

## **SCRUTINY BOARD (ENVIRONMENT AND HOUSING)**

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 7th July, 2016 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**

J Bentley Weetwood;  
A Blackburn Farnley and Wortley;  
K Bruce Rothwell;  
D Collins Horsforth;  
A Gabriel Beeston and Holbeck;  
A Garthwaite Headingley;  
P Grahame Cross Gates and Whinmoor;  
A Khan Burmantofts and Richmond Hill;  
M Lyons Temple Newsam;  
J Procter (Chair) Wetherby;  
K Ritchie Bramley and Stanningley;  
G Wilkinson Wetherby;

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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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**Principal Scrutiny Adviser:**  
**Angela Brogden**  
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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 Head of Governance Services 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>DECLARATION 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 - 9 JUNE 2016</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 9 June 2016.</p>	1 - 4
7			<p><b>LETTINGS POLICY REVIEW - CONSULTATION UPDATE</b></p> <p>To receive a report from the Director of Environment and Housing presenting an update following the recent consultation on changes to the current lettings framework.</p>	5 - 14
8			<p><b>TACKLING DOMESTIC VIOLENCE AND ABUSE - TRACKING OF SCRUTINY RECOMMENDATIONS</b></p> <p>To receive a report from the Head of Scrutiny Support presenting the progress made in implementing the recommendations arising from the earlier Scrutiny inquiry into Domestic Violence as well as an update of the work taken forward as part of the Domestic Violence Breakthrough Project.</p>	15 - 44

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<b>SAFER LEEDS PLAN 2016/17</b>  To receive a report from the Director of Environment and Housing presenting the refreshed Safer Leeds Plan 2016/17 for the Board's consideration.	45 - 56
10			<b>PERFORMANCE UPDATE</b>  To receive a report from the Director of Environment and Housing presenting a performance update surrounding those areas relevant to the Board's remit.	57 - 76
11			<b>WORK SCHEDULE</b>  To consider the Board's work schedule for the forthcoming municipal year.	77 - 106
12			<b>DATE AND TIME OF NEXT MEETING</b>  Thursday, 22 September 2016 at 10 am (pre-meeting for all Board Members at 9.30 am)	

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 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 (ENVIRONMENT AND HOUSING)

THURSDAY, 9TH JUNE, 2016

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

Councillors J Bentley, A Blackburn,  
K Bruce, A Gabriel, R Grahame, A Khan,  
M Lyons and K Ritchie

### **1 Late Items**

There were no late items.

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

There were no disclosable pecuniary interests declared to the meeting.

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

Apologies for absence were submitted by Councillors A Garthwaite, P Grahame and G Wilkinson. Notification had been received that Councillor R Grahame was to substitute for Councillor A Garthwaite.

### **4 Minutes - 26 April 2016**

In relation to minute number 92 'Waste Strategy Theme – update', it was noted that whilst the directorate had not yet approached the LGA in helping to address the need for clearer recycling messages and marking on packaging, it continues to raise this matter at a ministerial level.

It was also confirmed that the directorate is working with the Environment Agency surrounding air quality management and monitoring arrangements relating to the Recycling and Energy Recovery Facility and the surrounding area. As requested, a report on this matter will be brought back to Scrutiny.

**RESOLVED** – That the minutes of the meeting held on 26 April 2016 be approved as a correct record.

### **5 Scrutiny Board Terms of Reference**

The report of the Head of Scrutiny and Member Development presented the terms of reference for the Environment and Housing Scrutiny Board for Members' information.

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

## **6 Crime and Disorder Scrutiny**

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

The report also made reference to the 'Principles for Engagement' document developed by the West Yorkshire Police and Crime Panel in liaison with the five local Crime and Disorder Scrutiny Committees. This was also attached for Members' information.

In acknowledging the Board's Crime and Disorder role, Members agreed to send an invitation to the West Yorkshire Police and Crime Commissioner to attend a future meeting of the Board.

### **RESOLVED –**

- (a) That the report be noted
- (b) That an invitation be sent to the Police and Crime Commissioner to attend a future meeting of the Scrutiny Board.

## **7 Co-opted Members**

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

The Board was informed that they could appoint the following:

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

**RESOLVED –** The Board agreed to consider the appointment of co-opted members once it had established its work programme for the forthcoming municipal year.

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

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

The following were in attendance for this item and invited to share their views around potential areas of work for the Scrutiny Board this year:

- Councillor Debra Coupar, Executive Member for Communities



- Councillor Lucinda Yeadon, Executive Member for Environment and Sustainability
- Neil Evans, Director of Environment and Housing

Members of the Scrutiny Board also shared their views on potential areas of work for the Scrutiny Board this year.

In acknowledging the themed approach adopted by the Scrutiny Board last year, Members agreed to continue this approach again. As such, the Board agreed the following areas of work in line with the following 'themes':

#### Housing

- Implications and progress surrounding the Housing and Planning Bill 2015
- The quality of private rented sector housing in Leeds
- Turnaround times for filling void council properties

#### Community Safety

- Tackling begging across the city
- The future provision of CCTV
- Addressing anti-social behaviour
- Addressing youth offending

#### Environment

- Air Quality
- Addressing areas of underperformance in recycling
- Engaging communities in the recycling agenda
- Reviewing existing recycling services and recyclates

#### **RESOLVED –**

- (a) That the report and discussion be noted.
- (b) That the areas of work listed above are taken forward by the Scrutiny Board during this municipal year.

## **9 work schedule**

The report of the Head of Scrutiny and Member Development presented the draft work schedule for the forthcoming municipal year. This included the traditional items of Scrutiny work which involves performance monitoring, recommendation tracking and Budget and Policy Framework Plans.

The Principal Scrutiny Adviser was requested to work with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

In relation to Air Quality, the Board agreed to consider this matter as part of an in-depth inquiry and also acknowledged this as a piece of cross-cutting work potentially involving representation from other Scrutiny Boards. It was

therefore agreed that terms of reference for this inquiry would be drawn up for the Board's agreement.

The Chair also referred to a request for Scrutiny made by Councillor M Robinson in relation to the maintenance of gullies across the city. In conclusion, the Board agreed to add this to the areas of interest as part of the Board's environment themed meetings.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the Principal Scrutiny Adviser works with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

**10 Date and Time of Next Meeting**

Thursday, 7 July 2016 at 10 am (Pre-meeting for all Board Members at 9.30 am)

(The meeting concluded at 11.40 am)

**Report of** Director of Environment and Housing  
**Report to** Environment and Housing Scrutiny Board  
**Date:** 7 July 2016  
**Subject:** Lettings Policy Review Consultation Update

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

## Summary of main issues

In February 2016, Executive Board agreed to commence consultation on changes to the current lettings framework.

The Consultation commenced with two Elected Member sessions in March 2016. This has been followed by further consultation with community committees, local tenant and resident groups, statutory and voluntary sector partners and individual tenants and residents.

We have consulted on the following proposals:

- The introduction of a tenant transfer policy;
- Review of the main lettings policy to mainstream some elements previously covered by local lettings policies;
- A new approach to community lettings policies to replace local lettings policies, with improved links to tenancy management issues in the wider community.

The paper provides an update on progress with the consultation to date, and some feedback on the key themes to emerge so far.

## Recommendations

Environment and Housing Scrutiny Board is invited to note progress to date with the lettings policy review consultation.

## **1.0 Purpose of this report**

- 1.1 To provide an update to Environment and Housing Scrutiny Board on progress with the Lettings Policy Review consultation.

## **2.0 Background**

- 2.1 In 2015/16 Housing Leeds let 4,691 homes under the lettings policy, and 665 applicants from the housing register were rehoused by housing associations under the council's nominations agreements.
- 2.2 The current lettings framework is based on the council's legal duties set out in the Housing Act 1996 of meeting housing need as well as meeting the aspirations of tenants and residents. In order to balance the needs of households in housing need with those local communities, the council lets 75% of properties based on housing need and 25% to households who have been on the housing register list the longest with a local connection to the ward area.
- 2.3 Demand for council housing outstrips supply. The average waiting time for households who were rehoused in 2015/16 was 57 weeks across the city, property types and sizes.
- 2.4 Currently there are 23,762 (31/12/15) households on the housing register, approximately 24% (5,635) of customers have assessed housing needs (Band A & B) and 76% households have no identified housing need, but have expressed a preference to be rehoused by the council.
- 2.5 Around 1 in 6 of the council's 57,000 homes have a local lettings policy which gives preference to certain groups of applicants for some properties, e.g. local connection preference in some outer lying areas of the city or age restrictions intended to minimise lifestyle clashes in flats.
- 2.6 Over the past two years, Housing Leeds has undertaken a harmonisation programme of tenancy management policies and procedures, to ensure a consistent, high quality service is provided. The programme has taken the good practice of the former ALMOs, and developed policies and procedures which are based on the social contract model of reinforcing tenant responsibilities whilst providing high levels of support.
- 2.7 As part of the harmonisation programme Housing Leeds commenced a fundamental review of the local lettings policies currently in operation to ensure they are fit for purpose and consistently applied across the city. The review has involved extensive consultation with tenant and resident groups, officers, Housing Advisory Board and Scrutiny Board. As the project developed new priorities have emerged, and the scope of the review was widened to include the wider lettings framework.
- 2.8 In February 2016, Executive Board agreed to commence consultation on these proposed changes to the current lettings framework.

### 3. Overview of consultation

- 3.1 The consultation commenced with two Elected Member sessions in March 2016. This has been followed by further consultation with Community Committees, local tenant and resident groups, statutory and voluntary sector partners and individual tenants and residents.

A full timetable for the consultation is below:

Consultation plan	Timescales
Finalise proposals for consultation	Jan / Feb 2016
Executive Board approval to commence consultation	Feb 2016
Political briefings on draft version	March 2016
Public consultation with stakeholders on proposed changes to lettings policy, including tenants / customers	March – July 2016
Housing Advisory Board update	June 2016
Tenant Scrutiny Board	June 2016
Community Committees and follow up meetings	June / July 2016
Environment and Housing Scrutiny Board update	July 2016
Collation of responses	July 2016
Equality Impact Assessment of proposed changes to lettings policy	July - August 2016
Proposals to Housing Advisory Board	September 2016
Environment and Housing Scrutiny Board update	October 2016
Executive Board to consider and approve changes	December 2016
Implementation including IT changes, training and promotion of new policy	December 2016 to February 2017
Implementation of Community Lettings Policies on Block by Block Basis	From December 2016 (3 year implementation)
Regular Updates to Environment and Housing Scrutiny Board and Housing Advisory Board throughout implementation.	December 2016 – April 2017

- 3.2 In addition to face to face consultation, we have also published an online survey through the council's Talking Point portal, which has been promoted through the Leeds Homes flyer and website, Housing Leeds website, tenant newsletter and via social media. A paper based version of the survey has been printed in the Leeds Homes flyer and circulated at tenant events.
- 3.3 The consultation is currently focusing on the overarching policy framework and any changes to individual blocks will be subject to further local consultation with tenants and residents prior to implementation on a phased basis.
- 3.4 The consultation asks for feedback on the following proposals:
- **Introduction of a tenant transfer policy** to give greater preference to and reward existing council tenants who have successfully held a secure tenancy as

part of our commitment to the social contract and enabling the council to make better use of its housing stock

- **Review of the main lettings policy** to mainstream some elements previously covered by local lettings policies – specifically:
  - Use of local connection preference in outer lying areas of the city with low turnover and high demand
  - Giving preference to tenants with a good tenancy record
  - Conducting home visits to prospective applicants prior to making an offer
  - Introducing pre tenancy training for 16 and 17 year olds, and applicants who are unable to demonstrate a good tenancy record
  - Using our good neighbour criteria in areas with significant issues of anti-social and criminal behaviour
- **New approach to community lettings policies** to replace local lettings policies, with improved links to tenancy management issues in the wider community. To include more proactive marketing of lower demand homes to attract new customer groups, and to encourage people in employment and flat sharing, and to encourage council tenants to downsize to a smaller property or high rise flat, and free up a family council house

### **3.5 Progress to date**

- 3.5.1 To date the consultation team have held two member sessions, and met with a number of groups, including Community Committees, Cross City Chairs Group (and circulated to Housing Advisory Panels), Equal Access Group, Homeless Team Adult Social Care, Housing Advisory Board, Leeds Tenants Federation General Meeting, TARAs Panel Conference, VITAL, VOLT (Voice of Older Tenants) and Yagi.
- 3.5.2 We are continuing discussions with Community Committees through follow up workshops.
- 3.5.3 The online survey has now been live since April, and closes at the end of June. The survey has been promoted to current tenants and prospective tenants through the Leeds Homes flyer and website, Housing Leeds website, tenant newsletter and via social media.
- 3.5.4 The survey has to date generated 626 responses (22 June 2016). Not all respondents who start the survey complete it but of the 626:
- 237 (38%) are existing Housing Leeds tenants;
  - 34 (5%) are Leeds housing association tenants;
  - 93 (15%) are in private rented accommodation;
  - 26 (4%) are home owners;
  - 61 (10%) have no fixed address (either living with friends/relatives or registered as homeless)
- 3.5.5 Of respondents to date 52% are female, with 22% male. A further 26% preferred not to say or did not answer the question. There is an equal split in terms of age with 36% aged under 40 years old, and 40% over 40, with 24% not answering the question.

3.5.6 Respondents to the survey have also provided more detailed feedback which will be analysed and collated in the final proposals. Feedback from the remaining consultation (ie meetings and events) has been captured on a consultation log. This also contains more qualitative data and will be used to draft the final proposals for approval, and will inform the Equality Impact Assessment. Some events are still scheduled throughout July, so the consultation responses will change over the coming weeks.

3.5.7 From the consultation so far, there are a number of key themes to emerge which are summarised below:

- **Introduction of a tenant transfer policy**

There is general support for the introduction of a tenant transfer policy. It is generally felt that the policy would allow us to reward and incentivise good tenant behaviour, and would add flexibility to the lettings process. There is a consensus that the policy should be kept as simple as possible and clearly explained to both existing and prospective tenants so the policy is clearly understood. Some thought needs to be given to how it would work for tenants wanting to downsize and how we could incentivise people in 2 or 3 bedroom houses to move to 1 or 2 bed flats. More detail is needed on which properties would be selected for a tenant transfer and how this would be managed.

Concerns have been raised that a tenant transfer policy would disadvantage non-tenants who are applying for housing and are in housing need.

From the online survey, 66% of respondents are supportive of a tenant transfer, although it should be noted that responses from people who are not existing Housing Leeds or Housing Association tenants the response has been more mixed, with around 30% disagreeing with the introduction of a tenant transfer policy.

- **Home visits**

Again there has been strong support for introducing home visits for prospective tenants. From the online survey so far, 71% of respondents are in favour of conducting home visits with potential applicants.

Several issues have been raised around the need to ensure that we have a flexible approach to home visits, and that, in particular, existing support needs should be taken into consideration when undertaking the visits. It was also felt that the timing of visits needed to be carefully managed to ensure that it was undertaken as close to the commencement of a tenancy as possible.

- **Local connection**

The response so far has generally been positive towards having a local connection policy across the city, although feedback has suggested that there is a limited understanding around how the policy works, where it applies and how it is implemented (definition of the local area etc). A number of suggestions that clear guidance is needed, as well as further training for staff. At present 25% of

properties are advertised through the date of registration quota where the successful applicant must have a connection to the Ward area, and some areas also operate a separate local connection local lettings policy, where the connection is the housing office administrative area. This has caused confusion among respondents to the consultation and was a major driver for the review to ensure consistency and clarity in our approach.

Some concerns have been expressed around people without a local connection being blocked from living in certain areas of the city and restricting aspiration.

From the online survey, 55% of respondents so far are in favour of using local connection in other areas of the city.

- **Community Lettings – proposals to replace existing age restrictions**

The response to this proposal has been mixed. There has been a general acceptance that the current policy of relying on age has not always worked, and leaves us open to legal challenge. Members and some of the strategic tenants groups in particular have been supportive of a move away from age related restrictions, emphasising that we should be more intelligent around lettings rather than using age as a management tool. Strong emphasis that this should be supported by strong and robust management to reassure tenants that removing age restrictions would not increase problems, particularly within high rise blocks.

