate 'channel shift' during phase 2 was proposed. This would entail giving our customers the option of receiving information through twitter, email and other digital channels, as opposed to printed materials and so improve access, choice and convenience for customers while also saving the council money.

However, a full channel shift programme - which would have involved using existing digital interfaces, such as the 13000 people who use the 'check your bin day' app each month, to offer customers an 'opt-in' to digital communications – presented too high a risk to the implementation of AWC phase 2. The process would have required additional work on the council's bin collection database at a time when all the available resource was already committed to the existing planned work on the AWC project.

Through phase 2 we therefore increased activity and tried to raise the profile of the waste doctors' social media accounts. While the accounts have received some attention and praise – most notably from the media – research suggested that take-up of digital channels would be greater in the phase 2 areas than we experienced. We have 354 followers on twitter, with our 1082 tweets reaching an estimated 25139 accounts, while the Facebook has just 45 likes. Importantly, the twitter followers include some key influencers within target communities, and key partners who share our strategic aims around reducing, reusing and recycling.

Continued and sustained use during campaigns like our current Christmas recycling messaging and the forthcoming proposals for a SORT campaign looks to build the audience further, giving us a direct channel to a strong audience base.

Over the coming months, we will revive the channel shift conversations to coincide with the

development of the web transaction service; a significant project which aligns to the work in response to this recommendation.

Housing Leeds' SMS service has been identified as a potential tool to pilot SMS information, as it contains the phone numbers for a significant number of council tenants in the city. However, the 'Arena' service is a tenant management software, with the SMS facility an add-on which is not the software's core purpose. As a result, SMS messages are an expensive 6p per text, bought in bundles of 10000. We have agreed with Housing Leeds to investigate cheaper supply of texts and to explore if it could be trialled along a particular route or estate, with the additional complication that their organisational areas do not coincide with bin routes, making it difficult to be precise when reporting service failure. We did utilise the email function of the Arena service for phase 2 communications as part of the saturation coverage in those areas, which will now remain part of our marketing mix for service changes.

AWC phase 3 pilots, and some pending proposals for the SORT campaign, will offer us further opportunities to market-test further use of social media, and assess its effectiveness.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

Current Position:

The joint contact centre post holder continues to develop internal systems and procedures, including the review of the escalations process for missed collections.

The service is now proactively dealing with 2nd missed collections reported to the contact centre on a daily basis, by including these on the crews task sheets for the following weeks collections, aiming to address the issue and prevent any further missed collection.

Regular meetings are taking place between contact centre staff, the joint contact centre post holder and the service to discuss on going improvements for the customer.

The service has also introduced a new supervisors operational feedback report, which highlights issues raised by the crews. This enables supervisors to deal with more complex collection issues such as regular access problems. This is another proactive measure which is helping to address escalated and complex issues linked to specific residents and specific on site issues.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

Current Position:

A report is to be considered by Executive Board in January 2014 in which the Service seeks to formalise the Council's policies for the kerbside collection of waste and recyclables (see *appendix 3 below for further details*).

The suite of policies are complementary and collectively supports the Best Council objective of,

“Dealing effectively with the city’s waste: minimising waste in a growing city, with a focus on:

- *ensuring a safe, efficient and reliable waste collection service;*
- *providing a long-term solution for disposing of our waste;*
- *increasing recycling;*
- *reducing landfill tax costs.”*

As a collective, the suite of policies provides the opportunity to communicate to residents their on-going role and responsibilities in managing their household waste, to divert waste from landfill and increase recycling such that the waste service can be provided effectively and efficiently. Working together with residents in this way, aims to further reduce the cost of waste management services and so release funding for other vital council services.

The scope of this report is predominantly focused on the standard 240 litre wheeled bin and bulky item kerbside collection services, which accounts for the vast majority of households in

Leeds. Alongside the planning for the next phase of the AWC implementation, the Service is engaged in further work to develop the Council's approach and policies for the provision of bespoke waste collection solutions for areas of the City where the standard service is not the most appropriate. This will be incorporated into the suite of policies in due course once approved.

The Service has, in the majority of cases, been working to these policies in conjunction with Customer Services for a significant period of time and has sought to provide collection services on this basis. In this sense, the adoption of these policies, for the most part, simply represents a consolidation of these practices and an opportunity to communicate this information more effectively to residents and other stakeholders. Proposed changes to the bulky waste collection service were considered by Scrutiny Board on 9th December 2013.

It should also be noted that the Executive Board considered a report in October 2013 on the outcome of Phase 1 of alternate weekly collections (AWC). This set out clearly the proposed approach for future implementation of AWC, and specifically resulted in approval of the 'no side waste' policy where the AWC service is provided.

Assuming adoption of the policies, the Service will develop the necessary material and approach to ensure effective communication to staff and residents via a range of media.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

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.

Current Position:

The 'Check My Bin Day' facility continues to be the most visited web-page on www.leeds.gov.uk and is linked to the CRM system meaning it can be updated instantly to reflect service changes.

The Service has agreed reporting requirements with the provider of the new Integrated Waste Management System (IWMS) system (Bartec), meaning that the new system will produce all the required reports to support the operational service (e.g. missed bins, new build properties).

The Business Development team is currently undertaking a further data cleanse of the pilot collection routes prior to IWMS being trialed in Spring 2014. This new system will continue to receive live feeds from existing property gazetteer to ensure it is up to date and correct property information is shown on 'Check My Bin Day'.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing 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 (July 2013):

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.

Current Position:

The bin collection calendars recently sent to householders in AWC Phase 2 contain collection dates for the next two Christmases (2013 and 2014). Input from a Scrutiny Working Group assisted with the final design of these calendars. It is planned that information packs provided to householders going on to AWC will include the future Christmas collections arrangements. This increases efficiencies by preventing multiple mail outs.

Reminders about the alternative Christmas collection arrangements are provided to residents by the web-site, social media and through issuing press statements.

All communication materials issued by the Service prompt the service users to go to the web-site for information about service changes and disruption, and this will hopefully become the normal behaviour for residents.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

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 Housing ensures that relevant Ward Members are identified as key stakeholders as part of any planned operational change to the refuse collection service.

