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## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

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

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

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### MEMBERSHIP

#### Councillors

- B Anderson (Chair) - Adel and Wharfedale;  
J Bentley - Weetwood;  
A Blackburn - Farnley and Wortley;  
J Dunn - Ardsley and Robin Hood;  
R Grahame - Burmantofts and Richmond Hill;  
M Harland - Kippax and Methley;  
P Harrand - Alwoodley;  
J Jarosz - Pudsey;  
K Ritchie - Bramley and Stanningley;  
M Robinson - Harewood;  
B Urry - Roundhay;  
N Walshaw - Headingley;

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

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**Agenda compiled by:**  
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**Scrutiny Unit**  
**Civic Hall**  
**LEEDS LS1 1UR**  
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**Principal Scrutiny Adviser:**  
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# A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 15 SEPTEMBER 2014</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 15 September 2014.</p>	1 - 6
7			<p><b>TACKLING ILLEGAL MONEY LENDING - RECOMMENDATION TRACKING</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting an update on progress made in responding to the recommendations arising from the Scrutiny review aimed at tackling illegal money lending in Leeds.</p>	7 - 16
8			<p><b>BEST COUNCIL PLAN SCORECARD</b></p> <p>To receive a report from the Deputy Chief Executive, Director of Environment and Housing and Assistant Chief Executive (Citizens and Communities) on the Best Council Plan Scorecard and priorities relevant to the Board.</p>	17 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p><b>WASTE MANAGEMENT - DRAFT TERMS OF REFERENCE FOR FORTHCOMING SCRUTINY INQUIRIES</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting draft terms of reference for forthcoming scrutiny inquiries linked to waste management issues.</p> <p>(Report to follow)</p>	
10			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	27 - 48
11			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday, 10 November 2014 at 10.00 am in the Civic Hall, Leeds</p> <p>(Pre-meeting for Board Members at 9.30 am)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> <li>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</li> <li>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</li> </ul>	

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## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

**MONDAY, 15TH SEPTEMBER, 2014**

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

Councillors J Bentley, A Blackburn, J Dunn,  
R Grahame, M Harland, P Harrand,  
K Ritchie, M Robinson, E Taylor, B Urry  
and N Walshaw

### **21 Late Items**

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept the following supplementary information:

- Appendix 1 and 2 of the report from the Head of Scrutiny and Member Development presenting draft terms of reference for forthcoming Scrutiny inquiries (Minute no. 28 refers)

The above documents were not available at the time of agenda despatch, but were subsequently made available on the Council's website.

### **22 Declarations of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared to the meeting. In relation to item 7 'Request for Scrutiny', Councillor Harland brought it to the Board's attention that she is Chair of the Peckfield Liaison Committee.

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

Apologies for absence were submitted on behalf of Councillor J Jarosz, with Councillor E Taylor in attendance as substitute.

### **24 Minutes - 28 July 2014**

Further to Minute no. 16 'Refreshed West Yorkshire Police and Crime Plan and draft Safer Leeds Strategy 2014-2015', the Chair confirmed that the performance information requested from the Office of the Police and Crime Commissioner had been circulated to Board Members. The Board agreed to invite the Commissioner back to the Scrutiny Board in February 2015.

Further to Minute no. 19 'Work Schedule', the Chair explained that comments from Scrutiny on the Leeds Housing Standard had been agreed following the working group meeting on 28<sup>th</sup> August 2014 and were incorporated into the Director's report to the Executive Board for its

Draft minutes to be approved at the meeting  
to be held on Monday, 13th October, 2014

meeting on 17<sup>th</sup> September 2014. A copy of this report had been circulated to Board Members for information.

**RESOLVED** – That the minutes of the meeting held on 28<sup>th</sup> July 2014 be confirmed as a correct record.

## **25 Request for Scrutiny**

The report of the Head of Scrutiny and Member Development presented a request for Scrutiny from a member of the public, Mrs Carolyn Walker, in relation to the Peckfield Landfill Site near Micklefield. Mrs Walker had requested that the Scrutiny Board considers the ongoing issues linked to the operation of this site and the role of the Council and Environment Agency in this regard.

Attached to the report was a briefing paper from the Environment Agency summarising the regulatory work undertaken at the Peckfield Landfill Site over the last 12 months. Also attached was a copy of a community newsletter from the Environment Agency entitled 'Keeping you informed' and dated July 2014.

The following were in attendance for this item:

- Carolyn Walker, Originator of request
- Christine Boothroyd, Micklefield resident
- Councillor Mark Dobson, Executive Member for Cleaner, Stronger and Safer Communities
- Susan Upton, Chief Officer, Waste Management
- Catherine Saxon, Area Environment Manager, Environment Agency
- Robin Bispham, Regulatory Officer, Environment Agency
- Max Rathmell, Minerals, Waste & Contaminated Land Manager
- Louise White, Senior Minerals Planner

The Chair invited Mrs Walker to briefly outline the reasons for her request. In doing so, Mrs Walker also introduced another local resident, Christine Boothroyd, who has been on the local landfill liaison group for over 10 years.

The following key points were made by Mrs Walker:

- The Peckfield Landfill Site is in close proximity to the village of Micklefield and has been operating since 1992. Problems associated with the site have been ongoing for years, with a series of differently named operators being issued with licence breach notices on a regular basis.
- Mrs Walker explained that many of the complaints have related to odour, litter escape from the site, leachate, insufficient cover on waste at close of business and failure to capture gas. In relation to odour, it was also highlighted that residents have noticed high levels of odour at night and weekends when the site is not operating.
- Reference was made to data requested by local residents in relation to the number of compliance assessment reports issued by the Environment



Agency in relation to this site since 2008, with a high of 63 being issued in 2013.

- Acknowledgement was given to the significant level of work undertaken by the Environment Agency, in conjunction with the Council, over the last 12 months, including a 'Day of Action' dedicated to addressing the issues linked to this site.
- Whilst acknowledging that such rigorous monitoring had led to improvements with the site, concern was raised that this has begun to deteriorate again.
- Reference was made to the Health Protection Agency document 'Impact on Health of Emissions from Landfill Sites' published in July 2011. Whilst this document concluded there was little or no risk to health from well-managed sites, local residents had raised concerns with Public Health England about the potential health impacts surrounding this site.
- In conclusion, Mrs Walker requested that the Scrutiny Board pursue this matter further, but also took the opportunity to thank the local Ward Councillors and neighbouring Ward Councillors for their ongoing support and also the Leader of Council, the Council's Chief Executive and Director of Public Health for raising this issue with the Environment Agency.

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

- Landfill gas – the Environment Agency explained that there are a wide range of components in landfill gas dependent on the type of waste present in the landfill. Odours in landfill gas are caused primarily by hydrogen sulphide and ammonia and it was noted that the Peckfield Site had a level of hydrogen sulphide that would create an odour. It was also noted that gas odours can be more prevalent during lower temperatures.
- Communication with residents – Members noted that communications and engagement with local residents had primarily been led by the Environment Agency and not the operator.
- Regulatory monitoring – in consideration of the briefing paper from the Environment Agency, Members acknowledged the significant level of resources invested by the regulator, in conjunction with the Council, in managing this site over the last 12 months. As such, Members felt that a more proactive approach needed to be developed by the operator.
- Closure of landfill sites - Members discussed the general implications surrounding the closure of landfill sites and noted that the removal of any operating permit would prevent any further involvement of the Environment Agency and place the onus on the Council to manage the site under the Contaminated Land Regime for which there is no longer any grant provided by Defra.

In conclusion, the Scrutiny Board agreed to accept the request made by Mrs Walker and undertake a Scrutiny inquiry. The Chair explained that a working group meeting would be arranged to discuss the potential scope for this inquiry.

**RESOLVED –**

- (a) That the report and accompanying appendices be noted.
- (b) That the Scrutiny Board agrees to take forward the request for Scrutiny made by Mrs Walker and undertake an inquiry.
- (c) That a working group meeting be arranged to discuss the potential scope of the Board's inquiry.
- (d) That draft terms of reference for the inquiry are brought back to the Board's next meeting for formal agreement.

(Councillor A Blackburn arrived at 10.30 am during consideration of this item)

**26 Inquiry into tackling domestic violence and abuse - formal response**

The report of the Head of Scrutiny and Member Development presented the formal response to the Scrutiny Board's recommendations arising from its recent inquiry into tackling domestic violence and abuse.

The following were in attendance for this item:

- Neil Evans, Director of Environment and Housing
- Councillor Mark Dobson, Executive Member for Cleaner, Stronger and Safer Communities
- Councillor Judith Blake, Executive Member for Children and Families
- Bridget Emery, Chief Officer Strategy and Commissioning, Office of the Director of Public Health
- Andrea Richardson, Head of Service Early Help
- Gail Faulkner, Head of Children's Social Work (South)

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

- Front Door scheme – Members welcomed the ongoing commitment to develop the existing Front Door scheme aimed at providing immediate risk assessment and appropriate intervention relating to all incidents of domestic violence.
- Raising the profile of domestic violence locally – reference was made to a number of Community Committees that had identified domestic violence as a priority area within their work programmes, which was encouraged by the Board.
- Domestic violence charter mark for cluster partnerships – Members welcomed the commitment and progress already made in taking forward this recommendation with all key partners.
- Troubled Families Programme – Members were pleased to note that Leeds had been included in the expanded Troubled Families programme and that early intervention surrounding domestic violence would be incorporated into this.

**RESOLVED** - That the report be noted and a further update is scheduled into the Board's work programme later in the year.

## 27 2014/15 Quarter 1 Performance Report

The report of the Director of Environment and Housing and Assistant Chief Executive (Citizens and Communities) set out the position at quarter 1 in relation to the performance areas relevant to the Board's remit.