The online survey is more mixed, with around half supportive of removing age restrictions and half against it. Unsurprisingly when you look at age breakdowns of respondents, older people are mostly in favour of age restrictions, while younger people are more supportive of removing them in favour of other options.

There is a high level of support across the board for giving preference to under occupiers to free up a house for another family and again for the introduction of home visits/ tenancy checks and pre-tenancy training.

In summary, the number and percentage of respondents who support the proposed alternatives is shown below:

<b>Alternative to age restrictions</b>	<b>No. in favour</b>	<b>% in favour</b>
Local connection	342	55
Employment	236	38
Home visits / tenancy checks	311	50
Pre tenancy training	178	28
Downsizing tenants	310	50

69 respondents (11%) indicated they disagreed with all the groups listed above, and made comments supporting the retention of age restrictions and not rehousing people from abroad, or people with drug or alcohol-dependency issues.



- 3.5.7 The lettings policy proposals have been considered by the Community Committees at their meetings in June 2016. Feedback has been mixed, and members have requested additional briefings to discuss the proposals in full. This will give an opportunity to update members on the proposals contained in the Housing and Planning Act, which will impact on housing management, specifically the sale of higher value council homes, higher rent for tenants earning over £31K a year and the removal of secure tenancies and succession rights.
- 3.5.8 Over the next few weeks further consultation will continue with Tenant Scrutiny Board, tenant groups including VITAL and elected members. A full summary and outcomes from the consultation will be presented to Executive Board in October 2016. A further update will be provided at the October meeting of Environment and Housing Scrutiny Board.

#### **4.0 Housing and Planning Act**

- 4.1 Since the Lettings Policy consultation commenced the Housing and Planning Act has received Royal Assent. The Act provides the necessary legislation to implement a number of Government proposals which fundamentally alter the nature and provision of social and affordable housing in England, including:
- The sale of higher value vacant local authority homes;
  - Starter homes;
  - Pay to Stay;
  - Mandatory use of fixed term tenancies;
  - Extension of right to buy to Housing Associations;
  - Reforms to private rented sector;
  - A range of further measures aimed at boosting homeownership.
- 4.2 The proposals in the Act will significantly impact on a number of the proposals contained in the Lettings Policy Review. In particular, the loss of succession rights and the introduction of fixed term tenancies will have a significant impact on the tenant transfer policy; Pay to Stay may impact on our ability to give preference to people in employment; and the proposals on the sale of higher value homes will have a big impact on our ability to maintain stock levels in some areas of the city and will therefore significantly impact local connection policy. The proposals in the Act will also have a big impact on our ability to make best use of stock.
- 4.3 Despite the Act becoming law, there is still a significant amount of work to do before the proposals come into effect. Much of the details, guidance and regulations are expected over the summer. A Project team has been put in place to manage the implementation of the Act in Leeds and to ensure our tenants are fully prepared for the impact that the proposals may have. It is suggested that a further paper outlining the key implications of the Act be brought to a future meeting of Environment and Housing Scrutiny Board.

- 4.4 The final proposals for a new Lettings Policy framework will be presented to Executive Board in December 2016. This will allow us to fully assess the impact of the Housing and Planning Act.

## **5.0 Corporate Considerations**

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

- 5.1.1 Environment and Housing Scrutiny Board members are asked to note the progress being made with the Lettings Policy review consultation, and as such, a decision is not being made. An Equality Impact screening assessment has been completed and the council will conduct a full equality and diversity impact assessment as part of the review to identify potential positive and negative impacts, and will develop an action plan to address any negative impacts identified. A full EIA on the final proposals will be included in the final Executive Board report in October for approval.

### **5.2 Council policies and Best Council Plan**

- 5.2.1 The development of community lettings policies supports the council's ambition of being the best city in the UK, which is fair, open and welcoming to all. This links to the best council outcomes of improving the quality of life for residents, particularly those who are vulnerable or in poverty.
- 5.2.2 Existing local lettings policies are perceived by some existing tenants as positive in establishing stable communities, but also restrict the choice of rehousing for other customer groups.
- 5.2.3 The proposals will help achieve the savings and efficiencies required to continue to deliver frontline services by rewarding tenants who abide by their tenancy agreement.

### **5.3 Resources and value for money**

- 5.3.1 The Council aims to ensure its housing stock is managed efficiently and best use is made of the limited resource, for example, by reducing homelessness and the associated social and financial costs such as temporary accommodation placements.
- 5.3.2 The Council aims to operate an efficient lettings process, to reduce the length of time properties remain empty to ensure the needs of customers in housing need are met, and to increase tenant and resident satisfaction with their homes and neighbourhoods.
- 5.3.3 The move to develop community lettings policies will improve lettings outcomes and reward tenants who abide by their tenancy agreement and care for their property, and reallocate resources to support proactive tenancy sustainment through home visits and pre-tenancy training.

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

5.4.1 None at this stage. The report is an update paper.

## **5.5 Risk Management**

5.5.1 The report is an update paper. A full risk assessment has been undertaken for the Lettings Policy Review.

## **6.0 Conclusions**

5.1 This report highlights the progress that has been made to date with the consultation on the lettings policy review, and provides some feedback on the key messages emerging from the consultation so far. A full report on the outcome of the consultation and next steps will be presented to the September meeting of Housing Advisory Board, prior to being taken to Executive Board for approval. A further update will be presented to Environment and Housing Scrutiny Board in October 2016.

## **7.0 Recommendations**

6.1 Environment and Housing Scrutiny Board is invited to note progress to date with the lettings policy review consultation.

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

- February 2016 Executive Board paper 'Effective Housing Management and Lettings Framework.'

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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.

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## Report of the Head of Scrutiny Support

### Report to Scrutiny Board (Environment and Housing)

Date: 7<sup>th</sup> July 2016

### Subject: Tackling Domestic Violence and Abuse – Tracking of Scrutiny recommendations

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

## 1.0 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny inquiry aimed at tackling domestic violence and abuse.

## 2.0 Background information

- 2.1 The former Safer and Stronger Communities Scrutiny Board conducted an in-depth inquiry into tackling domestic violence and abuse, with a particular focus on improving the early detection and referral of victims and perpetrators of domestic violence and abuse.
- 2.2 The inquiry concluded in March 2014 and a report setting out the Scrutiny Board's findings and recommendations was published on 9<sup>th</sup> June 2014. This report is available via the Council's website ([click here for inquiry report](#)). The Safer and Stronger Communities Scrutiny Board received a formal response to its recommendations in September 2014 and tracked progress in February 2015.
- 2.3 It falls within the remit of the Environment and Housing Scrutiny Board to continue to track the recommendations arising from this inquiry. As such, the Board received a further tracking report in October 2015 and agreed to close out a number of the recommendations. The purpose of today's meeting is to consider the progress made in relation to those recommendations that currently remain open.

## 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 Details of progress against each of the remaining recommendations are set out within the table at Appendix 2. To assist Members, 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.

### **Domestic Violence & Abuse Breakthrough Project**

- 3.4 In recognition that Domestic Violence and abuse has been named as one of the council's 8 breakthrough projects, the Director of Environment and Housing has also provided a report outlining the work to be delivered as part of the breakthrough project and progress to date (see appendix 3).

## **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.
  - Note and provide any comment in relation to the work and progress made as part of the breakthrough project as set out in Appendix 3.

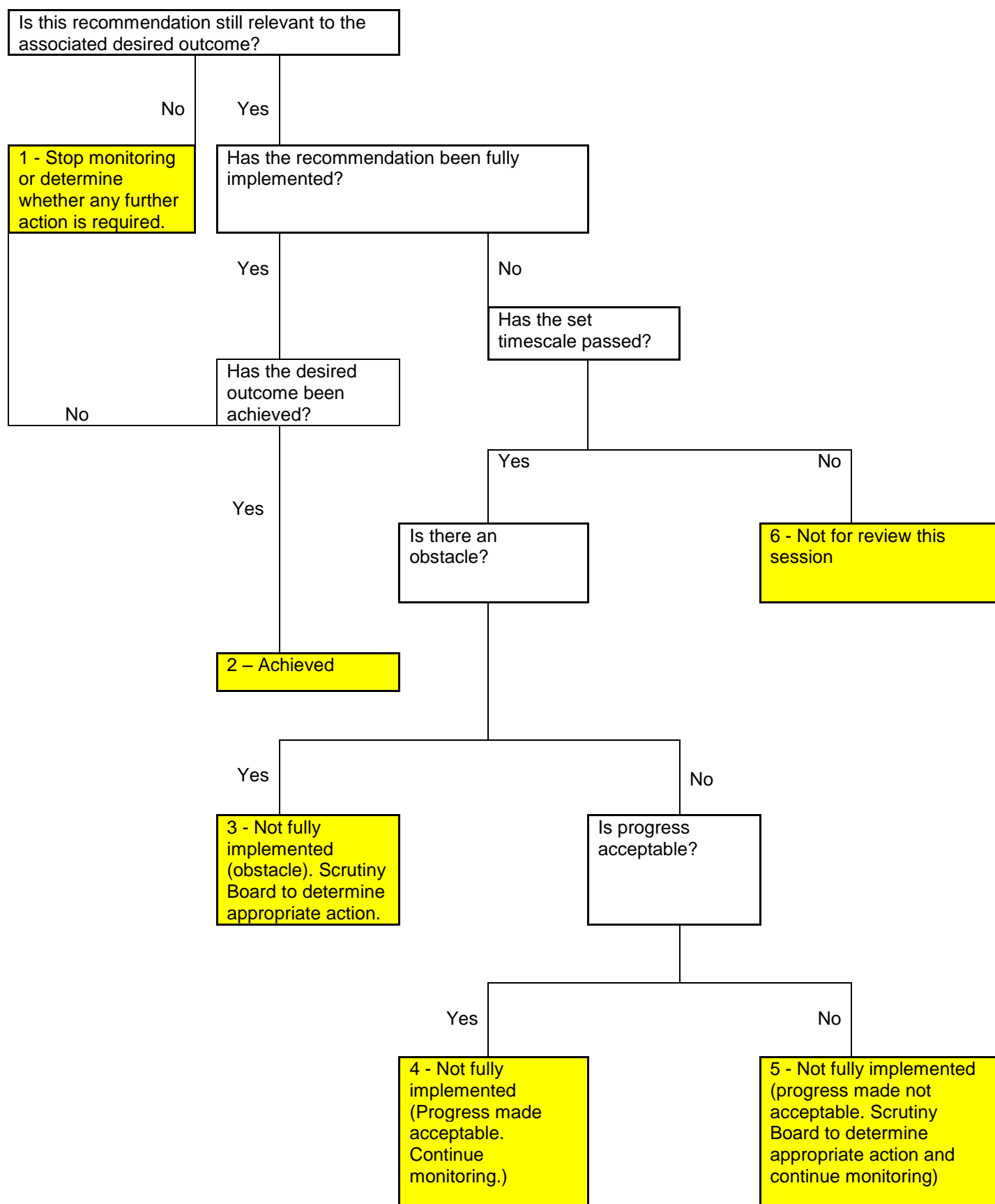
## **5.0 Background documents<sup>1</sup>**

- 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

**Desired Outcome** – That the additional barriers facing BME communities are recognised and factored into the commissioning framework for the provision of domestic violence and abuse services in Leeds.

**Recommendation 5**

That the Chair of the Leeds Domestic Violence Strategy Group ensures that the following service issues are factored into existing and future commissioning frameworks for the provision of domestic violence and abuse services in Leeds:

- Enabling easier access to an accredited interpreter service, appropriately trained in relation to honour based abuse
- Provision of local specialist services for BME communities
- Provision of outreach services within particular vulnerable communities
- Enabling easy access to specialist advice services surrounding immigration status

**Formal response:**

- 1) A multi-agency review will be undertaken of commissioned domestic violence services during 2014/15 which will include an appraisal of how best to provide accessible and specialist services to BME communities and vulnerable communities. The review will ensure that appropriate and good quality responses to BME and vulnerable service users are factored into future commissioning frameworks.
- 2) Work is currently being undertaken to make variations to the specifications for LCC commissioned services. Access issues for BME and vulnerable service users are being considered.
- 3) The Domestic Violence Team is currently working with Corporate Communications to investigate different translation software options for the website.

**Position reported in February 2015:**

- 1) A domestic violence sub-category plan published in October 2014 sets out the current commissioning arrangements, including the capacity of existing services and where there are gaps in provision.
- 2) A domestic violence sector review project team has been formed to oversee a review of services for victims and perpetrators. This project team will use the findings of the sub-category plan to oversee a process of stakeholder and service user consultation which will inform the development of service models and specifications for domestic violence services in the city. The scope of this review will consider the accessibility of services to BME groups
- 3) The commissioning review will be overseen by the Domestic Violence Programme Board. It will seek to deliver the objectives of the breakthrough project and will make specific reference to the opportunities created by the formation of the Leeds Safeguarding Partnership.



- 4) One off spend has taken place this quarter to begin work to develop support for BME community in North Leeds and give snapshot insight of how to work with this vulnerable group of women.
- 5) In addition the Public Health Early Intervention/Prevention Contract has been varied from April 15 to ensure that the development of work with specific BME communities in the North of Leeds develops and continues from insight.
- 6) The new DV&A website will be available in over 50 languages when it goes live in March.
- 7) Work is underway to establish a reference group of community leaders with whom proposals for DV services can be discussed and tested. It is hoped this group will also champion the DV agenda.

#### **Position reported in October 2015:**

The following areas will feed into the review of commissioned domestic violence services:

1. Further to a DHR recommendation, Safer Leeds is currently producing a set of guidelines to promote good practice in delivering responses to victims and perpetrators of DV where interpreters are used.
2. Shantona, a community organisation with a specialism around supporting BME communities, has successfully secured funding for a BME DV post to improve under-reporting of DV among BME communities and to support community organisations to respond effectively to domestic violence.
3. The Domestic Violence Team is liaising with a range of BME led organisations such as Hamara, Shantona, Health for All, BARCA and the Black Health Initiative to consult with and work to develop service provision and good practice.
4. The DV Team is rolling out work on a cluster basis with some focus on responding to diverse communities and BME families.
5. The Citizens Panel has been consulted on domestic violence responses and this has resulted in useful information to feed into planning and service development.

#### **Current Position: June 16**

Commissioning for a new DV&A service for Leeds is underway and will start delivering from 1<sup>st</sup> April 2017. In writing the specifications for the contracts great attention was paid to the learning from the scrutiny enquiry. In addition, the development of the specification was undertaken in consultation with partners and service users at all stages.

The two commissioned options specify that the service is “inclusive and accessible” and that it *“will ensure that a fit for purpose interpreting provision is offered for those individuals whose first language is not English. Everybody in Leeds who is suffering the impact of domestic violence and abuse should feel that this is a service that they can approach and that will help and support them”*. The specification also states that the service must *“provide a culturally responsive service to individuals from a broad range of ethnic backgrounds in a variety of community languages, either by having a variety of languages spoken by team members or by ensuring access to appropriate interpretation and translation services. Family members and friends of the service user are not to be considered acceptable substitutes for professional interpreters.”*

The specification has been written in such a way that makes it clear that the service needs to be flexible and responsive to meet emerging and changing need and to work closely with local community groups to encourage engagement. Consortium bids were welcomed and bidders were particularly encouraged to involve community groups, especially those

working with BME, isolated and vulnerable groups in the delivery of the service.