Formal response (July 2013):

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.

Current Position:

Members have been kept informed of the progression of Phase 2 using the same methodology as that used in the first phase. It is expected that a similar approach will be used for future phases.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

DRAFT KERBSIDE WASTE COLLECTION POLICIES Consultation Briefing Note (24 December 2013)

Background:

Executive Board report (scheduled for January 2014 Executive Board meeting); currently being prepared to formalise the Council's policies for the kerbside collection of waste and recyclables.

The suite of policies are complementary and collectively supports the Best Council objective of, *"Dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:*

- *ensuring a safe, efficient and reliable waste collection service;*
- *providing a long-term solution for disposing of our waste;*
- *increasing recycling;*
- *reducing landfill tax costs."*

Focused predominantly on standard wheeled bin collection service – further work in progress re policies for bespoke waste collection solutions where standard service not the most appropriate;

The adoption of these policies represents an overall consolidation of operational practices. As a collective, the suite of policies provides the opportunity to communicate to residents their on-going role and responsibilities in managing their household waste, to divert waste from landfill and increase recycling such that the waste service can be provided effectively and efficiently. Working together with residents in this way, aims to further reduce the cost of waste management services and so release funding for other vital council services.

Report to seek Executive Board approval to the formal adoption of the following operational kerbside collection policies:

- Residual waste collection service;
- Mixed dry recyclables collection service;
- Garden waste collection service;
- Bulky waste collection service.

Key issues:

- **Replacement containers** – one wheeled bin per household for each waste stream (i.e. black, green and brown). Residual waste collection policy provides for some exceptions (e.g. large families). Extra green bin can be provided where AWC service not provided; Supports a key aim of the Integrated Waste Management Strategy to move waste management up the waste hierarchy with a particular focus on waste reduction, prior to recycling, treatment and then final disposal.
- **Side waste** – ‘no side waste’ policy where AWC service provided approved by Exec Board in Oct 2013. Elsewhere, side waste discouraged (other than dry recyclables in clear sacks next to green bin), and where persistently left, action will be taken involving guidance and support, and, as a last resort, enforcement where becomes a source of nuisance. Exceptions made post-Christmas, New Year and periods of service disruption; This policy supports the drive to develop good waste habits, as by increasing the number of recycling collections residents are now required to manage their waste correctly between the recycling and residual waste bins provided.
- **Presentation/missed bins** – residents must present bins as per policy to be assured of collection. Service priority to minimise missed bins. No recovery for individual misses due to deployment costs. For whole areas missed (e.g. whole street), the Service aims to recover within two working days, so bins should be left out for this period. In those instances where unfortunately there have been consecutive missed collections for a particular recycling or waste stream, a bespoke response will be instigated, whilst the ongoing issue is investigated, to ensure that the customer receives a regular and reliable collection service.
- **Assisted collections** – provided subject to application to demonstrate eligibility. Aimed at residents who are disabled, frail, or otherwise physically unable to wheel their bin out to the kerbside, and where there is no able-bodied person over 16 years of age living at the property;
- **Bulky waste collections** – proposal to limit collections to three per household per year, and four items per collection. Only 8% of households use the service. Of this number, only 3% use more than three times a year (equivalent to 0.2% of households). Garden waste will not be collected by bulky collection service where brown bin service provided, as garden waste collection service is intended primarily to divert waste from black bins, not to increase overall levels of waste to be collected. Home composting and HWSS are recommended for excess garden waste. Residual waste which can be disposed of through the standard black bin collection service will not be collected by the bulky waste collection service since adequate capacity already provided through normal service.

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Report of Head of Scrutiny and Member Development

Report to Safer and Stronger Communities Scrutiny Board

Date: 13th January 2014

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 18th December 2013.

Recommendations

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

Background papers¹

4. None used

¹ 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
Tackling Domestic Violence and Abuse			Scoping terms of reference WG - 20/08/13 @ 10 am
Alternate weekly collections of recyclable and residual waste – phase 1 evaluation		Session 1 - progress update WG – 24/07/13 @ 2pm	Session 2 – analysis of evaluation findings WG – 29/08/13 @ 1 pm
Briefings			
Crime and Disorder Committee work.	Crime and Disorder Scrutiny in Leeds SB 10/06/13 @ 10 am		
Budget & Policy Framework Plans			
Recommendation Tracking		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	
Performance Monitoring	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
Tackling Domestic Violence and Abuse	Agree terms of reference for review SB 09/09/13 @ 10 am	Session 1 of the review WG 30/10/13 @ 11.30 am	Session 2 of the review WG – 25/11/13 @ 11.30 am
Alternate weekly collections of recyclable and residual waste – phase 1 evaluation		Summary report of the Board SB 21/10/13 @ 10 am	
Briefings			
Crime and Disorder Committee work.	Tackling Illegal Money Lending SB 09/09/13 @ 10 am		Progress Review: WY Police and Crime Plan. Scrutiny response to the consultation. SB 11/11/13 @ 10 am The role, number and targeting of PCSOs in Leeds WG 26/11/13 @ 12.30 pm
Budget & Policy Framework Plans			
Recommendation Tracking	Strategic 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	
Performance Monitoring	Overview of performance indicators relevant to the Board's portfolio. WG – 25/09/13 @ 11 am		Performance Management Report SB 11/11/13 @ 10 am

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

WG – Working Group Meeting

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
Tackling Domestic Violence and Abuse	Session 3 of the review – visit to Women’s Health Matters – 04/12/13 Session 4 of the review WG 10/12/13 @ 10.30 am	Session 4 (part 2) of the review WG 21/01/14 @ 12 pm	Session 5 & 6 of the review -TBC
Bulky Waste Collection Service	Bulky Waste Collection Service Policy SB 09/12/13 @ 10 am	Bulky Waste Collection Service Policy - continued SB 13/01/14 @ 10 am	
Determining appropriate waste collection options for non-AWC areas		Initial update and scoping meeting WG 14/01/14 @ 11 am	
Briefings			New approach to area working arrangements – consultation SB 10/02/14 @ 10 am
Crime and Disorder Committee work.	Tackling Extremism SB 09/12/13 @ 10 am The role, number and targeting of PCSOs in Leeds WG – 19/12/13 @ 4 pm	Tackling Illegal Money Lending – improving communications WG - 16/01/14 @ 11.30 am	Tackling Illegal Money Lending – improving communications SB – 10/02/14 @ 10 am
Budget & Policy Framework Plans	Review of the 2014/15 Initial Budget Proposals WG – 11/12/13 @ 3 pm	Review of the 2014/15 Initial Budget Proposals SB 13/01/14 @ 10 am	
Recommendation Tracking		Recycling Review SB 13/01/14 @ 10 am	Parish and Town Council review SB 10/02/14 @ 10 am
Performance Monitoring			