The following were in attendance for this item:

- Neil Evans, Director of Environment and Housing
- Councillor Mark Dobson, Executive Member for Cleaner, Stronger and Safer Communities
- Rory Barke, Area Leader (Corporate)

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

- Performance data – Members acknowledged that the report presented to the Board had detailed the performance position relating to the quarter 1 period. However, a request was made for future reports to set out the current position based on the most recent performance data.
- Street Cleanliness – Members sought clarification of the criteria used in monitoring street cleanliness.
- Dog fouling – Members were pleased to learn that a pilot scheme was being developed based around the neighbourhood watch concept which encourages local residents to proactively report irresponsible dog owners.
- Domestic Burglary – the Board were pleased to note that domestic burglary continues to show year on year improvement. It was noted that performance data is also available on a Ward basis.

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

## 28 Scrutiny Inquiries - Draft Terms of Reference

The report of the Head of Scrutiny and Member Development presented draft terms of reference relating to the following forthcoming Scrutiny inquiries:

- Area based delegations to Community Committees
- The role of Police Community Support Officers linked to local integrated partnership working

In relation to the forthcoming inquiry into the role of PCSOs, the Board agreed to amend the terms of reference to include the Council's West Yorkshire Police and Crime Panel Members within the list of potential witnesses.

**RESOLVED** –

(a) That the terms of reference for the Board's forthcoming inquiry on area based delegations to Community Committees be approved.

(b) That, subject to the above amendment, the terms of reference for the Board's forthcoming inquiry into the role of PCSOs linked to local integrated partnership working be approved.

## **29 Work Schedule**

The report of the Head of Scrutiny and Member Development presented the Board's current work schedule. The minutes of the Executive Board meeting held on 16<sup>th</sup> July 2014 were also appended to this report for Members' information.

The Chair reported a change of date for the Scrutiny Board's meeting in January. This was now scheduled for Wednesday 28<sup>th</sup> January 2015 at 9.30 am, with a pre-meeting at 9.00 am.

The Chair also informed the Board that the Sustainable Economy and Culture Scrutiny Board is considering a report in relation to the Council's district heating proposals at its October meeting. The SEC Scrutiny Board has therefore extended an invitation to the Safer and Stronger Communities Scrutiny Board to nominate a representative to contribute to this particular agenda item.

### **RESOLVED –**

(a) That the Board's work schedule and the Executive Board minutes be noted.

(b) That the Board's January meeting is changed to Wednesday 28<sup>th</sup> January 2015 at 9.30 am, with a pre-meeting at 9.00 am.

(c) That Councillor Barry Anderson attends the meeting of the Sustainable Economy and Culture Scrutiny Board on 21<sup>st</sup> October 2014 to represent the Board in consideration of the Council's district heating proposals.

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

Monday, 13<sup>th</sup> October 2014 at 10.00 am. (Pre-meeting for all Board Members at 9.30 am)

(The meeting concluded at 12.15 pm)

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

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

**Date: 13<sup>th</sup> October 2014**

**Subject: Tackling illegal money lending – recommendation tracking**

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

**1.0 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 tackling illegal money lending in Leeds.

**2.0 Background information**

2.1 Last year the Safer and Stronger Communities Scrutiny Board raised concern about illegal money lending activity within Leeds and expressed an interest in undertaking further Scrutiny of the activities being undertaken by the Council and its partners to address this issue. The Board received a report in September 2013 from the Assistant Chief Executive (Citizens and Communities) which summarised the work already undertaken by the Council and its partners, including the national Illegal Money Lending Team. It also provided details of a Leeds action plan that had been developed by the Illegal Money Lending Team in conjunction with the Council and other partners.

2.2 The Scrutiny Board welcomed the level of activity being undertaken in addressing illegal money lending in Leeds. However, it was felt that communications surrounding this area of work needed to be improved.

2.3 The Scrutiny Board agreed to undertake a separate piece of work to explore how the Council can assist the Illegal Money Lending Team in raising the profile of existing advice and support services and encourage more residents to report illegal money lending activity. The conclusions and recommendations arising from this Scrutiny review were agreed by the Board in February/March 2014.

### **3.0 Main issues**

- 3.1 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. The Board will then be able to take further action as appropriate.
- 3.2 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.
- 3.3 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 are set out within the table at Appendix 2.

### **4.0 Recommendations**

- 4.1 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.

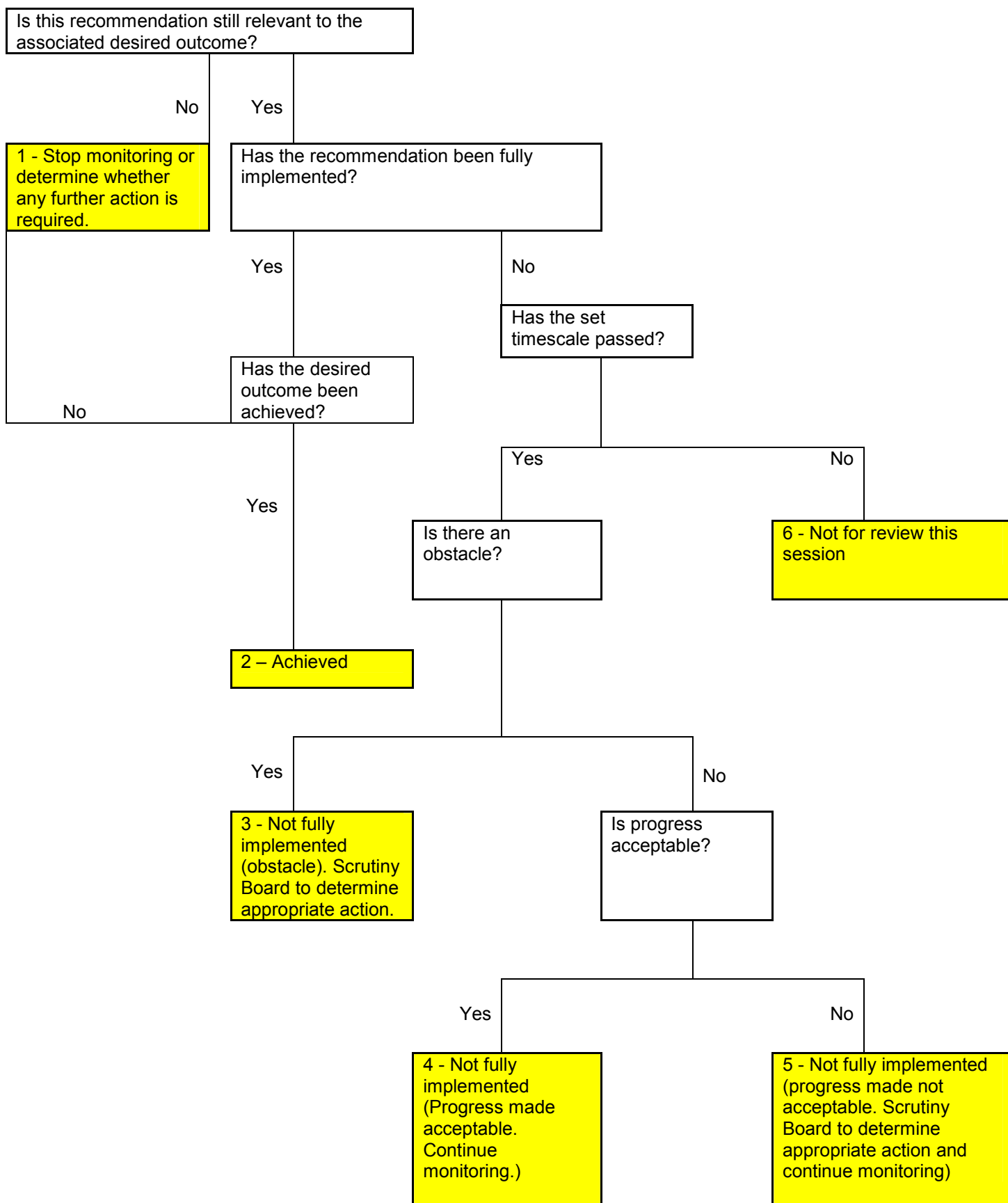
### **5.0 Background documents<sup>1</sup>**

- 5.1 None.

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

**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

**Recommendation 1** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Head of Communications and Engagement and the local Illegal Money Lending Team LIASE Officer to develop a marketing communications plan to complement the existing High Cost Lending marketing campaign. This plan should sit alongside the Illegal Money Lending Team Leeds Action Plan and be revised on an annual basis.

**Formal response (March 2014):**

Work has already been commenced on developing such a plan and this should be in place by mid-March.

**Current Position:**

Discussions and draft action plan in place facilitated by LCC press office.

Recent case has produced a witness who is willing to discuss his experiences and a anonymous video is to be shot and edited by LCC press team and team at LCC for use in local communities to show the personal side of Illegal Lending and the impact this can have.

This to be part of a general awareness campaign during November, December and January during a time of year when loan sharks are doing a lot of business mainly due to cost of Christmas.

Plans to replicate the successful Facebook advertising campaign undertaken by Comms team – 165000 people reached and 2500 direct clicks on the Adult Safeguarding website for an outlay of £500. The Illegal Money Lending Team (IMLT) to consider budget options to cover this – possibly from Proceeds of Crime Money.

This video to be used in a campaign planned to cover November and December when many are shopping for Christmas and face financial pressures and also in January when people are struggling to pay back debts.

There is a link to a similar video which was broadcast on Radio Aire and is currently on their website here.