In terms of Engagement/Access and Disengagement the specification states that: *“the Service must engage with, and be accessible to, individuals from a diverse range of ethnic, religious and cultural backgrounds. This will require a thorough and up-to-date understanding of issues relating to domestic violence and abuse within all client groups, particularly in terms of barriers to seeking help and best practice in overcoming these barriers. The Service will therefore develop a culture of proactive engagement, working in partnership with other agencies and professionals (for example social workers and probation officers) to proactively engage individuals and to reduce and overcome barriers to accessing services. This will include developing a plan to engage with service users groups that are under-represented in services, including but not restricted to:*

- Older people
- Young people aged 16-25
- LGB&T\*
- Asylum seekers, refugees and those with insecure immigration status and / or no recourse to public funds
- BME communities
- Disabled people
- Sex workers

*The Provider must build links and work with small community groups supporting clients from the above groups in order to encourage and develop referral pathways, ensuring that service users are supported to access the Service when appropriate.”*

The section around Drop-In Provision states that: *“It is expected that drop in provision – including specialist provision where appropriate – will be made available for individuals from all service user groups (including men and LGB&T\*) – either through direct delivery or by working with other agencies to identify alternative suitable provision. The drop-in provision will be delivered in various accessible and safe locations across the city...The drop-in provision will be well promoted where local intelligence indicates that there is a specific/growing need and will be targeted for specific communities where appropriate, working closely with community groups to encourage engagement...the Service will monitor the demand and need for drop-in provision and establish and develop this provision across the city as required”*

The Community Based 1-1 Support element of the service includes a requirement to “include an assertive outreach element to proactively encourage engagement by individuals who are known to be at risk but are not engaging with services”

There is going to be a 6 month mobilisation period for the new service (starting 1<sup>st</sup> October 2016) and this time will be used to ensure that: appropriate pathways into interpreter services are in place; there is adequate support for vulnerable communities, including BME communities; and pathways to other services offering specialist advice around immigration status are identified. A robust performance framework will be established to monitor this activity.

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

2 – Achieved

**Desired Outcome** – That there is sufficient capacity within the Leeds Domestic Violence Team to deliver domestic violence training and assist services across a wide range of sectors to attain the Safer Leeds Domestic Violence Quality Mark.

**Recommendation 7**

That the Chief Officer of Community Safety leads on working with the Leeds Domestic Violence Team to identify the capacity needs of the team in delivering effective training to assist services across a wide range of sectors to attain the Safer Leeds Domestic Violence Quality Mark.

**Formal response:**

- 1) The Domestic Violence Team (DVT) is largely responsible for delivering DV training and the DV Quality Mark. The structure and capacity of the DVT within Safer Leeds is currently under review as part of a wider review and re-structure of the Domestic Homicide Review process. As such, the capacity is likely to be enhanced and a clear focus for the team is the capability to deliver the Quality Mark.
- 2) As part of the current DHR review and with a desire to want to ensure that lessons learned are incorporated in daily business, there is a greater focus on the quality mark and our ability to ensure that as wide a market as possible is reached. It is clear that the status and credibility of achieving the quality mark is now part of the factors driving the review of the DVT.
- 3) In October 2014 the City is due to deliver its first DV themed Conference. Part of the theme of this Conference will be the highlighting of the quality mark and the role of it within Organisations. This driver is being led and delivered by the DVT and hence capacity needs to be able to meet demand.
- 4) There is currently being developed in Leeds some good practice from other Local Authorities and Forces. The new model is very much a broad framework for delivering DV services across the City and the role of the DVT is critical to it. As part of this holistic approach to delivering DV services, the current DVT capacity is being enhanced by seconded staff so that a model for the team can be developed to ensure it is fit for purpose in the new Leeds District model.

**Position reported in February 2015:**

A formal re-structure of the Safer Leeds Domestic Violence Team (DVT) is being undertaken with a view to increasing capacity and seniority. The new structure, once finalised, will assist the DVT to respond to the following key areas of demand:

- 1) The Safer Leeds Domestic Violence Team (DVT) is responsible for delivering DV training and the DV Quality Mark. The structure and capacity of the DVT is currently under review as part of a wider review and re-structure of the Safer Leeds. As such, the capacity is likely to be enhanced in order that the team is the capability to respond to the training demand and deliver the Quality Mark. A report has been submitted by the DV Team to Safer Leeds Senior Management Team who are currently considering the recommendations for addressing current training demand. In addition, a meeting with third sector organisations that have recently begun delivering domestic violence training has been organised in order to ensure training is well co-ordinated across the city.
- 2) A review of the DHR process has been undertaken and refined. Further work on the lessons learned process is underway.

- 3) A conference on domestic violence is being organised for March 2015. Part of the theme of this conference will be the promotion of the Leeds Domestic Violence Quality Mark to the private sector.

**Position reported in September 2015:**

- 1) A proposed re-structure for the DV Team is being progressed. The proposal seeks to ensure that resources are in place to deliver the Community Safety Partnership's statutory responsibility to undertake Domestic Homicide Reviews; support the DV Breakthrough Programme, meet demand for the Leeds DV Quality Mark and training requests and support partnership working across the city.
- 2) A Leeds DHR Policy and Procedures paper has been adopted by the Domestic Homicide Sub Group and the DV Team has devised a model for delivering DHR lessons learned.
- 3) Safer Leeds is working with other agencies to ensure other training providers are utilised and demand is addressed.

**Current position: June 2016**

- 1) Funding to increase the capacity of the Domestic Violence Team has been agreed and the restructure is being progressed.
- 2) Since September 2015 over 1200 people have received DV training including Health Visitors, GP's and School nurses cluster staff, Adult Social Care social workers. This includes 367 people who have undertaken DHR Lessons Learnt training.
- 3) Training capacity within the health economy in Leeds will be increased by the recruitment of 2 specialist nurses within the safeguarding team in the CCGs. The nurses will be in post from July 2016.
- 4) Additionally a DV Breakthrough Programme Ambassador scheme has been launched within LCC encouraging staff from all teams across the council to put themselves forward to be the representative on their team who will undertake training and be able to sign post and assist colleagues to find the information they need. They will be examples of best practice and cascade basic awareness raising training to their colleagues.

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

*2 – Achieved*

**Desired Outcome** – That by December 2014, information sharing protocols between partner agencies relating to domestic violence and abuse have been reviewed to ensure they are robust and fit for purpose.

**Recommendation 15**

That the Chair of the Leeds Domestic Violence Strategy Group ensures that a review of existing information sharing protocols between partner agencies relating to domestic violence is completed by December 2014 to ensure they are robust and fit for purpose.

**Formal response:**

As part of the Domestic Violence Programme, existing information sharing protocols between partner agencies will be reviewed and new arrangements established if required. This work will be undertaken as part of the targeted work being undertaken to further develop the Front Door.

**Position reported in February 2015:**

- 1) An information sharing agreement (ISA) is being progressed as part of the Leeds Safeguarding Partnership. The first draft of which was reviewed on the 19th of January. These will then be presented to the relevant Information Compliance Officer prior to implementation.
- 2) A SharePoint site is being developed to enable effective sharing of information across all agencies involved in the Leeds Safeguarding Partnership. Protocols governing the access to and appropriate use of this site will be included in the ISA.
- 3) Key parties will meet shortly to agree a way forward regarding information sharing with schools in line with Operation Encompass good practice.

**Position reported in September 2015:**

- 1) The ISAs have been progressed and await sign off.
- 2) As part of a school notifications pilot the project group will agree a way forward regarding information sharing with schools in line with Operation Encompass good practice.

**Current position: July 2016**

- 1) The Information Sharing Agreement has completed and is in use. This covers the domestic violence arrangements, including the daily MARAC at the Front Door Safeguarding Hub. The document has been signed off by all partner agencies and their Information Compliance Officers.
- 2) Following a two month pilot Operation Encompass (School DV notification process) 2016 was rolled out city wide from April 2016.
- 3) The Commissioning process which is currently underway includes robust clauses in the tender documents and contracts. regarding Information Sharing and Multi Agency participation
- 4) The FDSH Sharepoint site has been built. LCC staff can already access the site and other partners are being added. West Yorkshire Police and Leeds Domestic Violence Service are the first services to trial accessing the shared site.

- 5) A Safer Leeds wide review of all Information Sharing protocols is currently being undertaken, led by the Partnership Information and Intelligence Manager to ensure that all information stored, used and discussed is in compliance with appropriate standards.

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

*2 – Achieved*

**Desired Outcome** – That Leeds responds positively to the recommendations arising from the 2014 HMIC inspection in relation to the effectiveness of the police approach to domestic violence and abuse.

**Recommendation 16**

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Leeds Divisional Commander to ensure that all of the recommendations arising from the HMIC inspection are being reflected within local policing services.

**Formal response:**

The Chair of the Leeds Domestic Violence Strategy Group and the Chief Officer Community Safety will work closely with the Leeds Divisional Commander to receive updates on progress with respect to the recommendations arising from the HMIC inspection and ensure the provision of any required partnership support.

**Position reported in February 2015:**

- 1) Leeds continues to work closely with the force Domestic Violence lead to develop and improve processes against the HMIC recommendations. The work within the Leeds Safeguarding Partnership takes cognisance of this report and again aims to improve the service to victims.
- 2) The Force and Leeds City Council has undertaken a safeguarding review (this includes DV). Demand analysis has been undertaken to ensure the appropriate resource levels are committed to investigating DV. Again the future modelling will take into account recommendations.

**Position reported in September 2015:**

The HMIC recommendations were put into an Action Plan for the Force and have been driven by the force Performance Unit. These recommendations have seen the introduction of the Front Door for domestic violence and also additionally working alongside LCC colleagues managing daily risk.

Victims have been pivotal to the development of the Front Door Safeguarding Hub and both Integrated Offender Management and LCSB now have police colleagues sat at the head of these processes ensuring victims of domestic violence are prioritised.

The Safeguarding model within Leeds District has recently been increased. The District now has a dedicated Domestic Abuse team and there is significant additionality in the leadership of the Safeguarding Unit. There are now six dedicated Detective Inspectors committed to domestic abuse and safeguarding issues. This is more than this area of work has ever been allocated to it before.

The emphasis on Safeguarding issues has also become a critical part of daily business within Leeds District and as such daily scrutiny is placed around activity such as arresting those circulated as wanted for DV offences. A greater emphasis and use of DVPO legislation has been established. Additionally the planned restructure of the domestic violence Team within Safer Leeds will continue to ensure lessons are learned from the DHRs in Leeds district.

The Chief Officer Safer Leeds will ensure that details of any future HMIC follow up visits/inspections which relate to Domestic Violence and Abuse will be brought to the attention of the Environment and Housing Scrutiny Board.

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

*2 – Achieved*

**Desired Outcome** – That there is a single point of contact to refer all incidents of domestic violence and abuse which provides a holistic multi-agency approach in meeting the needs of the victim and their family.

**Recommendation 17**

That the Chair of the Leeds Domestic Violence Strategy Group explores the feasibility of establishing a single point of contact, building on the current ‘front door’ arrangements, to refer all incidents of domestic violence and abuse with the aim of providing a holistic multi-agency approach in meeting the needs of the victim and their family. In particular, the victim should receive advocacy and support in accessing safe accommodation and, where necessary, a school place for their children.

**Formal response:**

The Front Door has been established, co-locating Police, Children’s Social Work and Health Staff to provide immediate assessment, triage and action planning of domestic violence referrals involving children. Adult Safeguarding staff have also been involved in these arrangements. A project is now underway to expand the remit of the scheme to include high risk referrals not involving children and to invite representation from other relevant services and organisations to provide holistic support to the victim and their family. It is anticipated that the new arrangements will be in place by August 2015.

**Position reported in February 2015:**

Implementation of Leeds Safeguarding Partnership is underway, with co-location on the 4<sup>th</sup> Floor of Westgate House due to commence in February 2015.

The project will bring together and build on activity currently undertaken by WYP Safeguarding Unit and the Front Door to create an integrated and co-located unit to provide a specialist multi agency response and pro-active interventions to improve the safety of victims of domestic violence and abuse and their children and ensure the effective co-ordination of support services.

This project will contribute to the city's aim to reduce the prevalence and impact of domestic violence and abuse by:

- Providing a faster and more co-ordinated and consistent response to domestic violence cases through improved quality of services and information sharing between partner agencies.
- Improving planning and management of risk assessment and investigation.
- Improving processes for accessing services and expertise.
- Improving domestic violence and abuse pathways in Leeds ensuring access to more comprehensive and coordinated support.
- Preventing escalation of issues through effective risk assessment, robust decision making and targeted interventions.
- Reducing duplication of assessments and interventions.
- Improving the targeting of offenders
- Improving the use of additional tools such as DVPO's, Claire's Law, tenancy breaches

A range of partners will be involved in these arrangements; either as part of the co-located team or through an agreed "virtual" link. These include West Yorkshire Police, Children's Services, Health, Substance Misuse Services, Leeds Domestic Violence Services, National Probation Service, Community Rehabilitation Company, Education, LCC Housing Services, Adult Social Care and Adult Safeguarding.

An operating framework is being developed which will detail the roles and responsibilities of all agencies that are involved, the information sharing agreements and agreed operational protocols.

Alongside the development of the co-located team work is ongoing to develop pathways and responses to domestic violence and abuse from prevention, responding to incidents through to recovery and aftercare. These pathways will include responses to victims, perpetrators, children and families. This will enable to develop a co-ordinated and whole system response in the city.

#### **Position reported in September 2015:**

1. The Front Door Safeguarding Hubs have now been operational since April 7<sup>th</sup> 2015. The hub has built on activity previously undertaken by WYP Safeguarding Unit and the Front Door to create an integrated and co-located unit to provide a specialist, multi-agency response to improve the safety of victims and their children.
2. A range of partners are involved in these arrangements. Partners include West Yorkshire Police, Children's Services, Health, Substance Misuse Services, Leeds Domestic Violence Services, National Probation Service, Community Rehabilitation Company, Education, LCC Housing Services, Youth Offending, West Yorkshire Fire Service, Adult Social Care, Families First and Health Services. A daily meeting brings partners together to discuss high risk domestic violence incidents reported to the police in the last 24 hours. To date the hub has discussed over 1000 incidents.
3. Alongside the development of the co-located team, work is ongoing to develop pathways



and responses to domestic violence and abuse from prevention, responding to incidents through to recovery and aftercare. These pathways will include responses to victims, perpetrators, children and families.

This project will contribute to the city's aim to reduce the prevalence and impact of domestic violence and abuse by:

- Providing a faster and more co-ordinated and consistent response to domestic violence cases through improved quality of services and information sharing between partner agencies.
- Improving planning and management of risk assessment and investigation.
- Improving processes for accessing services and expertise.
- Improving domestic violence and abuse pathways in Leeds ensuring access to more comprehensive and coordinated support.
- Preventing escalation of issues through effective risk assessment, robust decision making and targeted interventions.
- Reducing duplication of assessments and interventions.
- Improving the targeting of offenders
- Improving the use of additional tools such as DVPOs, Claire's Law, and tenancy breaches.

4. Work is now being developed to pilot a locality based response to domestic violence incidents that are assessed as standard or medium risk. This will be built on the principles of the Front Door response and the pilot will be undertaken in the Inner West.

**Current position: July 2016**

- 1) The Front Door Safeguarding Hub has now been operational for over a year and discussed over 2,500 cases. Recent developments have included integrating the MARAC process into the FDSH arrangements and establishing a school notification process for DV incidents. A process to notify GPs is now in development.
- 2) Although there are difficulties in allocating places where schools are full, particularly if the parent finds it difficult to disclose the reason for their move, the Fair Access protocol ensures that the parent of any child needing to move schools is supported to do so. Reminders have been issued to Admissions Officers of the Fair Access Protocol and the need to make admissions offers quickly.
- 3) Protocols are being prepared for customer services officers on contact procedures for parents who move as a result of DV&A. Admissions team colleagues are also being advised to fast track any applications received from parents as a result of this.

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

*2 – Achieved*

**Desired Outcome** – That there is a clear mechanism in place to ensure that schools across the city are informed immediately of any incidences/referrals associated with a pupil so that they can respond appropriately and sensitively to the needs of that child and also to family members.

**Recommendation 23**

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Director of Children's Services and the Leeds Divisional Commander to ensure that there continues to be commitment from all key partners towards the development of 'Operation Encompass' within Leeds.

**Formal response:**

The Chair of the Leeds Domestic Violence Strategy Group will work closely with the Director of Children's Services and the Leeds Divisional Commander to monitor progress with respect to 'Operation Encompass' and report back to the Leeds Domestic Violence Strategy Group.