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
Tackling Domestic Violence and Abuse	Session 7 of the review – TBC	Agreeing final report SB 14/4/14 @ 10 am	
Assessment of the Strategic Partnerships	To undertake an annual assessment of the relevant Partnership Boards SB 10/03/14 @ 10 am		
Briefings			
Crime and Disorder Committee work.			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Performance Management Report (Safer) SB 10/03/14 @ 10 am		

Other agreed work items to be scheduled (in order of priority):

- Development of a citywide approach to bulk fuel purchasing
- Reviewing other options for reducing or diverting waste from landfill
- Reviewing the role of the third sector within localities and exploring how links can be strengthened
- Reviewing the allocation of resources for street cleanliness in terms of delivering value for money
- Promoting localism and exploring future opportunities in delivering services underpinned by the locality design principles

EXECUTIVE BOARD

WEDNESDAY, 18TH DECEMBER, 2013

PRESENT: Councillor K Wakefield in the Chair

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

Apologies Councillor L Mulherin

129 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) Appendix A to the report entitled “Victoria Gate” referred to at Minute 143 is designated as 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 any particular person (including the authority holding that information), which if disclosed to the public would, or would be likely to, prejudice the commercial interests of that person or of the Council. The appendix sets out the considerations of Counsel and LCC Legal Services in respect of propose changes to the Development Agreement; and it is therefore deemed in the public interest not to disclose this information at this time for reasons of commercial confidentiality and proper contract procedures

b) Appendix A to the report entitled “Kirkgate Market Update and Deputation” referred to in Minute 145 is exempt under Access to Information Rule 10.4 (3) of Schedule 12A(3) of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The appendix includes information provided to enable the Council to consider the commercial viability and funding options for the development of the George Street shops, and it is considered that the public interest in maintaining the exemption in relation to this exempt appendix outweighs the public interest in disclosing the information by reason of the fact that it contains information and financial details which, if disclosed would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

130 Late Items

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd January, 2014

No formal late items of business were added to the agenda

131 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared to the meeting, however:-

In relation to the item entitled, 'Consultation Outcomes on Local Council Tax Support Schemes', Councillor A Carter drew the Board's attention to the fact that a close relative was in receipt of the benefits referred to in the report (minute 140 refers)

In relation to Part A of agenda item 25 "Consultation outcomes on School Places Expansion for 2015", Councillor A Carter drew the Board's attention to his position as a Governor of Calverley Church of England Primary School referred to in the report (Minute No. 153 refers).

132 Minutes

RESOLVED – That the minutes of the previous meeting held 6th November 2013 be agreed as a correct record

133 Matters Arising

Minute 119 Armed Forces Update – The Board noted the intention for a Member Management Committee to be held at the earliest opportunity to deal with appointments to the member advisory group for the development of future Armed Forces Day events

Minute 124 Bridgewater Place – the Director of City Development provided an update in respect of progress being made by the owners of Bridgewater Place to develop a comprehensive wind mitigation scheme and the likely timetable for submission of the relevant planning applications. The Board also received information on the closure of roads to vehicles adjacent to Bridgewater Place implemented recently due to high winds and an accident involving a pedestrian

ENVIRONMENT

134 Impact of the Eco Changes on Wrap Up Leeds

The Director of Environment and Housing submitted a report providing an update on the Government's proposed amendments to Energy Company Obligation (ECO) and outlining the consequences for the Council's planned and future domestic energy efficiency programmes.

The report detailed the background to the Council's commitment to lead a Leeds City Region wide procurement worth at least £60m to secure a long term Green Deal and ECO partner from mid-2014 and outlined the major changes to the way ECO will operate announced in the Chancellor's Autumn Statement 2013.

In presenting the report, the Executive Member for the Environment highlighted the anticipated period of low activity in the solid wall insulation sector as utilities developed their new ECO strategies; however reiterated the

Council's commitment to making Wrap Up Leeds ECO and the longer term Leeds City Region programmes a success in order to help cut bills, reduce carbon emissions and make sure people can afford to keep warm.

A Member comment in respect of the impact of scaling back solid wall proposals on Leeds' unique housing stock was noted, along with the offer of cross party support for the proposal to lobby the DECC in this respect. The Chairs suggestion that a letter be sent to the DECC to emphasise the Board's concerns over the ECO changes was broadly supported.

RESOLVED -

- a) That the increased bid to DECC's Green Deal Communities fund be authorised
- b) That approval be given to work with Core Cities colleagues to lobby DECC for a greater future role in delivery of domestic energy efficiency programmes.
- c) That a letter be sent on behalf of the leaders of all political parties represented on the Board to the DECC expressing concern over the impact of the change of the ECO arrangements on the delivery of solid wall insulation, particularly in view of the unique housing stock in Leeds

LEISURE AND SKILLS

135 Tour de France 2014 - Progress Report

Further to minute 32 of the Executive Board meeting held 17th July 2013, the Director of City Development submitted a further report providing an update on progress made in planning for Stages 1-3 of the Tour de France 2014, as well as event planning specifically for the Grand Depart. Additionally the report provided information on the establishment of the "TdFHUB2014Ltd" company, to oversee the delivery of the first three stages of the 2014 Tour de France in partnership with local authorities on the route to deliver a safe spectator experience and to manage the Government funding for the event.

In presenting the report, the Executive Member for Leisure and Skills highlighted the challenges ahead in terms of delivering the event and the importance of ensuring effective communication to residents and businesses along the route

RESOLVED

- a) To endorse the proposals enclosed in this report, and to request a further report in April 2014, which will again provide an update on progress and readiness for delivering the event in July 2014
- b) To champion this event in Elected Members' respective areas, encouraging schools, businesses and communities to maximise the opportunities given by the Tour.