<http://www.radioaire.co.uk/news/local/leeds-loan-shark-victim-warns-dont-suffer-in-silence/>

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

2 – Achieved



**Recommendation 2** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Financial Inclusion Team, Advice Leeds and appropriate Directorates, to develop a comprehensive training toolkit aimed at up-skilling frontline staff to enable them to have the knowledge and capacity to detect those individuals in financial crisis and signpost them to appropriate support and advice services.

**Formal response (March 2014):**

A toolkit is currently being developed to coincide with a major launch in March of a city wide campaign aimed at publicising support for citizens facing financial problems. In line with recommendation 1, support for illegal lending victims can be incorporated within this work.

**Current Position:**

Frontline worker sessions have content (slides, videos, briefing notes ) that are directly relevant with regard to a toolkit. This will also include information on the Money Information Centre which has up to date referral information for all areas of Leeds covering the key topics.

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

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

**Recommendation 3** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of Public Health, Director of Adult Social Care and Director of Children's Services to explore how best to raise the profile of tackling legal and illegal lending amongst frontline staff within the health and social care sector and equip them with the knowledge and capacity to detect vulnerable individuals in financial crisis and signpost them to appropriate support and advice services.

**Formal response (March 2014):**

The content of the toolkit referenced in recommendation 2 require to be incorporated within the staff training programmes of the Directorates referred to in this recommendation. Assistant Chief Executive (Citizens and Communities) will discuss with the Director of Public Health and Director of Adult Social Care, how this work can become part of the training plans of appropriate front line staff. Although not specifically referenced in this recommendation, it would also be appropriate to discuss similarly with the Director of Children's Services in order to include front line staff in that Directorate particularly Children's Social Workers.

The Scrutiny Board agreed at its March meeting to amend the wording of this recommendation to include the Director of Children's Services.

**Current Position:**

Initial work with Leeds City Credit Union, Public Health and Advice Providers has taken place to look at logistics of providing short, smart briefing sessions to as many Social Care, Health and Housing staff as possible. These sessions are aimed at ensuring as many staff as possible are aware of issues and have referral options at hand.

Sessions will be no longer than an hour long and situated in neighbourhoods to enable staff to easily attend without taking too much time out of the working day.

Social care senior managers have been contacted and guidance given on how best to reach as many staff as possible. A short consultation with staff has been done to assess issues around financial inclusion that have been reported to them. Sessions to take place in conjunction with Leeds City Credit Union, Leeds CAB or other advice provider in Autumn

Housing –discussions about sessions for these staff have been positive. Autumn sessions planned also – once restructure has settled down – to be arranged with area managers

Health – these staff to be included in the above sessions where possible and more bespoke sessions to be delivered in early 2015 also.

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

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

**Recommendation 4** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of Children's Services to determine an appropriate route for promoting the education package developed by the Illegal Money Lending Team into Leeds Schools.

**Formal response (March 2014):**

Assistant Chief Executive (Citizens and Communities) will discuss with the Director of Children's Services what the most appropriate route is, perhaps working through clusters, to develop a mechanism for disseminating this information to schools.

**Current Position:**

A meeting took place in May with officers from Children's Services to discuss the best route into schools. Presentations were given at two Headteacher Forums at Hillside Centre, Beeston (7 July) and Pudsey Civic Hall (8 July)

Packs to be distributed through the Personal Social and Health Education Network which includes access to all schools

Youth Parliament to receive presentation on Illegal Lending and then to recommend to school councils to disseminate education packs and complete a piece of work on IML within the school ( November/December 2014)

Information on IML hotline and MIC to be displayed on as many plasma screens in schools as possible

Family Support Workers to be briefed at team meetings in order to spot issues with parents

Information to parents available through schools in printed format to be distributed

Also work in progress with West Yorkshire Police to involve their Youth Explorer schemes in joint piece of work about IML and Scams and Frauds targeting older people.

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

2 – Achieved

**Recommendation 5** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Chair of the Member Development Working Group to explore how best to deliver training to Elected Members to enable them to have the knowledge and capacity to detect those individuals in financial crisis and signpost them to appropriate support and advice services

**Formal response (March 2014):**

Assistant Chief Executive (Citizens and Communities) will discuss with the Chair of the Member Development Working Group how the toolkit referred to in recommendation 2 can be incorporated into appropriate training materials to support Elected Member development.

**Current Position:**

Topic to be broadened to cover not just illegal money lending but also areas such as legal lending, looking at deprived areas and how people are accessing these loans, the different pay day lending schemes and information on sign-posting. It was also agreed that:

- A briefing session on the subject be held covering advice/credit union/ illegal lending – attempt to schedule this at a time when members are in situ to encourage maximum take up.
- Members should also be given the option to attend joint briefing sessions that are currently being delivered to front line officers.

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

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

**Recommendation 6** - That the Assistant Chief Executive (Citizens and Communities) works closely with the Financial Inclusion Team and the Director of Children's Services in promoting greater awareness in local secondary schools of the services provided by the Credit Union.

**Formal response (March 2014):**

This was an additional recommendation agreed by the Scrutiny Board during its meeting in March 2014.

**Current Position:**

Business manager at Leeds City Credit Union are also involved in discussions around frontline sessions and are keen to expand their reach into as many secondary schools as possible.

Contact details for all Cluster Managers has now been obtained – contact to be made early October.

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

2 – Achieved

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**Report of the Deputy Chief Executive, Director of Environment & Housing and Assistant Chief Executive (Citizens & Communities)**

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

**Date: 13<sup>th</sup> October 2014**

**Subject: Best Council Plan ‘Scorecard’**

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

**Summary of main issues**

The Best Council Plan 2013-17 was reviewed this spring culminating in 6 updated objectives for the period of the plan, 30 priorities for 2014-15 and c.180 performance indicators covering the priorities and the organisation’s 5 Values. 40 of these performance indicators have been selected to form a ‘scorecard’, progress against which will be reported each quarter to the Corporate Leadership Team to help monitor and manage delivery of the Best Council Plan.

At the request of the Chair of this Board, the scorecard key performance indicators (KPIs) are provided for information to Scrutiny Board (Safer & Stronger Communities). The 5 scorecard KPIs relevant to this Board are already captured within the Board’s quarterly performance reporting framework.

The remaining c. 140 KPIs will be reported to the Corporate Leadership Team on an exception basis only but will continue to be routinely monitored at a directorate level and considered by Scrutiny as required.

**Recommendations**

Scrutiny Board (Safer & Stronger Communities) is recommended to:

- (a) Review the KPIs that form the Best Council Plan ‘scorecard’ at Appendix 1 and receive assurance that the 5 scorecard KPIs relevant to this Board are already captured within the Board’s quarterly performance reporting framework.
- (b) Note the Best Council Plan priorities at Appendix 2 relevant to this Board, performance against which will be monitored at a directorate level and considered by Scrutiny as required through its existing quarterly performance reporting framework.

## **1 Purpose of this report**

- 1.1 This paper presents a set of key performance indicators (KPIs) that collectively are referred to as the 'Best Council Plan Scorecard'. Progress against these KPIs will be reported to the Corporate Leadership Team (CLT) each quarter to help monitor and manage delivery of the Best Council Plan 2013-17. The KPIs are presented here for Scrutiny Board's information at Appendix 1.
- 1.2 Appendix 2 details the Best Council Plan priorities relevant to this Board, performance against which will be reported to CLT on an exception basis only but will continue to be monitored at a directorate level and by this Board as required. Appendix 3 provides the Best Council Plan 'Plan on a Page' as background.

## **2 Background information**

- 2.1 The Best Council Plan 2013-17 was reviewed this spring culminating in 6 updated objectives for the period of the plan, 30 priorities for 2014-15 and 180 performance indicators covering the priorities and the organisation's 5 Values. The revised Plan was approved by Executive Board on 25 June 2014.
- 2.2 If following the same process as previous years, performance reports with updates on all 180 Best Council Plan performance indicators would be presented each quarter to CLT and Executive Board. However, being presented with this level of detail can limit strategic decision-making and concentrate discussion on more operational matters. It can also duplicate review mechanisms at more appropriate levels of the organisation and with partners: for example, Partnership Boards and Scrutiny Boards receive detailed performance reports relevant to their specific remits.
- 2.3 In light of this, earlier this year CLT requested that a more streamlined set of KPIs be selected that would facilitate a strategic focus on the delivery of the Best Council Plan objectives as well as maintenance of core service provision. A first draft was brought to CLT on 15 July with a final set of 40 KPIs, all of which are tangible and measurable, agreed on 2 September.
- 2.4 The majority of the indicators already exist in a variety of plans that have been approved by members (e.g. through the Children's Trust Board, Health and Wellbeing Board etc.) and are reported to these Boards and relevant Scrutiny Boards as required. At the request of the chair, the full set is presented here for Scrutiny Board's (Safer & Stronger Communities) information.

## **3 Main issues**

### **3.1 Scorecard**

- 3.1.1 The main features of the scorecard are as follows:

#### ***Purpose***

- 3.1.2 To provide CLT with a set of the most significant performance indicators that will allow them to monitor progress in-year as well as longer-term in delivering the Best Council Plan. They also factor in the provision of providing those basic services that matter to our council tax payers.



- 3.1.3 The indicators should facilitate analysis both of how well the Council is performing and how well Leeds is performing and, where appropriate, take a ‘turning the curve’ approach to evidence if we’re going in the right direction or not. Taken with other sources of intelligence and management information (e.g. financial, workforce, risk), these will facilitate further action, prioritisation of resources and decision-making.

### **Contents**

- 3.1.4 A mixture of strategic/outcome-based indicators and others more operational as required, enabling both long-term as well as in-year measurement. Some may cross over more than one objective.
- 3.1.5 All are tangible measures with proxies as needed and should, where possible, be drawn from the more detailed c. 180 indicators already in place for the 6 Objectives and 5 Values.
- 3.1.6 If the data reported is not yet validated, it should still be included so as to give a best estimate on progress. In other words, the latest information should be presented.