Additional response of the Director of Children's Services:

The Chair of the Leeds Domestic Violence Strategy Group, the Director of Children's Services and the Divisional Commander will work to ensure the principles of 'Operation Encompass' are explored, understood and developed in Leeds. The detail of exactly how this will take place will be determined over the next few months.

**Position reported in February 2015:**

Work to develop and implement a process to inform schools of police attendance at an incident of domestic violence connected to one of their pupils (as developed in Operation Encompass) is being taking forward as part of the of the Leeds Safeguarding Partnership (LSP). It is envisaged that the process for notifications will be undertaken as part of the operational delivery of the LSP.

A working group has been established; whose membership includes CSWS, Police Educational Safeguarding, Integrated Process Team and Families First. This group is scoping out the approach and reviewing areas of good practice. Merseyside has recently implemented Operation Encompass and the working group will be looking at lessons learnt around their implementation. Along with key colleagues in Education the group will be develop proposals to implement a Leeds model.

Early learning from a similar scheme in Merseyside indicates that the timescales for scoping through to implementation was approximately six months. A significant issue that they had to address was workforce development within schools and as part of the scoping there will be a need to assess where there may be gaps in knowledge and confidence in adopting a protocol. This assessment has already taken place in some clusters and there may be an opportunity to pilot the protocol in these areas and adopt an incremental approach to implementation.

**Position reported in September 2015:**

The Front Door Safeguarding Hub Strategic Group is overseeing the development of "Operation Encompass". A draft protocol has been developed by a partnership working group and informed by a site visit to Liverpool. Resources within the council contact centre

have been secured to carry out the notifications to schools and a mechanism with WYP established to provide timely information on incidents where children were present. The process will be piloted prior to wholesale roll out. A number of clusters expressed interest in being pilot areas and three have been selected. The process will operate as part of the Front Door arrangements.

**Current position: July 2016**

- 1) The pilot scheme ran for two months from 1<sup>st</sup> February 2016 in three clusters and was evaluated to be a great success. The scheme has now gone live across the city as part of Front Door Safeguarding Hub's routine procedure, as of 18<sup>th</sup> April 2016.
- 2) In Leeds the process involves notifying schools and educational establishments within 24hrs of an incident that the police attended where their pupil was in the house. This starts with a daily download from police systems, detailing all domestic violence incidents, with names and dates of birth of any children present. This is crossed checked with the LCC school admission data base to identify the schools attended and a phone call is then made by LCC contact centre staff, usually before 8am, to designated safeguarding leads in the schools to inform them of the incident.
- 3) Some feedback from the evaluation included:  
*We received the notification even before the child got to school"*  
*"We were able to tell the class teacher to keep an eye on the child."*  
*"We chatted to the child and played alongside her to see if she was ok"*  
*"We were not aware of the DV before and it helped us understand what else might be going on for the family."*  
*"I spoke to Mum and was able to offer her some support."*

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

*2 – Achieved*

**Desired Outcome** – That Leeds has developed a sustainable approach towards effective management and engagement of perpetrators of domestic violence and abuse.

**Recommendation 24**

That the Chair of the Leeds Domestic Violence Strategy Group ensures that work is undertaken immediately to develop a Leeds model aimed at providing a more sustainable approach towards effective management and engagement of perpetrators of domestic violence and abuse.

**Formal response:**

- 1) The Caring Dads programme is currently being piloted across 3 areas with a total of 30 men signed up to a 17 week group programme. Caring Dads is a parenting programme which seeks to improve relationships between men and their children and reduce abuse to partners.
- 2) The requirements for perpetrator services in Leeds will be confirmed as part of the review of commissioned services. It is estimated that this will commence within the next two years.
- 3) An interim solution is currently being developed for perpetrators who are not fathers to ensure that there are a range of responses to perpetrators in Leeds.

**Position reported in February 2015:**

- 1) Agreements have been reached to continue the Caring Dads programme. In order to make the programme more sustainable Safer Leeds are in the process of obtaining a licence to enable them to deliver the training programme for group facilitators. Increasing the number of accredited facilitators will mean that a minimum of six programmes can be delivered per year. Each programme is 17 weeks in duration.

Alongside Caring Dads bespoke responses are being developed for BME perpetrators of domestic violence and those whose first language is not English. This will include one to one sessions.

The Youth Offending Service are continuing the delivery of PACT (Parents and Children together) to respond to adolescent to parent violence. 48 PACT facilitators have been trained to be able to deliver the programme or one to one work.

- 2) A project team has been established to undertake the review of domestic violence services. This will include responses to perpetrators. The terms of reference and programme timetable for the review are currently being developed.
- 3) Work is ongoing with the Office of the Police and Crime Commissioner and partners across West Yorkshire to develop a West Yorkshire perpetrator programme. This is likely to deliver a voluntary six week early help intervention for perpetrators who have come to the attention of the police but are not subject to statutory interventions. The details of how this programme will be delivered will be confirmed shortly.
- 4) The Safer Leeds Executive agreed to extend the remit of the Drug Intervention Programme and the Integrated Offender Management Programme (DIP and IOM) to include developing offender management responses to domestic violence. Work is ongoing to agree selection criteria, a tactical toolkit and the multi- agency delivery framework. The development of these partnership responses will be led by the Reducing Re-offending Strategic Group on behalf of Safer Leeds.

A commissioning review of DIP and IOM services has started. Tackling domestic violence and abuse will be incorporated as a key element in the new service specification.

- 5) An Assertive Engagement (Sanctions) Framework has been developed to support work with perpetrators or instigators of violence. This is a toolkit for use by practitioners or by case conferences and provides details of a range of sanctions that might be used to manage risks to victims and engage with perpetrators. This will be piloted through the MARAC arrangements and rolled out through training and briefing sessions.
- 6) Work continues to explore the opportunities to work with other partners such as Leeds Rhinos and support providers to compliment perpetrator programmes.

#### **Position September 2015**

1. The provision in the city for working with perpetrators is being increased by a new West Yorkshire service commissioned by the Police and Crime Commissioner. From December 2015 CRI (a third sector organisation) will be delivering early help interventions to perpetrators identified through voluntary referral and conditional cautioning routes. The programme will also develop responses for BME, LGBT and female perpetrators. The service is commissioned for two years and part of the specification is to evaluate interventions and inform future commissioning and delivery plans.
2. A pilot project to test and develop Integrated Offender Management principles and practices for domestic violence offenders has commenced. This will inform the ongoing review of the IOM programme and commissioned services.

#### **Current position: June 2016**

- 1) A cross sector Steering Group led by Children's Social Services has been developed to ensure the Sustainability of Caring Dads. It is a key deliverable on the Domestic Violence and Abuse Breakthrough Plan being steered by the Heads of Environment & Neighbourhood and Children's Services under the leadership of Councillor Mulherin. The pilot was successfully completed and the programme has now been fully integrated into the Children's Services portfolio with funding secured for the next 12 months and a staffing structure recruited.
- 2) The PCC funded perpetrator programme CHOICES has now been running since the 1<sup>st</sup> December. The service works with standard to medium level offenders aged over 16 and a risk of being abusive within the family setting. It offers an open referral route which means cases can be brought through the criminal justice system or referred by anyone working with the family or offender. The service is represented at both Front Door and the Locality Case Conference meeting to enable proactive referrals and ensure they are fully engaged with all agencies.

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

*2 – Achieved*

**Desired Outcome** – That the effectiveness of local domestic violence perpetrator services and programmes can be clearly demonstrated through robust evaluation processes.

**Recommendation 25**

That the Chair of the Leeds Domestic Violence Strategy Group ensures that work is undertaken immediately with existing providers of domestic violence perpetrator services and programmes in developing a robust evaluation process aimed at assisting service providers to demonstrate the effectiveness of future programmes.

That particular progress surrounding such work is brought back to Scrutiny for consideration in September 2014.

**Formal response:**

1. Caring Dads will be evaluated externally by Leeds University. This will involve analysis of police call outs along with questionnaires and interviews with perpetrators, victims, Social Workers, the Caring Dads facilitator and Victims' Support Workers. The team are also considering how they can include the voices of children. This approach to evaluation can be replicated on other perpetrator schemes if it is considered to be robust and provide the evidence required.
2. Any new perpetrator service that is delivered or commissioned by the Council will include the requirement to achieve outcomes and key performance indicators

**Position reported in February 2015:**

A Caring Dads evaluation has been completed by Leeds Beckett University based on the first three programmes, each of which ran over 17 weeks. The evaluation is very promising. One of the key findings from the report was that 'all the men who had been through Caring Dads programme and took part in the evaluation reported improvements in their aggressive responses to the people with whom they interact.' Feedback from the partners of the men taking part in Caring Dads was equally positive, with one partner stating 'he is more loving and patient. He helps out more and helps taking the children to, and bringing them home from school'. Safer Leeds is seeking continued funding with a view to continuing Caring Dads and increasing the numbers of men who are accessing this programme. (*See Caring Dads evaluation, for full report*)

**Position reported in September 2015:**

1. £135k has been granted by the Family Valued Programme to further develop Caring Dads over the next 12 months. This will include focused work to increase the programme's access to BME families and to develop a peer mentoring scheme.
2. Responsibility for the Caring Dads programme has been moved from Safer Leeds to Children's Services to ensure it is sited in the most appropriate service area and to build long term sustainability. As part of this arrangement a practice steering group is being established to monitor and evaluate progress and programme effectiveness.
3. From December 2015 a new perpetrator programme will be available in Leeds funded by the Police and Crime Commissioner. Officers from Safer Leeds will be involved in the evaluation and contract management of this programme to ensure effective delivery and learning.

**Current position: June 2016**

- 1) A Caring Dads Steering Group has been established to assess and direct the work of the Caring Dads programme on a bi-monthly basis. The programme has now recruited a new Project Manager, BME Development Worker, a Peer Mentoring Development worker and a project worker. In the coming months they are looking to train more facilitators and have made a commitment to the Domestic Violence Team to work in partnership in delivering training to colleagues.
- 2) The PCC funded CHOICES programme which has now been running for 6 months works alongside the victims to allow them to provide real time feedback to the impact of the work being undertaken with the perpetrator. This feedback informs the practice of the service overall and assists in risk assessing the situation outside of the group. An evaluation of this programme will also be undertaken to inform future delivery.
- 3) Programmes for perpetrators who are in the criminal justice system are delivered by the Community Rehabilitation Company. A number of other organisations also deliver programmes or interventions. Therefore the Domestic Violence Programme Board, Chaired by the Director of Environment and Housing, is reviewing the availability and scope of all programmes and interventions in the city to identify gaps and develop proposals.

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

*2 – Achieved*

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Report author: Louise Hackett  
Tel: 0113 3951309

**Report of: Director of Environment and Housing**

**Report to: Environment and Housing Scrutiny Board**

**Date: 7<sup>th</sup> July 2016**

**Subject: Domestic Violence & Abuse Breakthrough Project**

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **Summary of main issues**

1. To provide a summary of the work taken forward as part of the Domestic Violence Breakthrough Project.

## **1. Purpose of this report**

Domestic Violence and abuse has been named as one of the council's 8 breakthrough projects. This report provides an outline of work to be delivered as part of the breakthrough project and progress to date.

## **2. Background information**

Domestic violence and abuse has significant impact on the lives of many children and families in the city.

In the 12 months up to May 2016 there were 16705 incidents reported to the police and children were present in about a third of these cases. Out of these incidents 36% involved repeat victims.

Domestic violence has been a significant factor in 24 deaths in the city since 2011. This includes 5 children and 3 subsequent deaths/suicides of the alleged perpetrator. It has also been identified as a key factor in children becoming looked after with a study in 2013 highlighting it as a factor in 66% of babies under one becoming looked after.

In recognition of the importance and complexity of the issue domestic violence and abuse was named, in early 2015, as one of the council's breakthrough projects.

The aim of these projects is to bring LCC directorates, partner organisations, communities and individuals together in new way to tackle issues that will have the biggest impact on the people of Leeds. The breakthrough project provides an opportunity to build on the significant work that has taken place in the city on this issue over a number of years and identifying ways to do things differently for lasting change.

Some of the key factors that will make a difference include:

- Working together to develop a joined up and co-ordinated response
- Working at scale- ensuring messages reach a significant proportion of our citizens and workforce.
- Working with new partners and communities
- Transforming the way we work with families through developing and embedding restorative and family focussed approaches throughout the workforce
- Developing earlier and innovative interventions
- Being outcome focussed.

## **3. Main Issues**

Cllr Blake formally launched the domestic violence breakthrough project in March 2105 with an Outcome Based Accountability Session. This was attended by over 150 delegates from a number of organisations. This was quickly followed by a conference designed to engage with businesses and the private sector. This again was attended by over 130 delegates. A follow up OBA session and planning session for Members have also been held.

All of these events have generated enormous enthusiasm and momentum in the city and the ideas and suggestions have been used to develop a refreshed action plan for the city.

A key element of the new plan will be developing an integrated city wide approach which harnesses and co-ordinates the resources in the city to improve the safety and support for victims and their children and provide challenge and opportunities to perpetrators to change their behaviour.

In recognition of the importance and complexity of the issue the Safer and Stronger Scrutiny Board undertook a wide-ranging and extensive enquiry into Domestic Violence and Abuse. The inquiry involved taking evidence from a wide range of partners, providers and services for both victims and perpetrators along with victims and perpetrators themselves.

The inquiry resulted in 29 recommendations which have been actioned by the council and key partners. These recommendations have directly influenced the development and delivery of the Domestic Violence Breakthrough Project.

Progress against recommendations is now being overseen by the Environment and Housing Scrutiny Board.

The plan has also been informed by the Domestic Violence and Abuse Scrutiny Inquiry.

The plan is scheduled to be discussed and agreed at the council's Executive Board in September; the key themes and initiatives that will be delivered as part of the plan are highlighted below.

### **3.1 Supporting Victims (adults, children and families)**

A cornerstone in how the city responds to domestic violence was the development of the Front Door Safeguarding Hub (FDSH). The FDSH became operational in April 2015 and since this time over 2,500 high risk cases have been discussed.

This new and innovative way of working allows for effective and timely partnership responses to cases of domestic violence reported to the police. The partnership process at the FDSH allows for better ways to manage risk and provide support and interventions to victims, children and perpetrators. The process has led to improved information sharing, reduced duplication and produced clear action plans for the cases discussed to date.

Recent developments at the FDSH have included integrating the monthly domestic violence MARAC (multi agency risk assessment conference) into the daily meetings. This means that MARAC cases can now be heard within a few days of referral instead of up to a month as was the case before April 2016.

The FDSH has also established a new process to provide better support to children affected by domestic violence. This was rolled out across the city from the 18<sup>th</sup> April 2016. This followed a successful pilot in 3 clusters, and involves notifying schools and educational establishments when one of their pupils has been present at an incident of domestic violence where the police have attended. This notification is done the following morning; ideally before the start of the school day.

The purpose of the notification is not to duplicate or replace any safeguarding interventions that may occur as a result of the police intervention, but to provide information to schools

so that they can better support the pupil the next day in whatever way is appropriate. The process is always followed in conjunction with current safeguarding procedures and guidelines.

A protocol for the project has been drawn up. This protocol includes information on the type of responses that schools/ teachers may wish to consider. As part of the protocol schools are being asked to write to parents to inform them about their participation in the scheme. This initiative was as a result of a specific recommendation from the Domestic Violence Scrutiny Board Inquiry. Initial feedback from schools indicates that the process is working well. Below is some of the feedback received during the pilot from schools about the outcomes for children and Families and from parents receiving the letter about the process.

*"We received the notification even before the child got to school"*

*"We were able to tell the class teacher to keep an eye on the child."*

*"We chatted to the child and played alongside her to see if she was ok"*

*"We were not aware of the DV before and it helped us understand what else might be going on for the family."*

*"I spoke to Mum and was able to offer her some support."*

*One parent said it was a really good idea, they had witnessed DV as a child and this would have helped them then"*

Specific support has also been put in place for young people between 16 and 25 (with a focus on 16 to 18). A specific post has been established at the FDSH to undertake case work with victims and instigators of violence. The post holder will also develop resources and pathways for young people experiencing domestic violence.