ADULT SOCIAL CARE

136 Request for Authority to spend additional funds relating to the Replacement of Rothwell Fulfilling Lives Building

Further to minute 143 of the meeting held 12th December 2012, the Director of Adult Social Services submitted a report providing an update on the progress

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd January, 2014

made in building a new, state of the art facility for people with profound learning disabilities and seeking the necessary Authority to Spend up to the revised total of £2,421,000 for completion of the works. The revised funding was required to cover the increased costs relating to the rebuilding of the Rothwell Fulfilling Lives Centre (west building) on Holmsley Lane in Woodlesford. Additionally, the report set out a request to approve the transfer of £396,000 from within the existing Capital Programme on scheme 16771 ASC Community Capacity Grant into the learning disability capital programme to cover these increased costs.

In presenting the report, the Executive Member for Adult Social Care reiterated that the scheme had been devised following extensive consultation with service users. Comments made in respect of the additional funding now sought and the reasons for the request were noted

RESOLVED

- a) To note that this project will provide some of Leeds's most vulnerable and profoundly disabled citizens with a state of the art facility where they can enjoy daytime opportunities in a safe and stimulating environment.
- b) To note the on-going support and enthusiasm for the project from customers, their families and carers, together with their eagerness to see it brought to fruition.
- c) To note the intention to encourage and enable wider community use of the building and its facilities (as detailed in paragraph 8 of the submitted report)
- d) To note the increase in costs associated with the scheme to replace the now demolished Rothwell Fulfilling Lives (west) building with a new build facility on the same site and the steps taken subsequently to reduce this increase (as detailed in paragraph 6 of the submitted report).
- e) To approve the transfer of £396,000 from within the uncommitted element of the existing Capital Programme on scheme 16771 ASC Community Capacity Grant into the learning disability capital programme to cover these increased costs (as detailed in paragraph 7 of the submitted report).
- f) To approve a further Authority to Spend for this scheme up to a total of £2,421,000 which is an increase of £396,000 on the amount approved in December 2012.
- g) To note that:
 - Subject to the necessary approvals, the aim is to award the contract in January 2014. Once the contract is awarded, work should begin on site within a few weeks of that date. The new centre will open in the autumn of 2014.
 - The Head of Service for Learning Disability will oversee the final delivery of this project.

LEADER'S PORTFOLIO

137 Initial Budget Proposals for 2014/2015

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd January, 2014

The Deputy Chief Executive submitted a report setting out the Initial Budget Proposals for 2014/15 in accordance with the Council's constitution which requires the Executive to publish initial budget proposals two months prior to adoption by full Council - scheduled for the 26th February 2014. The Budget proposals were provided within the context of the Medium Term Financial Strategy for the period 2014/15-2015/16; and anticipated further significant reductions in the level of funding available to the authority.

The Deputy Chief Executive reported receipt of the provisional Local Government Finance Settlement 2014/15 just prior to the meeting and indicated that a briefing would be provided to Members as soon as possible.

Discussions emphasised the following as being key considerations for the future:

- consideration of the base line departmental budgets for 2015/16
- a robust assessment of; and consultation on; the services the authority could reasonably be expected to continue to deliver
- the need to recognise that a flexible approach to operate/deliver services in partnership with other Bodies/Authorities was required

The report highlighted that, subject to the approval of the Executive Board, the initial Budget proposals would be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the meeting of Executive Board on the 14th February 2014. The proposals would also be made available to other stakeholders as part of a wider and continuing process of consultation.

RESOLVED –

- a) That the contents of the report be agreed as the initial budget proposals
- b) That the initial budget proposals be submitted to Scrutiny and be used as a basis for wider consultation with stakeholders.

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

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

138 Financial Health Monitoring 2013/14 - Month 7

The Deputy Chief Executive submitted a report sets out for the Board the Council's projected financial health position for 2013/14 after seven months of the financial year

RESOLVED - To note the projected financial position of the authority after seven months of the financial year 2013/14.

139 Citizens@Leeds: Developing A New Approach to Poverty and Deprivation

Draft minutes to be approved at the meeting to be held on Wednesday, 22nd January, 2014

Further to minute 118 of the meeting held 6th November 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report outlining the action being taken to tackle poverty and deprivation across the city and seeking approval to implement a range of new initiatives. The report specifically sought endorsement of the “helping people into work” proposition and agreement to a range of specific actions and initiatives proposed as part of the Citizens@Leeds developments, building on the good work of the Council’s Employment and Skills service and the work of partners.

The Board considered the use of indicators to measure the success of the initiatives outlined in the report, identifying the following issues as appropriate:

- The take-up of apprenticeships;
- Tackling fuel poverty
- Reducing dependency on high cost money lenders and food banks.

Additionally, the Board commented on the positive impact of local authority involvement on such issues, noting Leeds’ success in increasing the numbers of young people accessing employment following the devolution of the youth contract to local authorities

RESOLVED -

- a) That the “helping people into work” proposition as detailed at appendix 1 of the submitted report be endorsed,
- b) That the areas of focus summarised in paragraph 3.5.5, and actions and initiatives detailed in paragraph 3.5.6 of the submitted report be agreed in order to support the implementation of the helping people into work proposition,
- c) That the Assistant Chief Executive (Citizens and Communities), working with other Directors and partners, be authorised to take forward the agreed actions.

140 Consultation Outcomes on Local Council Tax Support Scheme for 2014/2015

The Assistant Chief Executive (Citizens and Communities) submitted a report providing information to enable the Executive Board to recommend a local Council Tax Support scheme for adoption by Full Council by 31st January 2014. The report set out Scheme options that reflected both the consultation feedback and the budget position facing the Council.

Additionally, the report highlighted that the requirement to adopt a local scheme by 31st January 2014 was contained within the Local Government Finance Act 2012 and failure to adopt a revised scheme by 31st January 2014 would see the 2013/14 scheme adopted by default.

In presenting the report, the Chair highlighted that Leeds was one of only a few Local Authorities who had invested more resources into the scheme than the amount provided by Government in the settlement.