### ***Underlying 180+ indicators in the Best Council Plan & the range of directorate / service indicators that aren’t part of the scorecard***

- 3.1.7 These will continue to be monitored and reported at a local level where required (e.g. directorate management teams; project boards; partnership boards; scrutiny boards) but would not routinely come to CLT other than on an exception basis.

### **Next steps**

- 3.1.8 Work is underway as to how progress on the KPIs in the scorecard will be presented - drawing on good practice examples of performance reports from within the Council and outside – and to ensure that baselines and targets (where appropriate / possible) are in place in time for the quarterly November report.
- 3.1.9 Over the coming months we will also focus on ensuring the quality of the data behind these KPIs is sufficiently robust to withstand scrutiny and audit.
- 3.1.10 In common with the other Core City local authorities and to demonstrate the Council’s commitment to open data and transparency, the scorecard will be published on the Council’s website and/or the Leeds Observatory.
- 3.1.11 The KPIs in the scorecard will be kept under review to ensure they remain fit-for-purpose and aligned with changing priorities.

### **Member Consultation**

- 3.1.12 The KPIs in the scorecard are, by and large, based on indicators that already exist in a variety of plans that have been approved by members - e.g. through Children’s Trust Board; Health & Wellbeing Board etc. - and are reported to these Boards and relevant Scrutiny Boards as required.
- 3.1.13 The 5 scorecard KPIs relevant to Scrutiny Board (Safer & Stronger Communities) are already captured within the Board’s quarterly performance reporting framework. They are:
- Repeat incidence rate of domestic violence and abuse

- Percentage of waste recycled
- Tonnage to landfill (by weight) – domestic waste only
- Number of reported missed bins per 100,000
- Number of successful alcohol and drug treatments – though this is also reported to Scrutiny Board (Health and Wellbeing and Adult Social Care), it has historically come to this Board too within a community safety context

### **3.2 Directorate performance monitoring**

- 3.2.1 Appendix 2 shows the Best Council Plan priorities relevant to Scrutiny Board (Safer & Stronger Communities) for which performance would be reported to the Corporate Leadership Team only an exception basis. These will, however, continue to be monitored at a directorate level and considered by this Board as required through its quarterly performance reporting framework.
- 3.2.2 As discussed in the '2014/15 Quarter 1 Performance Report' considered at Scrutiny's meeting on 15<sup>th</sup> September, work is ongoing to develop performance management arrangements for the Best Council Plan priority, 'strengthening local accountability and being more responsive to the needs of local communities'. Once the arrangements are finalised, this Board will receive performance information in relation to this priority (currently expected to be in time for the next quarterly performance report due in December).

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The Corporate Leadership Team, directorate management teams and directorate performance teams were all consulted as to which KPIs should be included in the scorecard. Many of these KPIs already feature in other plans and strategies and so have been subject to wider consultation with relevant members, partners and officers.
- 4.1.2 At the time of writing, Scrutiny Board (Resources & Council Services) is due to consider the scorecard at its 29<sup>th</sup> September meeting as part of its Budget and Policy Framework responsibilities. Feedback from that meeting will be provided verbally to Scrutiny Board (Safer & Stronger Communities) today.

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

- 4.2.1 A screening process was carried out in 2013 to look at how equality, diversity, cohesion and integration are relevant to, and addressed within, the Best Council Plan as a whole. The screening document was provided to Executive Board as an appendix to the report, 'Best Council Plan 2013/17' on 19<sup>th</sup> June 2013 and to Full Council on 1<sup>st</sup> July 2013. The screening document gave good assurance that due regard for equality had been given, or was planned, for the objectives and priorities in the Best Council Plan.
- 4.2.2 As the changes made to the Best Council Plan as part of the 2014 refresh are not significant and rather update and better define existing priorities no change is required to the screening document for the Best Council Plan as a whole. It should also be noted that the revised plan still incorporates the Council's commitment to considering equality within decision making.

4.2.3 Specific equality impact assessments will continue to be undertaken on specific initiatives and decisions, as required. This will help ensure compliance with the Council's decision-making processes that require due regard to be clearly set out within the cover report with any screening or impact assessments published as routine.

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

4.3.1 This report brings to Scrutiny Board a set of KPIs that will be used to help monitor progress on delivering the objectives and priorities in the Best Council Plan 2013-17.

### **4.4 Resources and value for money**

4.4.1 One of the main aims of the Best Council Plan is to enable the Council to deliver the medium-term financial plan and vice versa and, as such, the resource implications are inherently reflected. In terms of maintaining and reporting on the scorecard, care is being taken to make use of existing data rather than creating an additional reporting burden and so can be managed within current resources.

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

4.5.1 The report is provided within the context of the formal role of Scrutiny Boards within the Council's constitution. There is no decision being made and there is therefore no call-in requirement. There are also no specific legal implications and all information within this report is available to the public.

### **4.6 Risk Management**

4.6.1 The provision of the scorecard performance information to CLT will facilitate its strategic consideration of progress in delivering the Best Council Plan objectives and thereby minimise the risks of non-delivery.

## **5 Conclusions**

5.1 The Best Council Plan 2013-17 was reviewed this spring culminating in 6 updated objectives for the period of the plan, 30 priorities for 2014-15 and 180 performance indicators covering the priorities and the organisation's 5 Values.

5.2 40 of these indicators have been selected to form a 'scorecard', progress against which will be reported each quarter to the Corporate Leadership Team to help monitor and manage delivery of the Best Council Plan. At the request of the Chair of this Board, the set of scorecard KPIs is presented for Scrutiny Board's (Safer & Stronger Communities) information.

5.3 Other performance indicators will only be reported to the Corporate Leadership Team on an exception basis but will continue to be monitored at a directorate level and considered by Scrutiny Boards as required. Appendix 2 highlights the Best Council Plan priorities relevant to this Scrutiny Board (Safer & Stronger Communities), performance against which is monitored within directorates and reported each quarter through the agreed performance reporting framework.

## **6 Recommendations**

6.1 Scrutiny Board (Safer & Stronger Communities) is recommended to:

- (a) Review the KPIs that form the Best Council Plan 'scorecard' at Appendix 1 and receive assurance that the 5 scorecard KPIs relevant to this Board are already captured within the Board's quarterly performance reporting framework.
- (b) Note the Best Council Plan priorities at Appendix 2 relevant to this Board, performance against which will be monitored at a directorate level and considered by Scrutiny as required through its existing quarterly performance reporting framework.

## **7 Background documents<sup>1</sup> - none**

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

Best Council Plan 2013-17 Strategic Indicators	
City KPIs: How well is the city doing?	
Number of people supported into jobs	Achieve the housing growth target
Number of people supported to improve skills	Growth in business rates (NNDR)
Change in numbers using foodbanks	Overall satisfaction with cultural provision in Leeds
<b>Repeat incidence rate of domestic violence and abuse*</b>	Percentage of A roads where structural maintenance should be considered
<b>Number of successful alcohol and drug treatments*</b>	Number of people Killed or Seriously Injured (KSI) in road traffic accidents
Number of referrals to stop smoking services	Number of looked-after children
Uptake of NHS health checks	Percentage of 16-18 year olds not in education, employment or training
Percentage of adult population (16+) active for 30 mins once per week	City-level percentage of not known records (NEET)
Number of delayed hospital discharges per 100,000 population	Rate of primary and secondary school absence ( <i>measured through levels of attendance</i> )
Number of bed weeks commissioned for older people in residential and nursing placements	Percentage of young people gaining 5 or more GCSEs at grades A*-C, including English and Maths
Proportion of older people (65 years and over) who are still at home 91 days after leaving hospital into rehabilitation services	Number of new reception and Year 7 places created for admissions round
Proportion of people who use services who have control over their daily lives	<b>Percentage of waste recycled*</b>
Number of additional social enterprises supported through the Better Lives fund	<b>Tonnage to landfill (by weight) - domestic waste only*</b>
Number of new extra care placement opportunities created	<b>Number of reported missed bins per 100,000*</b>
Council KPIs: How well is the organisation doing?	
Projected over/underspend / £ for this financial year	Number of complaints received about Council services
Capital receipts / £ from disposals in year	Number of compliments received about Council services
Council's energy consumption (carbon emissions)	Percentage of total self-service customer contact received via digital channels
Level of employee engagement	Percentage of important decision reports evidencing community engagement and consultation
Average sickness levels per FTE	Percentage of important decisions giving due regard to equality
Variation in FTEs in year, overtime spend and agency spend compared to budget	Number of accidents and 'near misses' in the workplace and the percentage that lead to recorded investigations and responses

\* KPIs relevant to Scrutiny Board (Safer & Stronger Communities). Number of successful alcohol and drug treatments also considered by Scrutiny Board (Health & Wellbeing and Adult Social Care)

## Appendix 2: Best Council Plan Directorate Performance Monitoring with Priorities and Deliverables relevant to Scrutiny Board (Safer & Stronger Communities)

### Best Council Plan Objective: Supporting communities and tackling poverty

#### Priority: Tackling domestic violence and abuse *with the following deliverables*

Reduce the prevalence and impact of domestic violence and abuse

Ensure services and interventions meet user needs and expectations

Increase public awareness of domestic violence and increase knowledge of the support available

#### Priority: Strengthening local accountability and being more responsive to the needs of local communities *with the following deliverables*