The FDSH continues to be joined up with other key work being taken forward under the Families First and Family Valued programmes such as Family Group Conferencing (FGC) which has been extended to include families experiencing domestic violence and abuse, working restoratively with families to enable them to safely make decisions and move forward in a safe and supportive environment. A pathway from the Front Door Safeguarding Hub directly to the Family Group Conference has been established to support the timely use of this approach in appropriate domestic violence cases.

Domestic violence is now one of the 6 eligibility criteria for the Families First programme. The programme will enable families who are experiencing multiple issues including domestic violence to be identified quickly and for support to be co-ordinated. It is established that all families discussed at the front door meeting are accepted as being part of the Families First cohort.

A refreshed action plan for the FDSH is being developed but will include;

- Considering options to establish a seven day a week model.
- Establishing a process to inform GPs of high risk domestic violence incidents reported to the police. Two additional staff have been recruited to the CCG to assist with this.

### Responding to Standard Risk

A pilot to trial monthly meetings for standard and medium (without crime) risk cases of domestic violence and abuse went live on 27<sup>th</sup> April 2016. The meetings have been attached to the existing Guidance and Support meetings already chaired by the Targeted Services Leader to reduce any staffing impact on services.

Housing Leeds, West Yorkshire Police, Forward Leeds, Adult Social Care, Children's Centres, Schools and the Cluster were all in attendance and Leeds Domestic Violence Service (LDVS), Probation and Leeds & Yorkshire Foundation Trust (LYFT) have agreed to attend the future meetings. Initial responses were positive overall, but there is some work to be done on supporting all front line colleagues to realise the benefits of this new way of working. Work is taking place in the coming month to build the confidence of all agencies and a Front Door Safeguarding Hub Chair has agreed to take on the police Co-Chair role for the initial pilot period so that the learning and experience of the Front Door can be used to develop the Locality meetings.

### Commissioning Review

A review of domestic violence and abuse services has been carried out by the Council and its strategic partners. Key drivers for the review included: the wider programme of work around domestic violence and abuse including recommendations resulting from the June 2014 Council Scrutiny enquiry; learning from Domestic Homicide Reviews; new partnership arrangements developed to respond to incidents of domestic violence and abuse; growing emphasis on restorative practice and family group conferencing as a way of enabling families to change and reject violent or abusive behaviours; and forthcoming expiry of existing contracts for domestic violence and abuse services in Leeds.

The review provided an opportunity to make sure that commissioned services have the capacity and flexibility to provide the necessary support and also provided the opportunity to develop a more integrated approach that is aligned with the work of the Front Door Safeguarding Hub. This review has been undertaken in consultation with service users, service providers and wider stakeholders and included 2 OBA events and a stakeholder workshop. The review has highlighted a number of principles and key features that a new model for Domestic Violence and Abuse services should include.

The procurement stage is now underway with tenders currently being evaluated. The new service will be in place from 1<sup>st</sup> April 2017.

### GP Pilot

Following lessons learnt from Domestic Homicide Reviews and recommendations given in the 2014 Domestic Violence & Abuse Scrutiny report; a project was developed to support GP's to routinely ask all of their female patients on appointment if they are experiencing domestic violence or abuse, and to give them a method of recording this on their systems and signposting. A digital resource has been developed to enable doctors to undertake training in their surgery. The approach is currently being piloted in 4 surgeries across the city. Initial feedback from a focus group of domestic abuse survivors is that they would have welcomed being asked in this way.

Training has also been provided to over 300 GPs as part of the TARGET training programme and from this a further 27 practices have expressed interest in this approach. Further training is being delivered in partnership with the CCGs.

### Digital Responses

As part of the Smart City approach work is currently in progress to investigate ways in which new technology could be used to help the victims of domestic violence

A second strand of this work is to create a piece of technology which customer facing staff can use to easily access contact details, leaflets and information on a wide variety of topics, including domestic violence, in order to advise customers. The aim is to provide a system which could ultimately be available on all council computers and on self-service devices in public offices to enable everyone to find information quickly and easily in one interaction.

An Innovation Lab was held in May with a number of professionals, representatives of a domestic violence support group and IT technologists working together to create the ideas for three potential prototypes which could be used to improve the experience of domestic violence and abuse victims at their time of crisis.

The three ideas were then developed and those from the Support group together with colleagues from Children's Services and Safer Leeds agreed on a brief for the one tool which technologists have been tasked with developing into a prototype.

The idea is to use a common and readily available free gaming app for smart phones and create a code which can be keyed into the game allowing the user to access a second secret platform. This second platform will have information about services in the immediate local area to the user, as well as a log for incidents of abuse and a storage facility for them to keep photographs of important documents, such as passport numbers. If they came to want to leave their situation, they could use this and know where they could go, have a log of incidents for prosecution purposes and access to all of the important documents needed that they wouldn't necessarily be able to pack when leaving.

The game would revert back to playable mode as soon as the phone screen was closed so that if the phone was taken away by the abuser for checking, all they would see is a part played game. The intention is that the code could be given to victims of abuse by domestic violence support workers, but also by GP's, linking in with the Routine Enquiry GP work which is also being undertaken by the Breakthrough Project.

## **3.2 Challenging behaviours (working with perpetrators)**

Traditional responses to domestic violence have primarily focussed on supporting the victim. Whilst this is extremely important we will not address the root causes of domestic violence or protect subsequent victims unless we challenge the behaviour of the perpetrator.

The Front Door has allowed us to engage in new ways with perpetrators; offering assessments and opportunities to engage whilst in police custody.

The city's Integrated Offender Management programme is also being reshaped to respond to domestic violence perpetrators with over 60 offenders having been taken onto caseload on release from prison or referred via the FDSH.

The parenting programme, Caring Dads, has been successfully taken on by Children's Services having been piloted by Safer Leeds. 3 Caring Dads Groups started in March 2016 and are near the end of their 17 week programme. A facilitators training course will be held in early autumn with the next set of courses starting in October. Recruitment has taken place for additional staff for Caring Dad's funded through the Family Valued Programme. This includes Programme Manager, Peer Mentor development worker and BME development worker and programme support

A second programme, Choices, has been commissioned by the Police and Crime Commissioner. Whilst a West Yorkshire Programme it has been developed locally to provide a clear referral pathway from the FDSH and a Conditional Caution pathway for West Yorkshire Police. 42 Leeds clients are currently on the programme. There is capacity for more and work is ongoing to increase referrals.

### **3.3 Changing attitudes and perceptions (individuals and communities)**

#### Leeds Domestic Violence & Abuse website

A new website [www.leedsdomesticviolenceandabuse.gov.uk](http://www.leedsdomesticviolenceandabuse.gov.uk) has been established to provide a one stop shop of information for victims, perpetrators, children and practitioners in the city. Statistics show that traffic to the site is building month on month with 1,706 page views in January 2016 and 2,075 in February. Next steps are to continue to promote use of the website and ensure it is linked to all of Leeds' domestic violence work.

#### "Get Comfortable" campaign

The "Get Comfortable" campaign was launched in November 2015 as part of the national '16 days of action'. The aim of the campaign was to encourage people to think, talk and ask questions about domestic violence and abuse and to increase awareness and understanding of support available.

The campaign was informed by engagement and consultation with a number of individuals and focus groups- including the citizen's panel and has allowed for a number of issues to be explored. Taking a different direction to usual advertising a campaign was commissioned which saw a number of static themed materials, such as cushions and sofas, being distributed to public places across the city.

In one month the campaign reached 1.44million people on Twitter, 39,750 via the council Facebook page and had over 3,000 page views on the Website. This level of engagement led us to continue the campaign with a series of blogs detailing people's personal experiences and service responses to domestic violence. Discussions are ongoing to develop Phase 2 of the campaign.

The site also links to the Get Comfortable talking about it campaign site.

### **Leeds Rhinos DV Song.**

Work has been undertaken in three primary schools to write and perform a song about domestic violence. This was performed by over 100 children at Headingley Stadium in April 2016. The work was funded as part of the Family Valued programme and involved Behind Closed Doors. The song is available to all schools via a website and can also be used for conferences training.

The Rhinos Foundation are also planning an OBA style event to consider options to link their DV work, Public Health work and Educational work with children. A steering group will be formed to oversee this work to which LCC will be invited.

### **3.4 Enabling Effective Change (workforce and organisational response)**

#### Training / Domestic Violence Quality Mark (DVQM)

An extensive programme of domestic violence training including lessons learnt from Domestic Violence Homicide Reviews continues to be provided in the city. Over the last quarter this has included.

- Adult Social Care (Operations) has attained the DVQM. A programme of training is now being rolled out to staff and a process to introduce routine questioning is being developed.
- A DHR lessons learnt briefing was delivered to LCC Housing Managers in May. LCC Housing Services are working towards attaining the DV QM.
- A series of training sessions have been held in April / May through the LCC Manager Challenge Programme to support the introduction of the LCC Domestic Violence and Abuse policy.
- Training has been delivered to over 300 GPs during May as part of the Safeguarding Children Target Training. The session was co delivered by the LCC DV team and a GP involved in the GP practice pilot. From this 27 GPs surgeries have requested additional training. NHS England have expressed interest in the Leeds GP routine enquiry pilot and invited the DV team to present at a national conference.
- A series of training programmes for midwives have also been delivered during April/ May.

#### Domestic Violence Ambassadors & HR Champions

A group of Ambassadors has been established, with initial members volunteering through the Manager Challenge programme, but the programme is intended to grow throughout the organisation with all teams being encouraged to nominate an Ambassador to become part of this network. The Ambassadors will be kept abreast of Domestic Violence and Abuse (DV & A) related developments via a quarterly newsletter, as well as being sent any promotional materials to display or share amongst their teams.

The Ambassadors are offered training courses as available to give them grounding in DV & A issues to allow them to answer basic questions from team mates and promote good practice within their teams, they will also be given contact details for the Councils HR Champions so that they can signpost where appropriate. The HR Champions are a complimentary scheme established by the Safer Leeds Domestic Violence Team as part of



the council's new Domestic Violence & Abuse HR policy. HR Champions are trained to a greater depth of understanding and are able to offer support and guidance to colleagues experiencing domestic violence.

#### **4. Conclusions**

2015/16 has seen significant progress made in creating new approaches to tackling Domestic Violence and Abuse which establishes a solid foundation to build on in the coming financial year.

A key piece of work this year will be the development of an outcomes framework and clear, measurable success measures for the project.

#### **5. Recommendations**

The Environment and Housing Scrutiny Board are asked to:

- Note the contents of this report.
- Provide comment on progress achieved.

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Report author: Sam Millar/  
Simon Hodgson Tel: 3950800

## Report of the Director of Environment and Housing

### Report to the Environment and Housing Scrutiny Board

Date: 7<sup>TH</sup> July 2016

Subject: Safer Leeds Plan

Are specific electoral Wards affected?	INo
If relevant, name(s) of Ward(s):	
Are there implications for equality and diversity and cohesion and integration?	No
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information?	No
If relevant, Access to Information Procedure Rule number	

### Summary of main issues

1. As the city's Community Safety Partnership, Safer Leeds has a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy. Following the introduction of Police and Crime Commissioners in November 2012, such local Crime and Disorder Reduction Strategies are expected to have regard to the objectives set out in the Police and Crime Plan for the wider police area.
2. The West Yorkshire Police and Crime Commissioner (PCC) published the 1st West Yorkshire Police and Crime Plan 2013-2018 in March 2013. A refresh of the Plan took place in 2014/5, and an updated version was published on 7th May 2014. A copy of the refreshed Plan can be found at:  
[http://www.westyorkshire.pcc.gov.uk/media/55491/pcc\\_final\\_2014\\_new\\_070514.pdf](http://www.westyorkshire.pcc.gov.uk/media/55491/pcc_final_2014_new_070514.pdf)
3. Safer Leeds undertakes an annual refresh of their strategy based on the findings of the city's annual Joint Strategic Assessment (JSA). A workshop to discuss and prioritise the findings of the JSA took place at the April meeting of Safer Leeds Executive, where the following shared themes were agreed:
  - Promoting community tolerance and respect
  - Keeping people safe from harm
  - Protecting homes and businesses

4. The Scrutiny Board is invited to consider the draft Safer Leeds Plan 2016/17 prior to it being ratified by the Safer Leeds Executive on the 28<sup>th</sup> July 2016.
5. Representatives of the Safer Leeds Executive have been invited to today's meeting to discuss existing and new community safety priorities and how we can work collectively in delivering these.

### **Recommendations**

6. Members of the Environment and Housing Scrutiny Board are asked to consider and approve the newly refreshed Safer Leeds Plan 2016/17.

## **1. Purpose of this report**

- 1.1 To provide members of the Environment and Housing Scrutiny Board with an overview of the recently refreshed Safer Leeds Plan 2016/17.
- 1.2 Board members are asked to consider the Safer Leeds Plan 2016/17, comment on the shared themes and priorities contained in the plan prior to it being finalised by the Safer Leeds Executive. A copy of the refreshed plan is attached.
- 1.3 Representatives of the Safer Leeds Executive have been invited to today's meeting to discuss existing and new community safety priorities set out within the attached documents and how we can work collectively in delivering these.

## **2. Background information**

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced Police Authorities with Police and Crime Commissioners (PCCs), and introduced Police and Crime Panels (PCPs) to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions. Mark Burns-Williamson was re-elected as West Yorkshire PCC in May 2016 and will hold office to 2020.
- 2.2 One of the key responsibilities of a PCC is to produce a five year Police and Crime Plan in liaison with their Chief Constable, based upon identified local priorities.
- 2.3 There is also a statutory requirement for Community Safety Partnerships to prepare and implement a local Crime and Disorder Reduction Strategy. In doing so, these local strategies are expected to have regard to the objectives set out in the Commissioners' Police and Crime Plan.

## **3. Main issues**

- 3.1 In March 2013, the West Yorkshire Police and Crime Commissioner published the 1<sup>st</sup> West Yorkshire Police and Crime Plan 2013-2018, a refreshed version of the plan was published in May 2014.
- 3.2 The Safer Leeds Plan has been reviewed and consideration and comment on the updated plan is sought from the Environment and Housing Scrutiny Board. The Scrutiny Board's comments on the plan will be reported to the Safer Leeds Executive during its meeting on 28th July 2016.

## **4. Corporate Considerations**

## **5. Consultation and Engagement**

- 5.1 Representatives of the Safer Leeds Executive have been invited to today's meeting to discuss existing and new community safety priorities set out within the attached documents and how we can work collectively in delivering these.

## **6. Equality and Diversity / Cohesion and Integration**

- 6.1 The Safer Leeds Plan 2016/17 reflects the Safer Leeds Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.

## **7. Council Policies and the Best Council Plan**

- 7.1 The Safer Leeds Plan 2016/17 sets out the city's approach to reduce crime and disorder and deliver the city's ambition to be "the best city in the UK with the best community safety partnership and services". Linked to this, particular consideration is also given to the relevant best council objectives.
- 7.2 The Safer Leeds Executive also has a statutory requirement to produce an annual Joint Strategic Assessment (JSA) to assess the scale and nature of crime and disorder in the city and to identify medium to long term issues affecting community safety. Such intelligence has therefore been used to inform the delivery plans that underpin the overarching approach.

## **8. Resources and Value for Money**

- 8.1 Funding and resource issues linked to the delivery of the Police and Crime Plan and the Safer Leeds Strategy are set out within the respective documents.

## **9. Legal Implications, Access to Information and Call- In**

- 9.1 This report does not contain any exempt or confidential information.

## **10. Risk Management**

- 10.1 This section is not relevant to this report.

## **11. Conclusions**

- 11.1 A refresh of the West Yorkshire Police and Crime Plan 2013-2018 was published in May 2014. The Safer Leeds Strategy has recently been updated, setting out local priorities under three shared themes for the year ahead.
- 11.2 The Scrutiny Board is invited to consider the Safer Leeds Plan 2016/17 and provide comments. Any comments will be reported to the Safer Leeds Executive where it will be ratified at its meeting on 28th July 2016.