RESOLVED -

- a) That the information contained within the submitted report be noted and that the Board recommends for adoption by Full Council a local Council Tax Support scheme that:

- i. Continues the scheme of protection for vulnerable groups as set out in para 3.7 a) and b) of the submitted report;
- ii. Continues the current local scheme of disregarding in full Armed Forces Compensation Payments;
- iii. Maintains spend at 13/14 budgeted levels; and
- iv. That, in order to do this, puts in place a scheme for the remaining working age customers that would see a Council Tax Support scheme with a reduction of up to 26% in support that reflects the possibility of a Council Tax increase in 2014/15.

b) That, if Full Council in January 2014 decides to adopt a revised scheme, the decision will be implemented by the Chief Officer (Welfare and Benefits) and will take effect from 1st April 2014. The implementation will commence in the first week of March 2014 as part of the annual billing process.

141 Late Night Levy

Further to minute 70 of the Executive Board meeting held 4th September 2013, where the Board considered the design of a potential levy; the recommendation from Licensing Committee to consult with those affected and requested further work be undertaken in conjunction with the relevant Scrutiny Board, the Assistant Chief Executive (Citizens and Communities) presented a report from Scrutiny Board (Resources and Council Services) on the Late Night Levy. The report set out the recommendations from Scrutiny Board for consideration, with a full copy of the Scrutiny Report included at Appendix A.

The Chair of Scrutiny Board (Resources and Council Services) made a short presentation to the Board and highlighted the Scrutiny Boards' concerns over the impact that such a levy could have on licensed premises located outside the city centre. Members welcomed the findings of the Scrutiny Board.

RESOLVED – That, having considered the report from Scrutiny Board (Resources and Council Services);

- a) The conclusions and recommendations made by Scrutiny Board be supported;
- b) Agree that should a city centre business improvement district not be progressed, or if existing voluntary initiatives are not further developed and enhanced, the issue of a Late Night Levy could be re-considered at some time in the future;
- c) That the matter be referred back to Licensing Committee to reconsider their former decision to consult upon the late night levy.
- d) To note that the officer responsible for implementing these decisions is the Head of Licensing and Registration and that a report can be prepared for the Licensing Committee meeting in January 2014

HEALTH AND WELLBEING

142 Director of Public Health Annual Report 2013

The Director of Public Health submitted a report presenting a summary of the background, content and key issues from the Director of Public Health's Annual Report 2013. A copy of the full Annual Report was included within the

agenda. Under the Health & Social Care Act 2012, the Director of Public Health has a duty to produce an Annual Report on the health of the population.

In presenting the report, the Director of Public Health highlighted that protecting the health of the population continued to be an important component of public health and therefore had become a new responsibility for councillors; using the 1877 Annual Report as a comparison this year's report focused on infectious disease, air quality, infant mortality and the role of school nursing in protecting children's health – covering progress and future challenges.

The Board commended the work undertaken across several service areas in preparation of the Annual Report and requested that the report also be referred to the Children's Trust Board for consideration

RESOLVED -

- a) That the contents of the report be noted
- b) That the recommendations, including the proposal to create a Health Protection Board under the Leeds Health & Well Being Board, be supported
- c) To recommend that the report is received by the Scrutiny Board (Health and Well-being and Adult Social Care) and also by the Leeds Children's Trust Board for consideration.

DEVELOPMENT AND THE ECONOMY

143 Victoria Gate: Progress and Next Steps

The Director of City Development submitted a report providing an update on the positive progress that is being made in bringing the Victoria Gate development forward, noting the scheme had the potential, along with the Trinity development; to bring Leeds up to 3rd in the retail rankings.

The report highlighted that, in moving forward with the scheme and to enable its delivery, there was a requirement to revise the terms of the existing Development Agreement and the Compulsory Purchase Order Indemnity Agreement (CPOIA). Hammerson – the developer – had requested that specific terms (as set out in the exempt appendix A) were revised to facilitate the delivery of the project.

The Board welcomed the progress being made and following consideration of Appendix A to the submitted 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 current position of the project be noted
- b) That the changes to the existing Legal Documentation, as set out in the exempt Appendix A, be approved
- c) That the Director of City Development and the City Solicitor be authorised to aim to conclude all the documents required to amend the

existing Development Agreement and the CPO Indemnity Agreement, by the 31st December 2013, in accordance with the submitted report, and in consultation with the Executive Member for Development and the Economy to agree any further alterations that might be required in accordance with the appropriate schemes of delegation.

d) To approve that this decision be exempt from call in

(The matters referred to within this minute were designated as being exempt from Call In due to the fact that the decisions arising from this report were deemed as urgent and any delay in completing the legal agreement as soon as practically possible would have an adverse impact on the critical paths of approval for delivery of the scheme. The reasons for the urgency of these decisions were detailed within paragraph 4.5.1 of the submitted report)

144 Proposed Extension to the Hours of Pedestrianisation of the Leeds City Centre Retail Core

The Director of City Development submitted a report seeking approval to the proposal to extend the hours of pedestrianisation within the City Centre retail core to 10:30am – 7pm (rather than 8pm); seven days a week. The report also sought approval to the proposal to call a public inquiry as a step towards implementing these proposals.

Executive Board had previously supported the principle of extending the pedestrianised hours in the city centre from a current time of 10.30am – 4.30pm, to a new time of 10.30am – 8pm (minute 175 of the Executive Board meeting held 15th February 2013 refers) and requested that the formal consultation (or ‘advertising’) was carried out.

In presenting the report, the Executive Member for Development and the Economy highlighted the formal consultation undertaken with more than 300 businesses which had resulted in 14 objections. The report provided a précis of those objections and the discussions which had since taken place with all objectors.

In response to a Member query regarding the impact of the proposals on small and medium businesses and the need to maintain servicing arrangements to ensure the diverse retail offer in the city centre, officers confirmed that goods/servicing access had been identified and reassured the Board that the proposals would not prevent loading access. Additionally, officers responded to comments made in respect of recent local media coverage of the proposals.