Put in place Community Committees which help develop a strong local identity\*

Deliver engagement plans in each locality, resulting in increased involvement\*

Develop our approach to a social contract\*

Increase the community use of and interactions with community hubs\*

### Best Council Plan Objective: Dealing effectively with the city's waste

#### Priority: Ensuring a safe, efficient and reliable waste collection service *with the following deliverables*

Continue implementing Alternate Weekly Collections (AWC) to cover around 80% of households in the city

Implement alternative collection arrangements for 20% of city not suitable for AWC service

Roll out the Integrated Waste Management System, progressing improvements for information management

Reduce the number of missed collections, including the number of missed assisted collections

Review the Household Waste Recycling Site (HWRS) strategy and complete logistics review

Monitor and manage HWRS permit schemes

Ensure compliance with safety, environmental and quality management systems

Maximise use of the web site and other alternative channels to enhance user experience and reduce cost

#### Priority: Providing a long-term solution for disposing of our waste *with the following deliverables*

Progress construction of the Recycling and Energy Recovery Facility (RERF)

Scope collection round revisions required ahead of RERF operations commencing 2016

Progress opportunities for a district heating scheme using RERF as heat source

Kirkstall Road HWSS redevelopment plans approved and construction commenced

Further support social enterprise and voluntary/community sectors to develop re-use opportunities

Clearly document fleet transport strategy and deliver to budget

Bid for available funding to support and progress food waste collections and anaerobic digestion aspirations

#### Priority: Increasing recycling and reducing the use of landfill *with the following deliverables*

Further increase level of recycling to 46%

Implement bulky waste policies

Procure and manage recycling contracts to maximize environmental benefit and income potential

Monitor collection services, supported by education, to increase recycling participation and reduce the amount of municipal waste sent to landfill

Work with partners to promote best practice in waste management across other sectors

Procure integrated solution for environmental management and monitoring of closed landfills

\* Performance is monitored within the Citizens & Communities Directorate. Performance for all other priorities and deliverables on this page is monitored within the Environment & Housing Directorate.

## Our ambition and approach

**Our Ambition** is for Leeds to be the best city and Leeds City Council to be the best council in the UK: fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful.

**Our Approach** is to adopt a new leadership style of civic enterprise, where the council becomes more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city.

## Our best council outcomes

- Improve the quality of life for our residents, particularly for those who are vulnerable or in poverty;
- Make it easier for people to do business with us; and
- Achieve the savings and efficiencies required to continue to deliver frontline services.

## Our best council objectives and priorities for 2014 to 2017

**Supporting communities and tackling poverty – involving people in shaping their city and tackling the challenges of poverty, deprivation and inequality**

With a focus on:

- Supporting healthy lifestyles and getting people active
- Tackling domestic violence and abuse
- Helping people out of financial hardship and into work
- Strengthening local accountability and being more responsive to the needs of local communities
- Providing accessible and integrated services

**Promoting sustainable & inclusive economic growth – improving the economic wellbeing of local people and businesses**

With a focus on:

- Meeting the skills needs of business to support growth
- Boosting the local economy
- Maximising housing growth to meet the needs of the city in line with the Core Strategy
- Providing a good and efficient transport and digital infrastructure
- Developing a low carbon, resilient energy infrastructure for the city
- Playing our full role within the combined authority and city region to make the most of devolution opportunities
- Maximising the impact of our cultural infrastructure

**Building a child-friendly city – improving outcomes for children and families.**

With a focus on:

- Ensuring the best start in life
- Reducing the need for children to become looked after
- Improving school attendance
- Reducing NEETs
- Raising educational standards
- Ensuring sufficiency of school places

**Delivery of the Better Lives programme – helping local people with care and support needs to enjoy better lives.**

With a focus on:

- Helping people to stay living at home
- Joining up health and social care services
- Providing choice by creating the right housing, care and support
- Promoting and supporting enterprise in the care market to increase capacity and choice

**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 and reducing the use of landfill

**Becoming a more efficient and enterprising council – improving our organisational design, developing our people and working with partners to effect change.**

With a focus on:

- Getting services right first time and improving customer satisfaction
- Improving how we're organised and making the best use of our assets
- Creating flexibility and the right capacity and skills in our workforce
- Becoming more enterprising
- Generating income for the council

## Our values: underpinning all that we do

Working as a team for Leeds

Being open, honest and trusted

Working with communities

Treating people fairly

Spending money wisely

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Report author: Angela Brogden  
Tel: 2474553

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

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

**Date: 13<sup>th</sup> October 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 17<sup>th</sup> September 2014.

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

4. None used

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

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**Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year**

Area of review	Schedule of meetings/visits during 2014/15		
	June	July	August
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>			Scoping terms of reference WG 4/08/14 @ 9 am
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>			
<i>Waste Management Strategy</i>			
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>			
<b>Briefings</b>		Community Committees Update SB 28/07/14 @ 10 am	
<b>Crime and Disorder Committee work.</b>	Crime and Disorder Scrutiny in Leeds SB 30/06/14 @ 10 am	Refreshed West Yorkshire Police and Crime Plan and draft Safer Leeds Strategy 2014/15 SB 28/07/14 @ 10 am	
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>		Quarter 4 performance report SB 28/07/14 @ 10 am	

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

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	September	October	November
<b><i>The role of Police Community Support Officers linked to new integrated partnership working models</i></b>	Agree Terms of Reference SB 15/09/14 @ 10 am	Session 1 of the inquiry WG 28/10/14 @ 1.30 pm	Session 2 of the inquiry WG 11/11/14 @ 1 pm  Session 3 - tbc
<b><i>Understanding safeguarding issues linked to migration</i></b>			
<b><i>Area based delegations to Community Committees</i></b>	Scoping and agreeing terms of reference WG 1/9/14 @ 11.30 am SB 15/09/14 @ 10 am	Session 1 of the inquiry WG 22/10/14 @ 11.30 am	Session 2 – tbc  Session 3 - tbc
<b><i>Integrated Waste Strategy</i></b>	Scoping terms of reference WG 16/09/14 @ 11 am	Agreeing terms of reference SB 13/10/14 @ 10 am	
<b><i>Recycling – determining options for non-AWC areas.</i></b>	Scoping terms of reference WG 16/09/14 @ 11 am	Agreeing terms of reference SB 13/10/14 @ 10 am	
<b>Peckfield Landfill Site</b>		Scoping and agreeing terms of reference WG 06/10/14 @ 12 pm SB 13/10/14 @ 10 am	
<b>Briefings</b>	Request for Scrutiny – Peckfield Landfill site SB 16/09/14 @ 10 am		
<b>Crime and Disorder Committee work.</b>			
<b>Recommendation Tracking</b>	Inquiry into Tackling Domestic Violence – formal response SB 15/09/14 @ 10 am	Tackling Illegal Money Lending SB 13/10/14 @ 10 am	Fuel Poverty 10/11/14 @ 10 am  Grounds Maintenance 10/11/14 @ 10 am
<b>Performance Monitoring</b>	Quarter 1 performance report SB 15/09/14 @ 10 am	Best Council Plan ‘Scorecard’ SB 13/10/14 @ 10 am	

Page 30

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

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	December	January	February
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>	Session 4 - tbc	Session 5 - tbc	
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>	Session 4 - tbc	Session 5 - tbc	
<i>Integrated Waste Strategy</i>			
<i>Recycling – determining options for non-AWC areas.</i>			
<i>Peckfield Landfill Site</i>			
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>			
<b>Recommendation Tracking</b>	Parish and Town Councils SB 08/12/14 @ 10 am		
<b>Performance Monitoring</b>	Quarter 2 performance report SB 08/12/14 @ 10 am		

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

WG – Working Group Meeting

**Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year**

Area of review	Schedule of meetings/visits during 2014/15		
	March	April	May
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>			
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>			
<i>Integrated Waste Strategy</i>			
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>			
<b>Assessment of the Strategic Partnerships</b>	To undertake an annual assessment of the relevant Partnership Boards SB 16/03/15 @ 10 am		
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 16/03/15 @ 10 am		

Page 32

## EXECUTIVE BOARD

WEDNESDAY, 17TH SEPTEMBER, 2014

**PRESENT:** Councillor J Blake in the Chair

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

### 55 Chair of the Meeting

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Wakefield, who had submitted his apologies for absence from the meeting, Councillor Blake presided as Chair of the Board for the duration of the meeting.

### 56 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:-

Appendix 1 to the report entitled, 'Lease at Less Than Best Consideration: Agreement to Lease 4 Miscellaneous Properties to GIPSIL on a 21 Year Lease Agreement', referred to in Minute No. 68 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 the information contained within the appendix relates to the financial or business affairs of particular persons, or organisations, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is to be used as part of one to one negotiations in respect of the leases of these properties in this report, it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions of other similar properties. It is therefore considered that this element of the report should be treated as exempt under Rule 10.4.3 of the Access to Information Procedure Rules.

### 57 Late Items

There were no formal late items of business, however, it was noted that Board Members had been provided with correspondence received from the Education Funding Agency in respect of the agenda item entitled, 'Transfer of the Former Fir Tree Primary School to the Khalsa Education Trust' (Minute No. 78 refers).

Draft minutes to be approved at the meeting  
to be held on Wednesday, 15th October, 2014

**58 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Allotment Rental Charges', Councillor A Carter drew the Board's attention to his position as President of the Calverley Horticultural Society.

Regarding the same item, Councillor Golton drew the Board's attention to his position as Vice President of Leeds and District Allotment Gardeners' Federation. Having sought advice at the meeting, it was confirmed to Councillor Golton that his position did not preclude him from participating in the relevant item (Minute No. 70 refers).

**59 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 16<sup>th</sup> July 2014 be approved as a correct record.

**ADULT SOCIAL CARE**

**60 Safeguarding Adults Annual Report 2013/2014 and Business Plan 2014/2015**

The Director of Adult Social Services submitted a report which introduced the Leeds Safeguarding Adults Board Annual Report for 2013/2014, presented the Board's Business Plan for 2014/2015 and provided an update on the ongoing work of the Board.