## **12. Recommendations**

- 12.1 Members of the Environment and Housing Scrutiny Board are asked to consider and provide comment on the newly refreshed draft Safer Leeds Plan 2016/17.

## **13. Background documents<sup>1</sup>**

13.1 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.

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# Safer Leeds

*Working in partnership to  
keep communities safe*

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## Plan (2016/17)

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Version 1.0

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## Foreword

Welcome to the Safer Leeds Plan, our statement of intent for 2016/17.

Much has been achieved in the last year, and we would like to thank all staff and volunteers across the partnership for your continued commitment and passion to serve the people and communities of Leeds.

Looking forward, this Plan is based on the partnership becoming more focused on joint delivery against our priorities, as set out in the 'plan on a page'.

- ❖ **What we will do** (our ambition, outcome and priorities)
- ❖ **How we will do it** (our guiding principles and approaches)
- ❖ **How we will measure progress** (our indicators of success)

To tackle new and existing risks, threats and harms there must be more focus on meeting the needs and demands of communities, regardless of responsibility for resources.

Agencies and organisations need to deliver shared plans more efficiently and cost effectively, with clear accountability.

As a partnership, we already have examples of co-location and integration, but we need to be ambitious and take risks to maximise all opportunities, restructuring and refreshing where needed.

Knowing what success looks like is critical. Leadership and accountability at every level of delivery must be clear and visible.

We should never be complacent, any victim is one too many and we strongly believe that we are better when we work together. Let's us not forget that everyone has the right to live in a safe and tolerant society and everyone has a responsibility to behave in a way that respects this right.

Kind regards

**Cllr. Debra Coupar**  
Executive member for  
Communities

**Sam Millar**  
Superintendent  
(Safer Leeds)

[www.leeds.gov.uk/saferleeds](http://www.leeds.gov.uk/saferleeds)  
[community.safety@leeds.gov.uk](mailto:community.safety@leeds.gov.uk)

## Introduction

Safer Leeds is the city's statutory Community Safety Partnership, responsible for tackling crime, disorder and substance misuse. Leeds has a strong record of partnership working, which was embedded as part of the Crime and Disorder Act (1998) and subsequent legal enhancements.

### Our Ambition

- ❖ To be the best city in the UK with the best community safety partnership and services.

### Our Outcome

- ❖ People in Leeds are safe and feel safe in their homes, in the streets, and the places they go.

The partnership aims to serve all members of its communities, giving due regard to implications for different groups to ensure people are not excluded or disadvantaged because of Age, Disability, Gender, Race, Religion and Belief, or Sexual Orientation.

### Governance & Accountability

The following are committed to working collectively through Safer Leeds Executive:

#### Responsible Authorities

- ➔ Leeds City Council; West Yorkshire Police; Leeds Clinical Commissioning Groups; West Yorkshire Community Rehabilitation Company; West Yorkshire Fire & Rescue Service; National Probation Trust

#### Co-operating Bodies

- ➔ Leeds Children's Trust Board; Leeds Safeguarding Children Board; Leeds Safeguarding Adults Board; HM Prison Service; Office of the Police & Crime Commissioner; Third Sector Partnerships

The Safer Leeds Executive has statutory requirements to:

- Produce an annual Joint Strategic Assessment
- Prepare and implement a Plan
- Establish information sharing arrangements
- Be responsible for establishing Domestic Homicide Reviews

### Funding

The Office of Police & Crime Commissioner (OPCC) has agreed funding arrangements, to March 2018 and we will assist the OPCC in delivering the Police and Crime Plan.

## Critical Issues

The Joint Strategic Assessment (JSA) seeks to:

- Identify medium to long-term issues affecting community safety
- Highlight existing or emerging risk, threats and harms
- Assist in defining priorities

This year's JSA (Feb 2016) identified a number of reoccurring themes, risks, threats, and harms; which are summarised below:

- ❖ **Anti-social behaviour:** Some communities have long term concerns around nuisance, dangerous driving and/ or neighbour disputes and noise.
- ❖ **Domestic violence and abuse:** There are high levels of reported repeat domestic abuse; risks and vulnerabilities among families are often linked to vulnerable children, substance misuse, financial pressures and housing conditions.
- ❖ **Hate crime/ community tensions:** Targeting of specific groups has significant negative impacts on victims, their families, friends and wider community.
- ❖ **Offending behaviours:** Prolific offenders are often linked to various crimes, nuisance and safeguarding issues. Behaviours and lack of victim empathy can lead to individuals, families or communities being repeatedly victimised; often exacerbated by mental health and substance misuse related issues.
- ❖ **Serious acquisitive crime:** Opportunistic stealing and disposal of stolen goods can result in offending becoming prolific in some localities.
- ❖ **Vulnerable victims:** Complex needs resulting in individuals being at risk of victimisation or coercion into criminal activity; especially around exploitation, domestic abuse, anti-social behaviour, drug supply and use.
- ❖ **Drugs/ Alcohol:** Substance misuse is intrinsically linked to a range of crime and disorder issues. Alcohol appears a key factor in a range of violence, nuisance and road traffic issues, while drug use and dealing is a key concern in many inner city areas.
- ❖ **Mental Health:** Mental health related issues have a high level of impact across services, both relating to perpetrators and victims of crime and anti-social behaviour.

## Priorities

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Safer Leeds has agreed the following priorities for 2016/17:

- Anti-social behaviour
- Domestic violence and abuse
- Hate crime/ community tensions
- Offending behaviours
- Serious acquisitive crime
- Vulnerable victims

with a focus on the following cross-cutting issues:

- Drugs
- Alcohol
- Mental Health

Safer Leeds Executive will take primacy for Domestic Violence & Abuse and Leeds Safeguarding Children Board primacy for Child Sexual Exploitation.

Road Safety/ Safer Travel is consistently raised by local people as an issue of concern that requires improvement, and as it links directly to our priorities we will work closely with the Highways Service and the wider partnership to support existing work and future responses.

## Planning and Progress

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For all our priorities we will consider opportunities to:

- ❖ Take action at a local level
- ❖ Support victims and witnesses
- ❖ Engage and involve people
- ❖ Make a breakthrough
- ❖ Protect those with complex needs
- ❖ Address offending behaviours

For all our priorities we will measure success against a set of indicators that will enable us to track progress at a city wide and local level.

## Approaches

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We will utilise a number of approaches to support delivery against this plan at a strategic, operational and tactical level. Pivotal to this change will be adoption and application of three major approaches:

### *Intelligence Led (IL)*

- IL is more than simply combining data; as analysis of information provides meaning and context to otherwise isolated data.
- IL means informed decision making; understanding relationships between issues enables responses to be focussed on critical factors.
- IL is about partnership problem solving; sharing information and responding accordingly can reduce costs while increasing effectiveness.
- IL is about improving performance; better understanding allows outcomes to be defined and measured.

### *Restorative Practice (RP)*

- RP is about developing better relationships between individuals, families and communities.
- RP provides a focus on developing positive relationships and people taking responsibility for their behaviours.
- People are happier, more co-operative and productive, and therefore more likely to make positive changes, when those in authority (service providers) do things with them, rather than to them or for them.

### *Outcome Based Accountability (OBA)*

- OBA is a way of thinking and taking action to improve outcomes for populations, organisations, communities, and clients.
- It uses common language and methods to get partners moving from 'talk to action' quickly.
- It starts with the desired outcome and works backwards; using performance trends to agree improvements and define actions that will 'turn the curve' and result in the desired outcome.

## Key Deliverables

Safer Leeds will continue to improve current core services to achieve our outcome but we will also focus on innovative programmes and projects that help us move closer to our desired outcome; examples below:

Focus	Innovation
<b>Promoting community tolerance and respect</b>	
❖ <b>Pro-active response to Anti-Social Behaviour</b>	➡ Tackling hot-spot areas through the Housing Revenue Account Team and Leeds Anti-Social Behaviour Team
❖ <b>Pro-active response to Street Begging</b>	➡ Enhancing Operation Verto, to help people who regularly beg in the city to change their lives around with support and to take enforcement action against those who are persistent and aggressive beggars
❖ <b>Reconfiguration of Hate Crime Services</b>	➡ Reviewing support and processes available to help victims of crime and reduce community tensions
❖ <b>Modernisation of CCTV &amp; security service provision</b>	➡ Upgrading Leedswatch, moving from an analogue system to digital provision in line with advancements in technology
<b>Keeping people safe from harm</b>	
❖ <b>Daily MARACs for Domestic Violence &amp; Abuse</b>	➡ Integration of the Multi-Agency Risk Assessment Conference (MARACs) process into the daily meeting at the Front Door Safeguarding Hub; moving from monthly to daily case conferences to provide an immediate response to families at a time of crisis
❖ <b>Enhance Domestic Violence &amp; Abuse perpetrator programme</b>	➡ Promoting and enhancing of the CHOICES perpetrator programme to public sector service providers and third sector organisations to ensure maximum take-up
❖ <b>Develop Domestic Violence &amp; Abuse Ambassadors</b>	➡ Establishing an active network of trained Ambassadors throughout each directorate and service of the council to promote best practice, and encourage open conversations with their colleagues
❖ <b>Utilise Smart City technology</b>	➡ Creating a mobile piece of technology for those living in abusive relationships to safely and securely keep a log of incidents, find help, and store important documents as part of a Safety Plan
<b>Protecting homes and business</b>	
❖ <b>Prevent victimisation</b>	➡ Implement and promote a crime prevention standard with businesses
	➡ Develop community based crime prevention programmes including raising awareness of associated risks of cyber enabled crime
❖ <b>Reconfigure Offender Management Services</b>	➡ Designing and implement new models and approaches to reduce offending behaviours; be this to prevent and deter; catch and control; and/or rehabilitate and re-settle offenders or those at risk of offending

# Plan on a Page 2016-17

## What we will do

### Our Ambition

To be the best city in the UK with the best community safety partnership and services

### Our Outcomes

People in Leeds are safe and feel safe in their homes, in the streets, and the places they go

### Our Priorities

- Anti-social behaviour
- Domestic violence and abuse
- Hate crime/ community tensions
- Offending behaviours
- Serious acquisitive crime
- Vulnerable victims

### Cross-cutting issues

- Drugs
- Alcohol
- Mental Health

# Safer Leeds

Working in partnership to keep communities safe

## How we will do it

Taking action at a local level

Addressing offending behaviours

Supporting victims and witnesses

*Reducing risks, threats and harms by...*

Protecting those with complex needs

Engaging and involving people, think family work family

Making a breakthrough in tackling domestic abuse

Intelligence Led

Outcome Based Accountability

Restorative Practice

A compassionate partnership, spending public money wisely

## How we will measure progress

- △ Offending rates
- △ Public satisfaction and confidence
- △ Core city comparisons

### Promoting Community Tolerance and Respect

- △ Public perceptions of ASB
- △ Number of nuisance and damage incidents
- △ Number of hate related offences

### Keeping People Safe From Harm

- △ Number of repeat victims and suspects of Domestic Abuse
- △ Number of alcohol related assault attendances at accident and emergency
- △ Number of serious sexual offences recorded

### Protecting Homes and Businesses

- △ Number of Serious Acquisitive Crime offences
- △ Number of shop theft offences
- △ Number of repeat crime locations



Report author: Debra Scott  
Tel: 57578

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## Report of Director of Environment and Housing

## Report to Environment and Housing Scrutiny Board

**Date: 7 July 2016**

## Subject: Performance Report

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

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## Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment and Housing Scrutiny Board.

## Recommendations

2. Members are recommended to
  - Note the most recent performance information in Appendices 1 and 2 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.



## **1 Purpose of this report**

- 1.1 This report presents a summary of the most recent performance data, and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2015 – 20.

## **2 Background information**

- 2.1 Members will note that the Best Council Plan (BCP) sets out the Council's key objectives and priorities. This report provides an overview of the relevant Environment and Housing performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 This report includes two Appendices showing a summary of the most recent performance information relevant to the Environment and Housing Scrutiny Board.

## **3 Main issues**

- 3.1 Appendix 1 shows the most recent performance data relating to Housing priorities. Members will see that some of the indicators are designed to track trends rather than report against specific targets, and for these reasons the trend indicators have not been rated. Appendix 2 relates to Community Safety, Waste and Environmental priorities. The main performance issues arising from these progress reports are given below:

### **3.2 *Appendix 1***

- 3.2.1 Members' attention are drawn to the following performance areas:

- Empty Properties  
The target for 2016/17 remains that the Council will return 3200 long term empty properties into use during the year, with 1000 of these to be returned by Private Sector Housing involvement. At the end of May 2016, the number of long term empty properties returned to use this financial year stood at 257, representing 8.6% of the target of 3200. 18 of these were returned by Private Sector Housing.

A further "stretch" target is to achieve by the end of March 2017, a net reduction of 2,000 (equivalent to 400 per annum) in the total number of private sector properties that have been empty for longer than 6 months in comparison to the figure of 5,776 recorded at the end of March 2012. In March 2016 this figure stood at 3,777

At the end of May 2016 the figure was 3,593, representing a net reduction of 184 (46% of target of 400) on the March 16 figure and a reduction of 2,183 (just under 109.1% of target of 2000) on the March 12 figure.

This figure has a tendency to fluctuate throughout the year and can go up or down.

- Homeless Preventions  
There were 581 homeless preventions in May 2016 (1,116 so far in 2016/17) which represent an 80% prevention rate, out of the 730 cases closed by Leeds Housing Options. This compares to 520 preventions in March, out of 655 cases closed by LHO (79% prevention rate). The prevention rate has risen from 74% in January 2016 and shows a positive position.



- Homeless Acceptances

Homeless acceptances remain low - there were 27 Homeless Acceptance in May 2016. The cumulative position for 2016/17 stands at 61 acceptances. A straight-line forecast for 2016/17 is 356 which compares to the 2015/16 actual year-end position of 397 acceptances.

In 2003/04, before the prevention focus, the Council made 4,965 homeless acceptances.

- Temporary Accommodation

As at May 2016, 84 households were placed in temporary accommodation. The services used are those that the local authority would describe as emergency accommodation used to fulfil a housing duty to a homeless household. The exception to this is the Stonham Women's Refuge (25 out of the total) which takes referrals from a variety of sources including those outside of the city. Where no housing duty is owed, the Council assists with other options (such as private rented accommodation).

The number of placements has risen in recent months because it has been agreed that Holdforth Court (hostel for single males) can take referrals from sources as well as the Council. All Temporary Accommodation services are subject to a current commissioning review being undertaken by Public Health – Strategy and Commissioning.

The position at May 2016 compares to Manchester which has 562 households in temporary accommodation and Birmingham which has 1,064.

- Unauthorised Encampments

In 2014/15 there were 40 total encampments (26 LCC land / 14 private land). In the year 15/16 we have seen a noticeable increase on the previous year from 40 encampments to 75 total encampments.

In part this is due to a large family arriving in Leeds in Dec 2015 from the Manchester area which has increased the number of encampments as they are regularly moved from sites as they are unsuitable for short term toleration.

We also saw a sharp increase in the use of police Section 61 powers due to the sensitive nature of the sites. This power was used 11 times last year and to put this in context S61 was used 4 times the previous year. This again resulted in a higher incident of unauthorised sites as groups were moved with greater regularity.

- % Capital Programme Spend

Housing Leeds actual spend and commitments to period 2 is £11.9m representing 14.1% of available resources. The projection to outturn at period 2 remains on track at £84.2m.

The planned works programme is projected to outturn at an estimated £68.6m with spend and commitments to period 2 of £7.3m representing 11% of the available resources. As at period 2 the Housing Leeds planned programme is projected to spend on budget. The responsive works programme is spending well with spend and commitments at period 2 of £4m representing 29% of the available resources of £13.6m. Within the responsive programme it may be necessary to transfer additional resources from within the existing Housing Leeds programme to keep pace with the current spend and the budget will be adjusted accordingly throughout the year. The

environmental improvement programme of £2m is on course to spend within available resources.