RESOLVED – That approval be given to:

- a) Extend the hours of pedestrianisation in the city centre to 10.30am – 7pm, seven days a week;
- b) Proceed to a public inquiry in order to implement these proposals in the event of the Council not being able to secure the withdrawal of the remaining objections.
- c) Note:
 - the stages required to implement the decision as outlined in paragraphs 3.2 – 3.3 of the submitted report

- proposed timescales for implementation as outlined in 3.3 of the submitted report
- that the Chief Officer, Highways & Transportation will be responsible for implementation

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

145 Proposed Refurbishment of Kirkgate Market, Progress Update and Response to the Deputation to Council from Friends of Leeds Kirkgate Market

Further to minute 194 of the Executive Board meeting held 13th March 2013, the Director of City Development submitted a report providing an on the progress made in developing the scheme proposals for the proposed refurbishment and improvement of Kirkgate Market. The report also presented the response to the deputation made to Council on 13th November 2013 by the Friends of Kirkgate Market and also sought endorsement of the procurement process to be pursued to secure a private sector developer partner for the proposed redevelopment of the George Street frontage.

In presenting the report, the Executive Member for Development and the Economy highlighted the challenges presented through the refurbishment proposals and commented on the input made so far by the Friends of Leeds Kirkgate Market. Additionally, the Board reported on comments made by individual market traders and supported the invitation for the Friends of Leeds Kirkgate Market to enter into appropriate discussions on the future of the Market.

Following consideration of Appendix 1 to the submitted 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 content of the report be noted
- b) That the proposed approach to secure the redevelopment of the George Street frontage as set out in Option 1 detailed in the exempt Appendix 1 of the report be endorsed. If in the opinion of the Director of City Development and, with the concurrence of the Executive Member for Development and the Economy, the preferred development approach ceases to be economically viable or no longer offers best value for money to the Council then to pursue Option 4 as detailed in exempt Appendix 1 of the report;
- c) That the response to the deputation submitted to the City Council from the Friends of Leeds Kirkgate Market be noted;
- d) That the actions required to implement the decision and the proposed timescales to continue to progress the project as detailed in paragraphs 3.6 and 3.17 of the report be noted; and to note that the Market Manager and the Head of Property Services will be responsible for the implementation of the decisions.

146 **Proposals for a Management Board and Future Lease Arrangements for Kirkgate Market**

The Director of City Development submitted a report setting out the possible options for setting up a Management Board for Kirkgate Market - which is wholly owned by the Council. Additionally, the report included a recommendation to Executive Board on the most appropriate format from the options available, taking the following key matters into account:

- Available options for the Management Board allowable by the Council's Constitution
- Composition of members
- Nomination to the Board
- Future changes
- Role of the Board
- Timescale for implementation.

The report also set out the recommended range of tenancy agreements to be used at Kirkgate Indoor market going forward, for new businesses coming into the market, and for agreements with tenants relocated as a consequence of the proposed refurbishment. Finally, the report provided assurance that the new formats will not affect tenants with existing leases that are not terminated on grounds of redevelopment

In response to concerns raised by some Members over the make-up and membership of the proposed Management Board, the Executive Member for Development and the Economy, outlined the potential to devolve some decision making responsibilities to the Management Board once the Board was properly established

RESOLVED - To note the contents of this report and:

- a) In respect of the Management Board:
 - i. To approve the establishment of an Advisory Board as set out in Section **3.1 (Option 3)** of the submitted report;
 - ii. To note the stages required to implement the decision as outlined in Section **3.2** of the submitted report;
 - iii. To note the proposed timescales for implementation as outlined in Section **5.1** of the submitted report;
 - iv. To note the responsibility for implementation will be delegated to the Director of City Development in consultation with the Executive Member for Development and Economy.
- b) In respect of the new lease agreements:
 - i. To approve the introduction of a range of standard leases and tenancy agreements as set out in Section 6.4 of the submitted report, to be offered to existing stall holders affected by the proposed works to the refurbished Kirkgate Market and to new traders wanting a stall in Kirkgate Market.
 - ii. To note the proposed timescale to implement the decision and that the Markets Manager and the City Solicitor will be responsible for implementation of the decision.

147 **Cycle City Ambition Grant - Highway to Health**

The Directors of Public Health and City Development submitted a joint report providing an update on the progress in developing the Cycle City Ambition Grant – Highway to Health, and also outlining how the programme will be delivered via seven work streams with Leeds City Council leading on three.

In presenting the report the Director of City Development discussed a concern raised regarding the joint use of towpaths by both cyclists and pedestrians and the need to ensure the safety of all users of the route. Officers confirmed that the design and construction of the towpath would be undertaken by the Canals and Rivers Trust to their own specification, and that the towpath would be widened at some points. Additionally, in response to concerns regarding the proximity of the route to small and medium businesses, officer reported that efforts would be made to minimise the loss of on street parking to facilitate the route.

RESOLVED –

- a) That the contents of the report be noted
- b) That the success of the Cycle City Ambition Grant bid - ‘Highway to Health’, and the £18.1m grant from the Department for Transport as part of the overall programme of £29.2m, be noted;
- c) That the programme delivery arrangements be supported, through 7 separate work-streams, in partnership with the West Yorkshire Integrated Transport Authority and the City of Bradford Metropolitan District Council with three of these work-streams being led by Leeds City Council;
- d) That a further report be presented to Executive Board, to detail the contracting arrangements, provide detailed estimates and seek authority to spend
- e) And to note:
 - the proposed timescales for implementing the project as outlined in section 3.3 of the submitted report
 - the stages required to implement the decision as outlined in sections 3.4 to 3.6 of the submitted report
 - that the Head of Transport Policy will be responsible for implementation

148 Broadband Update and approval of the Super Connected Cities Programme

The Deputy Chief Executive and Director of City Development submitted a joint report providing an update on the progress and issues arising with broadband investment projects and seeking approval to proceed with the Super Connected Cities (SCC) project on the basis of the main part of the project being a business voucher scheme, not an infrastructure scheme. Additionally, approval was sought for the proposed governance and risk management approach. Finally, the report sought agreement to proceed with recommendations to adopt a coherent approach to broadband investment.