Board Members were provided at the meeting with information packs which accompanied the submitted the report.

Dr Paul Kingston, Independent Chair of the Leeds Safeguarding Adults Board, was in attendance to introduce the key issues arising from the 2013/14 Annual Report, together with the Business Plan for 2014/15.

Members welcomed the report and received assurances in respect of the ongoing work and initiatives that continued to be undertaken and developed in this area of safeguarding.

In conclusion, the Board thanked the Chair together with the members of the Safeguarding Adults Board for their continued work in this field.

**RESOLVED** – That the contents of the submitted report, together with the appended 2013/14 Annual Report be noted, and that the 2014/15 work programme of the Safeguarding Adults Board be endorsed.

**CHILDREN AND FAMILIES**

**61 Leeds Safeguarding Children Board (LSCB) Annual Report 2013/2014 Evaluating the Effectiveness of Safeguarding Arrangements in Leeds**

The Independent Chair of the Leeds Safeguarding Children Board (LSCB) submitted a report which presented the LSCB Annual Report for 2013/2014.



Jane Held, Independent Chair of the Leeds Safeguarding Children Board, was in attendance to introduce the 2013/14 Annual Report and the key themes arising from it.

Members welcomed the report together with the partnership approach being taken across a number of agencies in this field.

The Chief Executive provided the Board with details of the ongoing work being undertaken to review and monitor the provision of safeguarding in Leeds, together with partnership working which continued on a regional and city regional basis.

Responding to a Member's enquiry, officers provided the Board with details regarding the actions being taken by the Council to ensure that any drivers, employed by companies who transported vulnerable individuals on the Council's behalf had been subject to the required Disclosure and Barring Service (DBS) checks.

The Board thanked the Chair together with the members of the Safeguarding Children Board for their continued work in this field.

**RESOLVED** – That the key issues from the LSCB Annual Report for 2013/2014 be noted, specifically:

- The evaluation of the effectiveness of safeguarding arrangements in Leeds;
- The challenges identified for strategic bodies in 2014/15; and
- The implications for the work of Leeds City Council.

## **62 The Children and Families Act 2014: SEN and Disability Reforms**

The Director of Children's Services submitted a report which provided an update on the Special Educational Needs and Disabilities reforms within the Children and Families Act 2014 that came into effect on the 1st September 2014. The report highlighted the implications of the reforms on Children's Services and partners, particularly the financial impact, and identified the opportunities that the Act offered to maximise the Council's resources in order to have a positive lifelong impact, to actively engage young people at risk of disenfranchisement and prepare them for adulthood and active citizenship.

**RESOLVED** –

- (a) That the progress made to implement the Special Educational Needs and Disabilities reforms as outlined in the Children and Families Act 2014 be noted;
- (b) That the progress made to develop and maintain high levels of engagement with partners, children, young people and families affected by the changes, be noted;
- (c) That the impact of the proposed changes on Council services and the resource implications, which will be kept under review (as detailed in sections 4.4.3 to 4.4.14 of the submitted report), be noted;
- (d) That it be noted that the Department for Education has made grant available to support the implementation;
- (e) That it be noted that the longer term financial implications, following

Draft minutes to be approved at the meeting  
to be held on Wednesday, 15th October, 2014

- the implementation of the Act will not be fully known in the short term, but that these will be kept under review;
- (f) That it be noted that the lead officer for these reforms is the Head of Complex Needs, Children's Services.

### **63 Basic Need Programme**

Further to Minute No. 53, 17<sup>th</sup> July 2013, the Deputy Chief Executive, the Director of Children's Services and the Director of City Development submitted a joint report which sought approval to the proposed delegations necessary to adopt a programme approach to the delivery of school places under the basic need programme.

Members emphasised the importance of cross-departmental working on such matters and highlighted the significant scale of the programme across the city.

Responding to an enquiry regarding Member engagement in the proposed delegated decision making process, officers assured the Board that any decisions taken regarding the approval of design and cost reports as part of the Basic Need scheme would first be subject to consultation with the relevant Executive Members. Furthermore, should there be any situation whereby an unforeseen release of funds was required, then prior to any decisions being made, this would be the subject of a separate consultation exercise with Executive Members. Finally, it was noted that any officer delegated decisions in respect of Basic Need schemes would be accompanied by a standard design and cost report and would be subject to the Council's agreed delegated decision making procedures.

#### **RESOLVED –**

- (a) That the adoption of an enhanced programme approach to the management of the basic need schemes, be approved;
- (b) That additional authority to spend expenditure on the basic need programme of £28,250,000 which increases the overall approval on the schemes in the programme to £97,585,000 be approved, and that approval also be given to the fact that this additional authority to spend will include an allocation of up to £10,000,000 for the establishment of a basic need risk capital fund;
- (c) That the approval of design and cost reports for the schemes identified in Table 3 in Appendix A to the submitted report be delegated to the Director of Children's Services, and that these approvals shall be subject to the agreement of the Director of City Development and the Deputy Chief Executive in consultation with the appropriate Executive Members and that these reports will be open to scrutiny by Members as explained within the submitted report;
- (d) That the management and use of the basic need risk capital fund be delegated to the Director of Children's Services and that these decisions shall be subject to the agreement of the Director of City Development and the Deputy Chief Executive, in consultation with the

appropriate Executive Members and that decisions on with these matters will be open to scrutiny by Members as explained within the submitted report;

- (e) That the proposed governance and transparency arrangements in relation to the officer decisions for design and cost reports, together with the variations on projects, as set out within the submitted report, be approved;
- (f) That regular reports, at least every six months, be submitted to Executive Board on the progress made in delivering outcomes and on the overall programme approvals and budget;
- (g) That it be noted that the Head of Service, Strategic Development and Investment has client responsibility for the programme and that the Chief Officer, Public Private Partnerships & Procurement Unit is responsible for the delivery of projects in the programme.

**64 Outcome of consultation to increase primary school places in Leeds. Part A: Outcome of Statutory notice on proposals to expand primary provision in Guiseley and Part B: Outcome of consultation on proposals to expand primary school provision in Roundhay**

Further to Minute No. 14, 25<sup>th</sup> June 2014, the Director Children's Services submitted a report providing details of proposals brought forward to meet the Local Authority's duty to ensure sufficiency of school places. The submitted report was divided in to two sections: Part A described the outcome of statutory notices regarding proposals to expand primary school provision in Guiseley by establishing two 2 form entry primary schools from the existing three form entry Guiseley Infant and Nursery School and St Oswald's C of E Junior Schools and which sought a final decision on the proposals. Whilst Part B described proposals to increase places at Gledhow Primary School and Immaculate Heart of Mary Catholic Primary School, summarised the outcome of a consultation exercise and sought permission to publish a statutory notice in respect of Gledhow Primary School.

**RESOLVED –**

- (a) That changes to Guiseley Infant and Nursery School by increasing its capacity from 270 pupils to 420 pupils and raising the upper age limit from 7 to 11, therefore creating a primary school with an admission limit of 60 in reception, with effect from September 2015, be approved;
- (b) That changes to St Oswald's Church of England Junior School, increasing its capacity from 360 to 420 and lowering the age limit from 7 to 4, therefore creating a primary school with an admission limit of 60 in reception with effect from September 2015, be approved;
- (c) That the publication of a Statutory Notice to expand Gledhow Primary School from a capacity of 420 pupils to 630 pupils, with an increase in the admission number from 60 to 90, with effect from September 2016, be approved;
- (d) That it be noted that the proposal in respect of Immaculate Heart of Mary Catholic Primary School will not be progressed.

- (e) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead.

## **NEIGHBOURHOODS, PLANNING AND PERSONNEL**

### **65 Leeds Core Strategy: Inspector's Report and Adoption**

Further to Minute No. 210, 5<sup>th</sup> March 2014, the Director of City Development submitted a report which presented the contents of the Leeds Core Strategy Inspector's Final Report, and which sought authority from the Board to proceed to full Council with the recommendation that the Leeds Core Strategy be formally adopted.

Members discussed key issues arising from the submission of the Leeds Core Strategy and acknowledged that such matters would be considered in further detail at the next scheduled meeting of Council.

The Board thanked all of those who had been involved for their considerable efforts in getting the Leeds Core Strategy to its current position.

**RESOLVED** – That the Inspector's Final Report, including his recommendations and reasons be noted, and that the Executive Board recommends to Council that it adopts the Core Strategy (as submitted for examination and with modifications) pursuant to Section 23 of the Planning and Compulsory Purchase Act 2004.

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

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the resolution relating to this minute (above) was being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

### **66 The Leeds Community Infrastructure Levy: Future Date for Adoption of Charging Schedule and Approval of Associated Policies**

Further to Minute No. 102, 9<sup>th</sup> October 2013, the Director of City Development submitted a report which presented the outcome of the Examiner's report on the Leeds Community Infrastructure Levy (CIL) Draft Charging Schedule, the proposed minor modifications to the final Charging Schedule and associated policies, and also proposed a formal adoption date of 6<sup>th</sup> April 2015.