- Rent Collection

The 2015/16 year-end rent collection figure stood at 97.24% against a target of 98%. Although rent collection performance did increase during Q4 it was not at as high as expected and performance was lower than the previous year (97.45%). This figure has since decreased slightly and stands at 96.77% as at the end of May 2016. A new target of 97.5% has been set based on an analysis of trends in collection over the past two years and incorporating the projected impact of Welfare Reform. Universal Credit went live in Leeds in February this year and it is anticipated this will have an adverse impact on rent collection and arrears.

Tenants' arrears at the end of May 2016 stand at £6.20M.

Work has been completed to allow reporting on rent collection rates for tenants on full, partial and not in receipt of Housing Benefit. The 2015-16 year-end position is as follows:

Benefit Status	Owing (rent plus previous year arrears) £	Paid (less pre-payments) £	%
Full	101,585,348	101,477,998	99.89
Partial	48,644,235	48,008,222	98.69
Self-Funding	70,871,421	65,513,850	92.44
Total	221,101,004	215,000,070	97.24

The analysis is helpful in informing our collection strategy, suggesting the need to revise procedures for collecting from those in employment.

The roll out of Universal Credit and the requirement for claimants to pay their rent directly to their landlord presents a risk to future income levels, and more work needs to be done to look behind these figures to understand the risks involved and the factors that determine tenants' propensity to pay.

Performance is being actively managed to maximise collection as follows:

- A robust performance management framework is in place and this is regularly reviewed at the Strategic Leadership Team meeting. Areas of poor performance are identified and managers and staff are being challenged through 121s and team meetings to improve this.
- Income Recovery Action Plans are in place for all areas – the plans focus on training, support and robust management. These plans are being monitored by the Chief Officer and Heads of Service.
- Arrears Training is being provided to new staff and those who require a refresher course.
- A programme of arrears management training has been delivered to all Housing Officers and Team Leaders by an external trainer, focusing on quality

conversations, negotiation and recording quality data in a debt collection / performance environment.

- 4 Quarterly arrears campaigns are now in place with a service focus on increasing rent collection. This includes weekly citywide themes for staff to work on which target resources at a local level.
- Tenants affected by Welfare Reforms are being provided with an increased level of support through the Enhanced Income Team. The team are supporting tenants who are moving on to Universal Credit. The team are making direct contact with tenants on Universal Credit and offer support and assistance on managing their finances and rent payments during this transition. To date we have 330 tenants on UC, and have applied for managed payments (direct to Landlord) for 126 of these cases due to rent arrears.
- The team will be arranging contact with the tenants who are due to be affected by the revised Benefit Cap which comes into effect in autumn of this year. This will affect approx. 540 council tenants.
- Rent Payment Methods  
(As requested by the Board. This breakdown will be included in future performance reports.)

Payment Method	December 2015
Cash	41%
Direct Debit	42%
Internet / Automated	9%
Telephone	5%
Other	3%

Paperless Direct Debits have been launched 29th February 2016, enabling tenants to set up Direct Debits over the telephone. Currently 42% of tenants, with a rent charge to pay, pay by either Direct Debit or Standing Order. This has been increasing steadily over recent months (36% at Dec 2015) as teams continue to promote these cost effective methods of payment.

- Annual Home Visits  
AHVs have proven to be a very effective tenancy management tool, and have helped officers to identify issues they were not aware of, including hoarding cases, vulnerable tenants who need additional support in their tenancies and domestic violence cases. The visit content and process has been reviewed for 2016/17, to include the following:
  - Strengthened conversations about tenancy compliance issues.
  - Additional questions about the support needs of tenants and whether these are currently being met.
  - Additional information about financial wellbeing.
  - A strengthened process for gaining access to carry out AHVs where the tenant has not provided access.
  - A training programme for all staff undertaking visits to enhance the quality of visits undertaken.

Good progress has been made in completing AHVs, with 24.93% of tenants having an Annual Home Visit in the first 2 months of 2016/17. At the end of 2015/16, almost 98% of tenants had received a visit; it is a priority during early 2016/17 to complete visits to those tenants who did not receive a visit during 2016/17.

We continue to record the key outcomes of the AHVs and use this information to pick up tenancy management issues or make referrals for additional support. Key trends from AHVs completed year to date are as follows:

- 12% of tenants don't have a bank account that allows direct debits.
- 33% of tenants don't have access to the internet at home.
- 34% of tenants are not confident that they could make a benefit claim on-line.
- Tenancy fraud investigations have begun after 6 visits;
- The internal condition of properties has been identified as good for 78% of visits, and only poor for 1.3% of visits.

This information is being used to inform follow up tenancy management and support with individual tenants.

- Repairs Completed Within Target

Citywide performance for repairs completed within target stands at 89.59% for May 2016. Mears South performance stands at 98.59% (3,711 repairs completed within target out of 3,764) and Mears West 98.06% (5,461 repairs completed within target out of 5,569). The LBS end May result is 78.55% (5,459 repairs completed within target out of 6,950).

In order to improve performance against a range of KPI's, including repairs completed within target and repairs completed within each of the four measures (Emergency, Priority, general and 60 day batched work), an improvement plan has been developed. There are a number of key actions which include:

- Introducing and improving technological solutions to modernise the service.
- Strengthening the planning function.
- Developing process improvements that are then delivered consistently across the whole service.
- Improving diagnostics to avoid disrepair claims.
- Implementation of a robust performance management framework which drives service improvement and a suite of common performance measures which can be applied to all internal and external providers
- Improving case handling and ensuring that we are learning from complaints.

Please see below a breakdown of the Repairs within Target measure by type of repair:

Priority Breakdown Information - City	Total Number of Jobs	Total Number of Jobs Met Target	%
Emergency - 24 Hours	4,599	4,191	91.13%
Priority - 3 working days	2,288	1,930	84.35%
General - 20 working days	9,382	8,633	92.02%
60 Working Days	953	676	70.93%

At its last meeting, the Board queried performance on the 60 day indicator and asked for further details of the types of work that would be included in this category.

This category relates to orders for elemental works and includes the following types of work;

- Repairs to guttering
- Minor repairs to soffits and fascias
- Minor non-urgent repairs to paths
- Minor repairs to external walls and chimneys
- Minor repairs to paths and steps
- Replacement of broken kitchen units and worktops
- Minor repairs to fences and gates
- Small to large areas of loose plaster
- Major repairs to timber and concrete floors

In order to respond to the questions raised by Members at the last meeting, a full review has been undertaken of repair orders raised against the 60 day category to understand where service failures are occurring, and an action plan is now being monitored weekly by Property and Contracts senior management team.

Members may also wish to note performance against the indicator 'Repairs Right First Time' which addresses a performance issue of particular importance to tenants and against which all providers are now performing well. Citywide performance stands at 90.98% (May 2016) which is above the target of 90.50%. Mears South is at 91.17% (3,251 out of 3,566 jobs met), Mears West is slightly below target at 88.52% (4,582 out of 5,176 jobs met) and LBS is at 95.32% (2,769 out of 2,905).

- Re-let Days  
Citywide re-let days stand at 28.63 (May 2016) which compares with a 2015/16 year-end figure of 30.52 days. The monthly figures show good continuous performance for the average re-let. The void numbers continuously remain low and the time in works, ready to let to tenancy commencement time and overall re-let time continues to remain low.
- Lettable Void Properties  
Overall the number of lettable voids and the number of voids in works in May 2016 continue to remain low at 352 voids (+ 84 PFI / New Build - the number of new build, buy backs and PFI which will be discounted once re-let). Voids (including the PFI / New Build) account for 0.77% of stock and the percentage rent loss from voids is 0.68%.
- Under Occupation  
A count of all under occupation cases stands at 4,986 at May 2016; This is a slight reduction on the 2015-16 end of year figure of 5,033 and over 200 cases lower than the 2014-15 end of year figure. The number of these cases owing arrears has also decreased to 2,552 (51%).
- Energy and Thermal Efficiency of Houses  
Following a refresh of the Best Council Plan for 2016-17, a new key performance indicator has been introduced linked to housing conditions. Details are in the process of being developed and will be included in future reports.

### 3.3 **Appendix 2**

3.3.1 Members' attention are drawn to the following performance areas (please note further detail is provided in Appendix 2):

- Burglary

In the 12 months to the end of April 2016 there were 4,755 recorded offences, a decrease of 3% (146 fewer offences) when compared to the previous 12 months.

In the last quarter (Jan-Mar 2016), there were 1,268 recorded burglary dwelling offences in Leeds (17 fewer offences than the previous quarter and 82 fewer offences than for the same quarter in 2014/15).

The monthly total for April 2016 of 338 offences is 13% lower (52 fewer offences) when compared to the April 2015 total of 390.

Burglary dwelling as a proportion of total crime in Leeds has decreased. Core City burglary dwelling offence rate analysis ranks Leeds third of eight. High volume burglary dwelling wards were predominantly located within Inner Leeds areas. West Yorkshire Police ran a 'Darker Nights' campaign highlighting risks of burglary associated with reduced day light throughout winter. Protecting Homes and Businesses will remain a priority for Safer Leeds in 2016/17, with a focus on the volume of Serious Acquisitive Crime offences including Burglary Dwelling.

- Anti-Social Behaviour

In the 12 months to the end of April 2016, there were 20,446 recorded nuisance and damage incidents (WYP), a decrease of 5% (1,144 fewer incidents) when compared to the previous 12 months.

In the last quarter (Jan-Mar 2016) there were 4,927 recorded incidents (182 fewer incidents compared to the last quarter but 356 more incidents than for the same quarter in 2014/15).

There were 1,742 incidents recorded for the month of April 2016 which represents a 3% increase from the month of April 2015 (44 more incidents).

High volume nuisance reported to West Yorkshire Police was predominantly youth nuisance, however the proportion of adult nuisance (non-alcohol related) increased. Core City reported ASB rates rank Leeds sixth of eight. High volume wards were predominantly located within Inner Leeds. Recent legislative powers have been utilised to manage behaviour within larger blocks of multi-storey flats in West Leeds - this approach will be reviewed and may subsequently be adopted in other localities. Community Tolerance and Respect remains a priority for Safer Leeds in 2016/17, with a continued focus upon nuisance and damage incidents reported to West Yorkshire Police as an indicator of Anti-Social Behaviour.

- Domestic Violence

In the 12 months to the end of April 2016, the twelve month rolling repeat victimisation rate was 37% (6,197 repeat victims). This is up by 938 repeats from the previous 12 month period.

The figure for the last quarter (Jan-Mar 2016) stands at 1,683; this is 183 more repeats than the preceding 3 months.

At April 2016, the twelve month rolling repeat suspect rate was 22% (3,694 repeat suspects) this is up by 1,110 repeats from the previous 12 month period.

The figure for the last 3 quarter (Jan-Mar 2016) stood at 997 repeat suspects which is 145 more than for the preceding 3 months.

The volume of Domestic Violence incidents reported to West Yorkshire Police increased throughout 2015/16, reflecting an increase in awareness and confidence in reporting (which was supported by the high profile White Ribbon campaign / 16 Days of Action). High volume Domestic Violence reports to West Yorkshire Police were classed as violence (rather than verbal abuse, criminal damage, or breach of the peace). High volume wards are predominantly located within Inner Leeds. A Front Door Safeguarding Hub has been established to provide a live time, daily, multi-agency response to high risk and medium risk (with crime) DV incidents reported to the police within a given 24 hour period. Referral pathways for victims, children and perpetrators are being developed and improved leading to an earlier intervention than has previously been available. This includes new interventions such as Family Group Conferencing.

A School Domestic Violence Notification process has been developed to inform schools within 24 hours when their pupils have been present at an incident of domestic violence where the police have attended. This allows them to better look after children the day after the incident. Keeping People Safe From Harm will remain a priority for Safer Leeds in 2016/17, with a focus on the volume of repeat victims and suspects of Domestic Violence and Abuse.

- Missed Bins

Overall missed bins (per 100,000) stands at 58.88 at Period 2 which compares with 67.86 for period 2 in 2015/16.

- Recycling

Latest data (end of March 2016) shows the Council is currently recycling 40.0% of household waste. This is 2.9% lower than the previous year and 4.3% less than target.

There are a number of contributing factors accounting for the reduction in the recycling rate from the previous year:

The volumes of dry recyclables (green bin material) have increased by 13% in 2015/16 following the successful implementation of AWC which would have led to an increased contribution to the recycling rate of 1.1%. However there has been a 4% reduction due to residual waste being sent for energy recovery rather than recycled. Prior to the waste being transported to the Veolia Recycling and Energy Recovery Facility, a proportion of the waste was sent to AWM which mechanically extracted materials for recycling. Last year, however, they recycled a smaller proportion of

waste, instead sending it for energy recovery. When the Veolia Recycling and Energy Recovery Facility commenced in November, the front end recycling plan did not fully operate, so the contracted level of 10% was not met. In addition lower volumes of kerbside collected garden waste (2% down from last year and largely weather dependent) have further reduced the recycling rate by 0.4%.

- Landfill

The total collected residual waste was 187,947 tonnes in 2015/16, 61,498 tonnes of which were landfilled, 116,557t incinerated and 9,892t recycled.

Total collected residual waste was actually 2,262 tonnes higher than the previous year. The main reason for the 33,611 tonnage variance between the landfill target of 95,109t and the 61,498t actually landfilled is due one contractor sending more waste than forecast for energy recovery rather than landfill.

The total collected residual figure above includes waste arising from various sources including kerbside black bins, Household Waste Sites, Bulky Household collections, street cleansing and non-recyclable green bin waste.

Kerbside collected black bin waste is the largest waste stream with 164,569t collected this year, a 4,391t decrease on the 168,960t collected in the previous year.

- Grounds Maintenance

The UK experienced the wettest and warmest December since records began as well as seeing higher than average temperatures and high rainfall levels over the winter. This raised expectations of difficult mowing due to excessive grass growth and wet ground. Revised procedures were agreed with Continental Landscapes to minimise damage to assets and ensure staff safety including only mowing plot margins and omitting bankings if necessary.

Continental commenced mowing on March 7<sup>th</sup> 2016 with full seasonal staffing recruited early to provide additional resource to use smaller and lighter machinery brought to Leeds specifically to meet the problem. Monitoring activity by the grounds maintenance team has focused on quality of cut and addressing problems, rather than cut interval, to allow Continental to take an appropriate amount of time to cut the assets given the circumstances. These preventative measures have meant that assets have been managed well with minimal damage caused, and as a result no significant increase in complaints has been received to date reflecting the quality of Continental's work. It is expected that as ground conditions improve Continental will begin to meet the expected intervals which can be reported on in early summer.

- Air Quality

Following a refresh of the Best Council Plan for 2016-17, a new key performance indicator has been introduced relating to air quality. Details are in the process of being developed and will be included in future reports.

## **4.1 Consultation and Engagement**

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's website and is available to the public.



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

- 4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

## **4.3 Council Priorities**

- 4.3.1 This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

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

- 4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

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

- 4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

## **4.6 Risk Management**

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

## **5 Conclusions**

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to the Environment and Housing Scrutiny Board.

## **6 Recommendations**

- 6.1 Members are recommended to:

- Note the most recent performance information in Appendices 1 and 2 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

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

- 7.1 Best Council Plan 2015 - 20

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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.