The report highlighted the initiatives the Council had been working on to bring access to fast reliable broadband as an essential prerequisite for future economic growth. This work resulted in two partnership projects. Firstly with

the West Yorkshire Local Broadband Plan (WYLBP) - a joint project with West Yorkshire Local Authorities and Central Government (as detailed in Appendix A of the report) to deliver superfast broadband across West Yorkshire..

Secondly, a joint programme with Bradford which planned originally to deliver ultrafast open access broadband infrastructure across the Leeds Bradford corridor. Due to considerable state aid issues the main element of this project is now a voucher scheme to SME businesses

RESOLVED -

- a) That approval be given to the delivery of the Super Connected City programme by Leeds City Council on behalf of the partnership subject to the signing of a partnership agreement between Leeds and Bradford councils which sets out the responsibilities of both parties.
- b) That expenditure of £12.87m for the delivery of the Super Connected Cities programme in Leeds and Bradford, allocated as £6.5105m for Leeds and £6.3595m for Bradford, 100% funded through BDUK, be noted
- c) That approval be given to the injection of; and authority be given to spend; £6.5105m of external funding into the capital programme (scheme reference 16662SCCCOM); subject to confirmation of funding from BDUK and a partnership agreement with Bradford Council. The remaining funds will be held for Bradford metropolitan district related expenditure.
- d) That authority be delegated to the Director of City Development, in consultation with the Executive Member for Development and the Economy, to take all actions required to deliver the Super Connected City programme. This includes;
 - approving individual schemes within the programme,
 - entering into a funding agreement on behalf of Leeds and Bradford councils with BDUK and any variations thereto,
 - entering into a partnership agreement with Bradford council which sets out the responsibilities of both parties
 - approving all other documentation required including grant, development and other agreements with third parties
 - establishing a fixed term temporary staffing structure to support the delivery of the programme.
- e) That the development of a coherent approach to addressing broadband issues across Leeds and West Yorkshire, to encompass communications with the public and businesses, be endorsed. This should include efforts to stimulate demand for broadband related services and to work with other council priorities as appropriate.
- f) To continue to lobby Government and infrastructure providers to deliver improved broadband infrastructure across the metropolitan district. The priority for the Council is to improve connectivity in the city centre and SCC Priority Zone.
- g) And to note:
 - The stages required to implement the decision as outlined in Appendix D of the submitted report;
 - Proposed timescales for implementation as outlined in Appendix D;

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to be held on Wednesday, 22nd January, 2014

- That the Head of Business Support will be responsible for implementation.

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

149 Housing Related Support Programme - Annual Report

The Director of Environment and Neighbourhoods submitted a report providing an overview of the 2012/13 Housing Related Support programme and highlighting key service changes, achievements and opportunities and challenges moving forward.

The report outlined the positive impact the Leeds Housing Related Support (HRS) Programme, (previously known as the Supporting People (SP) programme) had across Leeds since 2003. The primary aim of the programme was to support vulnerable people, including those who are homeless, to achieve and sustain independent living. The programme also contributed to the delivery of wider outcomes for the Council and its partners including those related to community safety, health and well-being, poverty and debt, social inclusion and employment and training. This not only maximised the sustainability of positive outcomes for clients, but also delivered significant added value for other public sector services such as housing, health, police, probation and employment and skills.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services, highlighted the significant changes for the Programme during 2012/13 in terms of service reviews and re-modelling in response to central government budgetary reductions. The Board welcomed the information provided in respect of the on-going service improvements focussing on the clients, including developing more integrated services, flexibility and responsiveness within the programme, strengthening partnership working and integrated pathways for clients.

RESOLVED – That the contents of the report be noted and that in future, an Annual Report on the Housing Related Support programme be submitted to Executive Board.

150 Planning Policy for Affordable Housing

The Director of City Development submitted a report on the outcome of the Core Strategy Examination in relation to Leeds' affordable housing policy and sought approval to a proposed modification to the Core Strategy in order to incorporate the affordable housing targets and thresholds in response to comments received from the Inspector.

The report outlined how the Council's submission Core Strategy, as part of the Local Development Framework, had been the subject of Independent Examination, with the main block of Hearing sessions being held in October 2013. Core Strategy Policy H5 set out the approach to affordable housing, which currently advocated the use of a Supplementary Planning Document (SPD) to set thresholds and targets for the delivery of affordable housing. The Council had argued at Examination that this approach was consistent with the

regulations that govern the use of SPD and would enable the Council to respond to changes in market conditions in a timely way.

The Inspectors response to this approach was included as Appendix 2 of the report and concluded that the use of an SPD for setting affordable housing thresholds and targets was inappropriate. The Inspector had recommended that thresholds and targets for affordable housing be incorporated within the Core Strategy.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services indicated that one further revision may be required in respect of the Scholes affordable housing boundary, in consultation with local ward Councillors

RESOLVED – That, subject to a further review (and amendment if necessary) of the Scholes affordable housing boundary,

- a) That the overall approach to the revised affordable housing targets and thresholds in Core Strategy Policy H5 as set out in Paragraph. 3.2 and as amended in Appendix 3 of the submitted report be approved, and that the Chief Planning Officer be authorised to take such steps as are necessary to pursue this modification to the submitted Core Strategy as part of the formal examination;
- b) To note:
 - the stages required to implement the decision as outlined in paragraph 3.6 of the submitted report
 - proposed timescales for implementation as outlined in paragraph 3.6
 - that the Head of Forward Planning and Implementation will be responsible for implementation following formal adoption of the plan.

(The matters referred to within this minute were designated as being exempt from Call In due to the fact that it was necessary for the decision to be exempt in order to allow publication of the modifications as part of the Core Strategy timetable. The reasons for the urgency of the decisions were detailed within paragraph 4.5.1 to 4.6 of the submitted report)

151 Citizens@Leeds: Responsive to the Needs of Local Communities

Further to minute 139 of the meeting held 12TH December 2012, the Assistant Chief Executive Citizens and Communities presented a outlining the findings of the Area Working review. The report sought endorsement of the Citizens@Leeds proposition of being responsive to local communities and included specific proposals for a new approach to local democratic engagement and decision making to be adopted, subject to consultation and discussion, before new arrangements were implemented for the 2014/15 municipal year.