#### **RESOLVED –**

- (a) That Executive Board recommend to Full Council that the contents of the Community Infrastructure Levy Charging Schedule be approved;
- (b) That Executive Board recommend to Full Council that the Community Infrastructure Levy be formally adopted in Leeds from 6<sup>th</sup> April 2015;
- (c) That the contents of the Regulation 123 List, Exceptional

- Circumstances Policy, Instalments Policy and the Statement of Discretionary Charitable Relief, be approved;
- (d) That as required following monitoring, approval be given for the Chief Planning Officer under delegated authority to make revisions to any of the policies and procedures detailed in resolution (c) (above) going forward;
  - (e) That it be noted that the following steps will be undertaken in order to deliver the decisions of the Board:-
    - i. The Charging Schedule will be submitted to Full Council on 12<sup>th</sup> November 2014 for resolution to adopt.
    - ii. The timescales for the implementation of the decisions are, subject to the agreement of Executive Board and Full Council, that Leeds City Council will start charging the CIL from 6<sup>th</sup> April 2015.
    - iii. The Chief Planning Officer is the officer responsible for the implementation of such matters.

(The matters referred to in resolutions (a) and (b) above were not eligible for Call In, given that the approval of such matters are for the determination of full Council only)

#### **67 Quality Housing Growth and the Leeds Standard**

Further to Minute No. 20, 25<sup>th</sup> June 2014, the Director of Environment and Housing and the Director of City Development submitted a joint report which sought to provide a way forward for improving residential design throughout Leeds in order to ensure that the Council achieved both quality and quantity in the delivery of new houses in Leeds through the development of linked activities brought together to form the "Leeds Standard".

In response to a Member's enquiry, officers provided the Board with information regarding how the 'Leeds Standard' would look to improve the quality of units provided by private developers. In addition, the Board also received information on the methods by which the provision, quality and development of greenspace could be maximised in the communities.

#### **RESOLVED –**

- (a) That officers be requested to prepare clarification of the 'Neighbourhoods for Living' guidance for residential design in Leeds, focusing on external design issues such as streets, spaces and architecture, layout and character, in line with the principles outlined within the submitted report in order to enable the Council as the Local Planning Authority to influence the delivery of high quality housing growth;
- (b) That the summary/review of existing local policy and guidance under the three themes of the 'Leeds Standard': Design Quality and Liveability, Space Standards and Sustainable design and construction, be noted;
- (c) That the progress made on the delivery of the Council Housing Growth Programme, including the development of the Leeds Standard be noted, together with the next stages of the programme and

- proposed procurement approach to support the adoption of the Leeds Standard through the construction of new council housing;
- (d) That the Director of City Development be requested to consider the required resources to support this approach to the delivery of quality housing growth, together with the key planning and design issues following the Farrell Review of architecture and the built environment;
  - (e) That the proposed consultation exercise with developers, providers and others in the housing industry on the clarifications to Neighbourhoods for Living, be approved.

**68 Lease at Less Than Best Consideration - Agreement to lease 4 miscellaneous properties to GIPSIL on a 21 year lease agreement**

The Director of Environment and Housing submitted a report which sought approval to surrender the committee tenancy arrangements between GIPSIL and Leeds City Council and to formalise the use of the properties listed in exempt appendix 1 to the submitted report via standard 21 year lease agreements at less than best consideration.

Following consideration of appendix 1 to the submitted report, designated as exempt from publication 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** – That the surrender of the committee tenancy arrangements between GIPSIL and Leeds City Council for the properties listed in exempt appendix 1 to the submitted report be approved, and that approval also be given to the simultaneous re-grant of 21 year lease agreements at less than best consideration on the terms to be agreed by the Director of City Development.

**CLEANER, STRONGER AND SAFER COMMUNITIES**

**69 Update on district heating and the Residual Waste Treatment PFI project**

The Director of Environment and Housing submitted a report providing an update on the progress made towards the delivery of a district heating network linked to the Recycling & Energy Recovery Facility (RERF) as part of the Residual Waste Treatment Project, and also on a range of potential benefits and options for achieving substantial cost reductions through this project. In addition, the report sought approval of the delegation of appropriate authority to the relevant Directors in order to exercise specific contractual cost saving options, to instruct Veolia to install elements of infrastructure at the RERF necessary for the export of heat from the site, subject to further technical and financial assessment, and also to explore other potential value for money opportunities.

Officers responded to Members' enquiries around the Non-Reverting Asset option as detailed within the submitted report and also regarding how the energy used as part of the District Heating Scheme could be maximised.

In conclusion, Members welcomed the report and noted the wider opportunities, particularly in respect of infrastructure provision, that the initiative could potentially help to offer in the future.

**RESOLVED –**

- (a) That the contents of the submitted report, including the progress made on feasibility work for a district heating scheme linked to the Recycling and Energy Recovery Facility (RERF) as part of the Project, together with the community benefits associated with the Project, be noted;
- (b) That the Director of Environment and Housing be authorised to approve the installation of initial infrastructure at the RERF which will be necessary for the delivery of a district heating scheme (as described at sections 3.1.9-3.1.12 of the submitted report), subject to his receipt of a further satisfactory technical and financial assessment and subject to the timescales detailed within section 3.1.12 of the submitted report;
- (c) That approval be given for the implementation of the Non Reverting Asset option in relation to the Project (as described at sections 3.2.2-3.2.11 of the submitted report), in order that the Director of Environment & Housing can take the decision subject to DEFRA approval and subject to the Deputy Chief Executive determining that there are no accounting treatment issues following consultation with the Council's external auditors by the Extended Commissioning Date currently anticipated to be 25<sup>th</sup> March 2016, although subject to programme;
- (d) That following the agreement of resolution (c) above, it be noted that the Director of City Development will arrange for disposal of the RERF site for an additional 15 years at the appropriate time and in accordance with the Asset Management functions in the officer delegation scheme;
- (e) That approval be given to an injection into the City Council's Capital Programme together with the associated authority to spend £30,000,000 as a Capital Contribution to the Project (as described at sections 3.2.12-3.2.18 of the submitted report) by the Actual Full Payment Date (currently expected to be 8<sup>th</sup> July 2016, although subject to programme change and subject to DEFRA approval);
- (f) That the necessary authority be delegated to the Deputy Chief Executive in order to negotiate and agree to further proposals with Veolia for an increased Capital Contribution of up to an additional £12,000,000, should this (in the Deputy Chief Executive's opinion) represent value for money, this will be subject to DEFRA approval and also subject to the Deputy Chief Executive determining that there are no accounting treatment issues following consultation with the Council's external auditors by the Extended Commissioning Date, currently anticipated to be 25<sup>th</sup> March 2016, subject to programme;
- (g) That subject to resolution (f) above being actioned, approval be given to an injection into the capital programme and the associated authority to spend of up to £12,000,000;
- (h) That apart from those matters expressly set out in the resolutions above, it be noted that the Director of Environment and Housing will take any necessary action associated with the implementation of the

above options in accordance with the timescales and Waste Management Function.

## 70 Allotment Rental Charges

Further to Minute No. 63, 4<sup>th</sup> September 2013, the Director of Environment and Housing submitted a report which sought approval for a fresh decision on allotment rental charges following the outcome of a judicial review.

As part of the consideration of this matter, Members received information on the context and background to the recommended way forward, as detailed within the submitted report. In response, a concern was raised and a request was made for further dialogue to be undertaken with all relevant parties, prior to any final decisions being taken. Having noted the concern raised, at the conclusion of the debate it was

**RESOLVED** – That the following be approved, without prejudice to the Council's position that the decision made on 4th September 2013 was not unlawful and should not have been quashed:-

- (a) A phased rental increase commencing in autumn 2015, as set out in the following table, which starts for a full size plot in year 1 as £19.50 more per year (or £0.37 extra each week) to £33.50 more at the end of year three (which equates to £0.64 per week).

Rental	2015/16			2016/17			2017/18		
	Con-cession	Con-cession Pensioner	Full	Con-cession	Con-cession Pensioner	Full	Con-cession	Con-cession Pensioner	Full
Full plot (250sq m)	£29.00	£46.40	£58.00	£32.50	£52.00	£65.00	£36.00	£57.60	£72.00
Half plot (125sq m)	£14.50	£23.20	£20.00	£16.25	£26.00	£32.50	£18.00	£28.80	£36.00
Quarter plot (62.5sq m)	£7.25	£11.60	£14.50	£8.00	£13.00	£16.25	£9.00	£14.40	£18.00

- (b) That a side letter be issued to each allotment association to confirm the implementation of the provisions for concessions and that the reduction in the proportion of rental income that may be retained by the association should be deferred until the proposed new rental charges take effect;
- (c) That those sites managed by associations who fail to sign lease agreements on or before 15th October 2014 will automatically become directly managed by the Council and the Council will then offer a 12 month agreement to each plot holder on each site;



- (d) That following the Court ruling, it be noted that allotment rental charges in 2014/15 will be on the same basis as the previous year (2013/14), including the level of concessions;
- (e) That it be noted that the Chief Officer Parks and Countryside will be responsible for implementing the recommendations in the timescales indicated.

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

## **71 The Future of Middleton Park Golf Course and Gotts Park Golf Course**

The Director of Environment and Housing submitted a report which set out proposals to cease providing golf at Middleton Park Golf Course and Gotts Park Golf Course. The report provided the background to the submitted proposals along with a summary of consultation undertaken, together with responses to the alternative options proposed and issues raised as part of such consultation.

In considering the key aspects of the submitted report, emphasis was placed upon the need to ensure that Gotts Park Golf Club was provided with the appropriate opportunity to successfully manage Gotts Park Golf Course, should they confirm that they wish to lead on the management of the course. Furthermore, it was agreed that in the event that Gotts Park Golf Club did not come forward to lead on the management of the golf course, then prior to any final decisions being made, the Director of Environment and Housing submit a further report to Executive Board in order to provide the Board with the opportunity to consider the most appropriate way forward.

Correspondence with Wade's Charity, which reflected the need for their agreement to the proposals, was referred to during the discussion. With regard to the proposals relating to the future of Middleton Park, it was emphasised that the outline ideas for conversion of the course to park land were a basis for consultation and that the final form would be agreed in partnership with the local community, local Members and community groups to ensure that the future use of the park could be maximised for the benefit of the area.

### **RESOLVED –**

- (a) That approval be given for the Council to cease to provide golf at Middleton Park on 31<sup>st</sup> October 2014;
- (b) That in the event that Gotts Parks Golf Club confirm that they wish to lead on managing the course, then this be approved in principle, subject to the Council entering into an agreement reviewable annually. With an annual grant of no more than the maintenance costs of semi natural parkland, currently £20,000, being made payable by the Council to the operator subject to meeting the terms of the agreement.

The agreement should limit the Council's future liability in the event that the venture is unsuccessful;

- (c) That in the event that Gotts Park Golf Club does not come forward, then the Director of Environment and Housing submit a further report to Executive Board in order to provide the Board with the opportunity to consider the most appropriate way forward;
- (d) That approval be given to invest £74,000 in the space currently occupied by Middleton Park Golf Club, with the investment to be shaped in consultation with local Members, Friends of Middleton Park, Wades and the local community, and that the ongoing costs of maintenance be limited to the costs of maintaining semi natural parkland, which is equivalent to £20,000 at current prices;
- (e) That the necessary authority be delegated to the Director of Environment and Housing, in consultation with the Executive Member for Cleaner, Stronger and Safer Communities in order to conduct the consultations referred to in the resolutions above, and also to conclude negotiations, and then to implement the above resolutions, having regard to the outcome of the consultations.

## **FINANCE AND INEQUALITY**

### **72 Financial Health Monitoring 2014/2015 - Month 4**

The Deputy Chief Executive submitted a report presenting the Council's projected financial position for 2014/15 after four months of the financial year.

#### **RESOLVED –**

- (a) That the projected financial position of the authority after four months of 2014/15, as detailed within the submitted report be noted;
- (b) That the creation of an earmarked reserve using general fund reserves, as detailed in paragraph 3.3.5.1 of the submitted report, be approved, and that the release of the reserve be delegated to the Deputy Chief Executive.
- (c) That the release of reserves, as detailed in paragraph 3.3.5.2 of the submitted report, be noted.

### **73 Customer Access Programme - Improving Customer Service Delivery and Achieving Efficiencies**

Further to Minute No. 260, 16<sup>th</sup> May 2012, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the delivery of Phase 1 of the Transactional Web Services project. In addition, the report sought approval of a £4,866,000 injection into the Capital Programme, whilst it also sought authority for the Assistant Chief Executive (Citizens and Communities) to spend in order to deliver the second phase of the Transactional Web Services project.

**RESOLVED –**

- (a) That the progress made on the delivery of Phase 1 of the Transactional Web Services project, be noted;
- (b) That an injection of £4,866,000 into the Capital Programme be approved and that the Assistant Chief Executive (Citizens and Communities) be provided with the necessary authority to spend in order to deliver the second phase of the Transactional Web Services project, as detailed within the submitted report.

**74 Leeds City Council Social Care and Health Capital Fund**

The Deputy Chief Executive, the Director of Adult Social Services and the Director of Children's Services submitted a joint report which provided information on the proposal to create a specific Capital fund of £25,000,000 in order to support the City's ambitious plans to be the Best City in the country for Health and Wellbeing.

Responding to a Member's enquiry, officers provided the Board with an update on the evaluation work being undertaken around the most effective way to secure additional Intermediate Care beds across the city.

The Board emphasised the importance of partnership working across all relevant agencies when considering the most effective ways in which to meet the needs of residents throughout Leeds.

**RESOLVED –**

- (a) That the creation of a £25,000,000 Capital Fund in support of health and social care initiatives, be approved;
- (b) That the schemes put forward so far and the benefits predicted for those schemes to deliver, be noted;
- (c) That approval be given to the release of a 'pump priming' fund of £100,000 in the first instance, to support business case development in relation to the schemes most likely to be brought forward quickly (More Independent Living Opportunities for People with Learning Disabilities (Building) & Investment in Technology Solutions - IT Hardware (Support Systems)), which is in addition to the £50,000 already committed by Leeds CCG's for the PPPU evaluation of options in relation to Intermediate Care beds;
- (d) That further reports be submitted to the Board in future which seek agreement to commit capital as each scheme becomes ready.

**75 Regulation of the High Cost Short Term Credit Market by the Financial Conduct Authority**

Further to Minute No. 48, 16<sup>th</sup> July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report providing details of the actions taken by the Financial Conduct Authority (FCA) to regulate the High Cost Short Term Credit (HCSTC) industry since 1<sup>st</sup> April 2014, together with details of their consultation on the proposed cap on the total cost of high cost credit.

Members welcomed the positive action which had been taken by the FCA and noted the Council's response to the FCAs associated consultation exercise, as appended to the submitted report.

In terms of future communications by the Council regarding the regulation of the high cost short terms credit market, emphasis was placed upon the need to highlight the stark figures around borrowing charges, as detailed within the submitted report.

**RESOLVED –**

- (a) That the contents of the submitted report, particularly Leeds City Council's response to the FCA consultation, as set out in Appendix 1 to the submitted report, be noted;
- (b) That the Chief Executive be requested to write to all Leeds MPs asking them to consider Leeds City Council's response to the FCA consultation, as set out in appendix 1 to the submitted report, and urge them to take up the issues raised within the Council's response.

**TRANSPORT AND THE ECONOMY**

**76 Beckhill Neighbourhood Framework**

Further to Minute No. 8, 25<sup>th</sup> June 2014, the Director of City Development submitted a report providing an overview of the work undertaken to prepare a Neighbourhood Framework for the Beckhills area. The submitted report presented the proposed final version of the document for the purposes of approval, whilst agreement was sought on the phased approach to the delivery of improvements across the locality.

In response to a Member's enquiry, officers undertook to provide the Member in question with further information on how the Framework would inform the views of Plans Panel when determining planning matters in the area.

The Board discussed the ways in which an expression of interest for the possible establishment of a Neighbourhood Framework could be made. In addition, Members also discussed the funding sources which had been used in respect of the Beckhills Neighbourhood Framework. In conclusion, invitations were extended to any neighbourhoods that wished to submit an expression of interest in establishing a Neighbourhood Framework in the future.

**RESOLVED -**

- (a) That the contents of the submitted report be noted;
- (b) That the Beckhill Neighbourhood Framework be approved as informal planning guidance to support the area's regeneration;
- (c) That support be given on the approach to prioritisation, phasing and funding the delivery improvements to the Beckhill area, as set out in paragraphs 3.9 – 3.12 of the submitted report, which is to be led by the Chief Asset Management and Regeneration Officer.

**77 Temporary Financial Assistance Measures: Kirkgate Market**

Further to Minute No. 227, 2<sup>nd</sup> April 2014, the Director of City Development submitted a report which sought approval for a package of support for traders during the period of construction works to refurbish and improve Kirkgate Market.

Responding to a Member's enquiry, the Board was provided with assurances around the levels of contact and consultation undertaken with the Friends of Kirkgate Market group, both generally and specifically in respect of the proposals detailed within the submitted report.

**RESOLVED –**

- (a) That the injection of, and authority to spend £395,800 in respect of the financial assistance at Kirkgate Market, be approved;
- (b) That the injection of, and authority to spend £100,000 in respect of the upgrade of stalls to aid the temporary relocation of the Fish and Game row tenants, be approved;
- (c) That as Kirkgate Market is a Grade 1 listed building, it be noted that the proposed works to the existing Butchers Row in order to facilitate the temporary decant have been discussed with the Local Planning Authority and English Heritage who are supportive of the proposals;
- (d) That it be noted that the Chief Economic Development Officer will be responsible for the implementation of such matters.

**78 Transfer of the former Fir Tree Primary School, Lingfield Drive, Leeds to the Khalsa Education Trust**

Further to Minute No. 30, 16<sup>th</sup> July 2014, the Director of City Development and the Director of Children's Services submitted a joint report presenting information and background to the use, and potential disposal of the site previously used for Fir Tree Primary School, Alwoodley. The report provided details of the options open to the Council in respect of this matter.

It was noted that at the commencement of the meeting, Board Members had been provided with correspondence received from Education Funding Agency (EFA) in respect of the submitted report.

In discussing the matter, Members considered a range of issues, including:-

- The recent correspondence which had been received from the EFA and the extent to which it provided any further clarity on the current position;
- The clarification which was still required on whether the Government's legal powers would enable a 'scheme' to be served upon the Council which compelled it to transfer the freehold of the site to the Khalsa Education Trust, and the need for further dialogue to be held between the Department for Education's (DfE's) legal representatives and the Council,

- The level of contact and discussion which had taken place between the Council and the DfE on this issue to date, the nature of such contact and the associated timeframe in which this had taken place;
- The need to ensure that in order to progress this matter, a collaborative approach was adopted by all relevant parties;
- With regard to education provision in the area, the extent to which this specific site would best meet the needs of the local community.

At the conclusion of the discussion on the submitted report, it was formally moved by Councillor A Carter and seconded by Councillor Golton that the former Fir Tree Primary School site be transferred on a leasehold basis to the Khalsa Education Trust. On being put to the vote, this motion was lost, and it was

**RESOLVED** – That further information and clarification be sought from the Department for Education in respect of those matters considered during the meeting, specifically as to whether the Government’s legal powers enabled a ‘scheme’ to be served on the Council which would compel it to transfer the freehold of the site in question to the Khalsa Education Trust.

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

**DATE OF PUBLICATION:** FRIDAY, 19<sup>TH</sup> SEPTEMBER 2014

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** FRIDAY, 26<sup>TH</sup> SEPTEMBER 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 29<sup>th</sup> September 2014)