Appendix 1 detailed the proposition around the need to be responsive to local communities, building on recent work to improve Leeds' locality working arrangements. The proposition included proposals to develop a new approach to build on the work of Area Committees, to improve local democratic leadership of local areas, as well as provide a more meaningful way of involving local people in decisions that affect their local neighbourhoods

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd January, 2014

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services, referred to the work done by the Area Chairs forum to consider how the Council could be more responsive to local communities and identified the intention to create a new locality working approach; built on the development of Community Committees to replace the current Area Committee structure and the introduction of a new community engagement model to support the Community Committees in their decision making responsibilities.

Members' comments on the skills required for implementation of the new structure were noted.

Additionally, the Board noted the particular success of the delivery of LCC Environmental Services following the devolvement of this service to the Area Committees and suggested that this be seen as a template for future locality working.

RESOLVED –

- a) That the “responsive to the needs of local communities” proposition as detailed at Appendix 1 of the submitted report be endorsed;
- b) That the principles identified at paragraphs 3.10 and 3.11 of the report be agreed and the Assistant Chief Executive (Citizens and Communities) be authorised to consult on the community committee and community engagement proposals, prior to final arrangements being brought back to Executive Board in May 2014 for approval

CHILDREN'S SERVICES

152 Improving Outcomes for Children with Behaviour, Emotional and Social Difficulties (BESD): Outcome of Statutory Notice on Proposals for the Expansion of Behaviour, Emotional and Social Difficulties (BESD) Provision from January 2014

Further to minute 85 of the meeting held 4th September 2013, the Director of Children's Services submitted a further report on proposals brought forward to meet the local authority's duty to ensure sufficiency of school places for children with a statement of special educational needs which names behaviour, emotional and social difficulties (BESD) as the principle need. The report detailed the outcome of statutory notices in relation to the expansion of BESD provision for primary and secondary age pupils across the city for January 2014, and sought a final decision on the proposals.

In presenting the report the Executive Member for Children's Services highlighted the work undertaken to provide the best opportunities for this particular cohort of young people

RESOLVED

- a) That approval be given to the linked proposals to:
 - raise the age range of Elmete Wood – BESD SILC (Behaviour, Emotional, Social Difficulties Specialist Learning Centre), Elmete Lane, Leeds, West Yorkshire, LS8 2LJ from 5 to 11 to 11 to 16 and to expand the capacity of the

provision from 150 to 200 places with the expansion of the school's remit to allow it to offer learning to children without a statement, in the manner of a PRU, with effect from January 2014. The school will operate from additional sites at:

Stonegate Road Centre, Stonegate Road, Stonegate Road, Leeds, LS6 4QJ

The Burley Park Centre, Cardigan Lane, Leeds, LS4 2LE

The Hunslet Gate Centre, Sussex Gardens, Leeds, LS10 2LA, and

The Tinshill Centre, Woodnook Drive, Tinshill, LS16 6NE, and

- expand the capacity of the West Oaks SEN Specialist School and College – Oakwood Lane site BESD (Behaviour, Emotional, Social Difficulties) provision, Oakwood Lane, Leeds, West Yorkshire, LS8 3L from a capacity of 30 pupils aged 4 to 11 to 40 pupils aged 4 to 11 with the expansion of the school's remit to allow it to offer learning to children without a statement, in the manner of a PRU, with effect from January 2014. No new or additional site is required for these changes. The school will make use of its existing premises.

b) To note the implementation date is 1st January 2014 and that the responsible officer is the Head of the Virtual College.

(The matters referred to within this minute were designated as being exempt from Call In due to the critical nature of the date by which a decision must be confirmed following the end of the statutory notice period. The reasons for the urgency of the decisions were detailed within paragraphs 4.5.2 and 4.5.3 of the submitted report)

153 Consultation outcomes on school place expansions for 2015

The Director of Children's Services submitted a report setting out proposals brought forward to meet the local authority's duty to ensure sufficiency of school places. The report was divided into four parts and dealt with the following matters:

Part A – sought permission to publish a statutory notice in relation to the expansion of Calverley C of E Primary School.

Part B – sought permission to publish a statutory notice in relation to a proposal to open a specialist provision at Moor Allerton Hall Primary School for pupils who are deaf and hearing impaired from September 2014.

Part C – sought permission to publish a statutory notice to expand Broomfield South SILC and West Oaks SEN Specialist School and College.

Part D - described the outcome of a Statutory Notice in relation to expanding primary provision in Pudsey and sought a final decision on that proposal.

RESOLVED

a) That in respect of **Part A**

- 1) To approve the publication of a statutory notice to expand Calverley C of E Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2015.

- 2) To note the officer responsible for implementation is the Capacity, Planning and Sufficiency Lead.
- 3) To note that a further report detailing the outcome of consultation in Farsley will be taken to January's Executive Board.

b) That in respect of **Part B**

- 1) To approve the publication of a statutory notice to open a specialist provision at Moor Allerton Hall Primary School for pupils who are deaf and hearing impaired from September 2014.
- 2) To note the officer responsible for implementation is the Sensory Service Lead.

c) That in respect of **Part C**

- 1) To approve the publication of a statutory notice to expand the Broomfield South SILC from a capacity of 200 to 250 pupils with effect from September 2015 using a site adjacent to the school, Broom Court (Broom Place, Leeds, LS10 3JP).
- 2) To approve the publication of a statutory notice to expand the West Oaks SEN Specialist School and College from a capacity of 200 to 350 pupils with effect from September 2015 by the creation of an additional site for 150 children and young people aged 2 to 16 on the former Blenheim Centre (Crowther Place, Leeds, West Yorkshire).
- 3) To note the officer responsible for implementation is the Best Practice Development Officer.

That in respect of **Part D**

- 1) To approve the expansion of Pudsey Primrose Hill Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2015.
- 2) To note the officer responsible for implementation is the Capacity, Planning and Sufficiency Lead.

DATE OF PUBLICATION: 20th DECEMBER 2013

LAST DATE FOR CALL IN

OF ELIGIBLE DECISIONS: MONDAY 6TH JANUARY 2014 at 5.00 pm

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Tuesday 7th January 2014)