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APPENDIX 1 - Environment and Housing Performance Information May 2016 (Housing)

Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 4 2014/15 (Q4) Result (*cumulative)	September 2015 Result (Unless noted otherwise) (*cumulative)	December 2015 Result (Unless noted otherwise) (*cumulative)	March 2016 Result (Unless noted otherwise) (*cumulative)	May 2016 Result (Unless noted otherwise) (*cumulative)
Best Council Plan 2015-20	Promoting sustainable and inclusive economic growth	Facilitating key infrastructure projects to deliver economic and housing growth	PI: Reduce the number of empty homes	3200 total long term (6m+) private sector empty properties returned to use	3,380* <div></div>	1,218* <div></div>	2,058* <div></div>	3,312* <div></div>	257* <div></div>
				Tracker: Net Reduction Figure (Target of 400 reduction on March 2015 figure of 4,532 = 4,132 in March 2016)	4,532	3,566	4,304	3,777	3,593
	Supporting communities and tackling poverty	Helping people out of financial hardship	PI: Reduce the number of households in fuel poverty	DECC 2012 data - 11.6%		N/A - Annual Report	N/A - Annual Report (update expected June 2016)	N/A - Annual Report (update expected June 2016)	N/A - Annual Report (update expected June 2016 but not available at the time of writing)
			Tracker: Increase number of homeless preventions		4,862*	3,488*	5,096*	6,559*	1,116*
			Tracker: Homeless Prevention Rate (% of cases presenting at Leeds Housing Options)		-	78%	78%	78%	80%
			Tracker: Reduce number of homeless acceptances		397*	304*	419*	505*	61*
			Tracker: number of households in temporary accommodation		2 (this relates only to PSL temporary accommodation)	102 (snapshot at 13th October)	75 (at 31st December)	55 (at 31st March)	84
			Tracker: number of new unauthorised encampments		0	11	3	9	4
			Tracker: % of Capital Programme spend	To spend 100% of annual profile by end of year	99%	49.5%	82.6% (Period 9)	105% (outturn)	14.1% (Period 2)
			PI: % of rent collected	97.5%	97.45% <div></div>	96.70% <div></div>	96.86% <div></div>	97.24% <div></div>	96.77% <div></div>

Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 4 2014/15 (Q4) Result (*cumulative)	September 2015 Result (Unless noted otherwise) (*cumulative)	December 2015 Result (Unless noted otherwise) (*cumulative)	March 2016 Result (Unless noted otherwise) (*cumulative)	May 2016 Result (Unless noted otherwise) (*cumulative)
Other housing measures			Tracker: Current tenants arrears (£'s)		5.72m	6.41m	6.67m	6.13m	6.20m
			Tracker: Rent payment methods used		Not previously reported	Not previously reported	Cash: 47% Direct Debit: 36% Internet / Auto: 9% Telephone: 5% Other: 3%	Cash: 44% Direct Debit: 39% Internet / Auto: 9% Telephone: 5% Other: 3%	Cash: 41% Direct Debit: 42% Internet / Auto: 9% Telephone: 5% Other: 3%
			PI: % of annual home visits completed - YTD	100%	84.01% <div></div>	63.08% <div></div>	85.06% <div></div>	97.84% <div></div>	24.93% <div></div>
			PI: % of repairs completed within target	99%	90.22% <div></div>	89.16% <div></div>	89.18% <div></div>	88.54% <div></div>	89.59% <div></div>
			Breakdown of repairs completed within target		Not previously reported	Not previously reported	24hrs - 89.82% 3wrk day - 86.02% 20wrk day - 91.91% 60wrk day - 65.91%	—	24hrs - 91.13% 3wrk day - 84.35% 20wrk day - 92.02% 60wrk day - 70.93%
			PI: % overall satisfaction with services provided	77% (Tenant Satisfaction Survey 2012-13)		77% (Tenant Satisfaction Survey 2014-15)	77% (Tenant Satisfaction Survey 2014-15)	77% (Tenant Satisfaction Survey 2014-15)	77% (Tenant Satisfaction Survey 2014-15)
			PI: gross average relet days	<30 days	32.10* <div></div>	31.38* <div></div>	30.47* <div></div>	30.52* <div></div>	28.63 <div></div>
			PI: number of lettable voids	<544	544 <div></div>	576 <div></div>	360 voids (+110 PFI/New Build) <div></div>	383 voids (+131 PFI/New Build) <div></div>	352 voids (+84 PFI/New Build) <div></div>
			Tracker: Count of all under-occupation cases		5,255	5,047	5,054	5,033	4,986

## APPENDIX 2 - Environment and Housing Performance Information (latest available 2016) (Community Safety, Waste & Environment)

Page 71

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																
Crime - Burglary	Partnership quarterly report card and burglary ward performance overview		<table><tr><td>Annual Comparison</td><td>May 2014 - April 2015</td><td>May 2015 - April 2016</td><td>Change</td><td>%</td></tr><tr><td>Burglary Dwelling</td><td>4,901</td><td>4,755</td><td>-146</td><td>-3%</td></tr></table> <table><tr><td>Monthly Comparison</td><td>Apr-15</td><td>Apr-16</td><td>Change</td><td>%</td></tr><tr><td>Burglary Dwelling</td><td>390</td><td>338</td><td>-52</td><td>-13%</td></tr></table> <table><tr><td>Quarterly Trend</td><td>Q4 14/15</td><td>Q1 15/16</td><td>Q2 15/16</td><td>Q3 15/16</td><td>Q4 15/16</td></tr><tr><td>Burglary Dwelling</td><td>1,350</td><td>1,091</td><td>1,163</td><td>1,285</td><td>1,268</td></tr></table> <p>Key Issues:</p> <ul style="list-style-type: none"><li>12 month high volume wards are Armley, Hyde Park and Woodhouse and Gipton and Harehills. These 3 wards account for 18% of all Leeds recorded burglary dwelling offences in the 12 month period.</li><li>Within high volume wards, the main methods of entry are smashed windows, entry via insecure windows/doors and bodily force usually on doors. Electrical items such as laptops and mobile phones as well as cash have been targeted.</li><li>Outer West Leeds may be an emerging priority for burglary dwelling offences, with one ward in the area reporting a 93% increase in offences within the 12 month period - the main methods of entry are snapping a euro profile lock, or forcing the door.</li></ul>	Annual Comparison	May 2014 - April 2015	May 2015 - April 2016	Change	%	Burglary Dwelling	4,901	4,755	-146	-3%	Monthly Comparison	Apr-15	Apr-16	Change	%	Burglary Dwelling	390	338	-52	-13%	Quarterly Trend	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Burglary Dwelling	1,350	1,091	1,163	1,285	1,268
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Burglary Dwelling	1,350	1,091	1,163	1,285	1,268																														

Partnership  
quarterly  
report card  
and monthly  
service level  
data

Annual Comparison	May 2014 - April 2015	May 2015 - April 2016	Change	%
Nuisance & Damage	21,590	20,446	-1,144	-5%

Monthly Comparison	Apr-15	Apr-16	Change	%
Nuisance & Damage	1,698	1,742	44	3%

Quarterly Trend	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
Nuisance & Damage	4,571	5,122	5,244	5,109	4,927

### Key Issues:

- 12 month high volume wards are Killingbeck and Seacroft, Gipton and Harehills and Armley. These 3 wards account for 18% of all Leeds recorded nuisance and damage incidents reported to West Yorkshire Police within the 12 month period.
- Within high volume wards, the issues reported to the Police are predominantly youth nuisance, throwing stones at vehicles, and youths congregating in and vandalising derelict buildings.
- Outer West and Outer South Leeds may be an emerging priority for nuisance and damage incidents reported to the Police, with one ward in the area reporting a 37% increase in volume within the 12 month period. The issues are predominantly youth nuisance, typically linked to retail parks.

Partnership  
quarterly  
report card  
and some  
police data

**BCP Objective 1**  
– Supporting communities and tackling poverty  
– Reducing the prevalence and impact of domestic violence and abuse.

Annual Comparison	May 2014 - April 2015	May 2015 - April 2016	Change	%
Repeat DV ~ Victim	5,259	6,197	938	18%
Repeat DV ~ Suspect	2,584	3,694	1,110	43%

Monthly Comparison	Apr-15	Apr-16	Change	%
Repeat DV ~ Victim	503	594	91	18%
Repeat DV ~ Suspect	290	408	118	41%

Quarterly Trend	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
Repeat DV ~ Victim	1,323	1,390	1,533	1,500	1,683
Repeat DV ~ Suspect	733	818	909	852	997

### Key Issues:

- 16,862 domestic incidents in Leeds were reported to West Yorkshire Police between May 2015 and April 2016. Children were present during 5,684 incidents (34%). 1,452 (9%) of incidents involved alcohol.
- The April repeat victim rate is 41%, and the 12 month repeat victim rate is 37%. The April repeat suspect rate is 28% and the 12 month repeat suspect rate is 22%.
- 12 month high volume wards for domestic incidents with repeat victims are Gipton and Harehills, Burmantofts and Richmond Hill and Killingbeck and Seacroft. 12 month high volume wards for domestic incidents with repeat suspects are Middleton Park, Gipton and Harehills and Armley.
- In April 2016 35% of domestic incidents with repeat victims were classed as 'violence', which is greater than the proportion recorded in the year to date, meaning that the volume of violent incidents reported by repeat victims is increasing.





			<p>In addition lower volumes of kerbside collected garden waste (2% down from last year and largely weather dependent) have further reduced the recycling rate by 0.4%.</p> <p>It is anticipated that recycling of kerbside black bin waste will increase as the Recycling &amp; Energy Recovery Facility ramps up to full performance following commissioning.</p>																								
Tonnage to Landfill (domestic waste only)	Monthly trend report	BCP Objective 5 – Dealing effectively with the city's waste – Minimising the amount of waste that ends up in landfill.	<p>Latest Available Data:</p> <table border="1"> <thead> <tr> <th></th><th>January</th><th>February</th><th>March</th></tr> </thead> <tbody> <tr> <td>Monthly Target</td><td>776t</td><td>716t</td><td>862t</td></tr> <tr> <td>Monthly Achieved</td><td>2,910t</td><td>1,128t</td><td>1,646t</td></tr> <tr> <td>YTD Target</td><td>93,531t</td><td>94,247t</td><td>95,109t</td></tr> <tr> <td>YTD Achieved</td><td>58,725t</td><td>59,853t</td><td>61,498t</td></tr> <tr> <td>2014/15 YTD Achieved</td><td>120,415t</td><td>130,665t</td><td>142,254t</td></tr> </tbody> </table> <p>The total collected residual waste was 187,947 tonnes in 2015/16, 61,498 tonnes of which were landfilled, 116,557t incinerated and 9,892t recycled.</p> <p>Total collected residual waste was actually 2,262 tonnes higher than the previous year. The main reason for the 33,611 tonnage variance between the landfill target of 95,109t and the 61,498t actually landfilled is due one contractor sending more waste than forecast for energy recovery rather than landfill.</p> <p>The total collected residual figure above includes waste arising from various sources including kerbside black bins, Household Waste Sites, Bulky Household collections, street cleansing and non-recyclable green bin waste.</p> <p>Kerbside collected black bin waste is the largest waste stream with 164,569t collected this year, a 4,391t decrease on the 168,960t collected in the previous year.</p>		January	February	March	Monthly Target	776t	716t	862t	Monthly Achieved	2,910t	1,128t	1,646t	YTD Target	93,531t	94,247t	95,109t	YTD Achieved	58,725t	59,853t	61,498t	2014/15 YTD Achieved	120,415t	130,665t	142,254t
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Leeds Quality Park Standard	Annual (rolling programme)		<p>All 62 community parks were assessed against the Leeds Quality Park (LQP) standard in 2015 and will continue to be assessed on this basis in future, with 31 parks achieving the standard which is 50% against a target of 66%.</p>																								

	2014	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Target	60%	66%	73%	81%	87%	94%	100%
Actual	52%	50%					

140 other green spaces were assessed as a representative sample of Parks & Countryside sites against this standard from 2012-15 and will continue to be assessed on this basis in future, with 53 green spaces achieving the standard which is 38% against a target of 35.8%.

	2012-15	2015/16	2016/17	2017/2018	2018/19	2019/20	2020/21
Target	35.8%	39.00%	42.20%	45.40%	48.60%	51.80%	55.00%
Actual	38%						

Street  
Cleanliness

Bi-annual

% of sites that have acceptable litter levels	
Summer 14/15	Winter 14/15
91.3%	86.4%
Summer 15/16	Winter 15/16
90.6%	90.2%

The overall year score for 2015/16 stands at 90.7% compared with 88.9% in the previous year.

#### Exclusions from performance monitoring this quarter:

Grounds Maintenance – Please refer to the performance report for commentary on grass cutting. It is anticipated that we will be able to report on cut intervals against targets this summer.

Ash Tree Dieback – the spread of the disease is continuing to be monitored.



Report author: Angela Brogden  
Tel: 247 4553

## Report of Head of Scrutiny Support

### Report to Scrutiny Board (Environment and Housing)

**Date: 7 July 2016**

**Subject: Work Schedule**

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

### Summary of main issues

1. The Board's work schedule is attached as appendix 1. This will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 22<sup>nd</sup> June 2016.

### Recommendation

3. Members are asked to consider the work schedule and make amendments as appropriate.

### Background documents<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 (Environment and Housing) Work Schedule for 2016/2017 Municipal Year

Schedule of meetings/visits during 2016/17			
	June	July	August
		<b>Main Theme – Community Safety</b>  Refreshed Safer Leeds Plan 2016-2017 SB 07/07/16 @ 10 am	
<b>Inquiry into Air Quality</b>		Scope terms of reference WG meeting – TBC	
<b>General Briefings</b>	Scrutiny Board Terms of Reference and Sources of Work SB 09/06/16 @ 10 am  Crime and Disorder Scrutiny in Leeds SB 09/06/16 @ 10 am		
<b>Budget and Policy Framework/Pre-decision Scrutiny</b>		Lettings Policy Review - Consultation Update SB 07/07/16 @ 10 am	
<b>Recommendation Tracking</b>		Domestic Violence SB 07/07/16 @ 10 am	
<b>Performance Monitoring</b>		General performance update SB 07/07/16 @ 10 am	

## Scrutiny Board (Environment and Housing) Work Schedule for 2016/2017 Municipal Year

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Schedule of meetings/visits during 2016/17			
September		October	November
Main Theme - Environment		Main Theme – Housing	Main Theme – Community Safety
To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Addressing areas of underperformance in recycling</li> <li>Engaging communities in the recycling agenda</li> <li>Reviewing existing recycling services and recyclates</li> <li>Maintenance of gullies</li> </ul> SB 22/09/16 @ 10 am		To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Implications and progress surrounding the Housing and Planning Bill 2015</li> <li>The quality of private rented sector housing in Leeds</li> <li>Turnaround times for filling void council properties</li> </ul> SB 13/10/16 @ 10 am	To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Tackling begging across the city</li> <li>The future provision of CCTV</li> <li>Addressing anti-social behaviour</li> <li>Addressing youth offending</li> </ul> SB 24/11/16 @ 10 am
<b>Inquiry into Air Quality</b>	Agree terms of reference SB 22/09/16 @ 10 am		
<b>General Briefings</b>	Air quality management and monitoring of the Recycling and Energy Recovery Facility and surrounding area. SB 22/09/16 @ 10 am		
<b>Budget and Policy Framework/Pre-decision Scrutiny</b>		Lettings Policy Review SB 13/10/16 @ 10 am	
<b>Recommendation Tracking</b>	Peckfield Landfill Site SB 22/09/16 @ 10 am		
<b>Performance Monitoring</b>			

Key: SB – Scrutiny Board (Environment and Housing) Meeting

WG – Working Group Meeting

## Scrutiny Board (Environment and Housing) Work Schedule for 2016/2017 Municipal Year

Schedule of meetings/visits during 2016/17			
December		January	February
Main Theme - Environment		Main Theme - Housing	Main Theme – Community Safety
To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Addressing areas of underperformance in recycling</li> <li>Engaging communities in the recycling agenda</li> <li>Reviewing existing recycling services and recyclates</li> <li>Maintenance of gullies</li> </ul> SB 08/12/16 @ 10 am		To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Implications and progress surrounding the Housing and Planning Bill 2015</li> <li>The quality of private rented sector housing in Leeds</li> <li>Turnaround times for filling void council properties</li> </ul> SB 19/01/17 @ 10 am	To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Tackling begging across the city</li> <li>The future provision of CCTV</li> <li>Addressing anti-social behaviour</li> <li>Addressing youth offending</li> </ul> SB 16/02/17 @ 10 am
Inquiry into Air Quality			
General Briefings			
Budget and Policy Framework/Pre-decision Scrutiny		Initial budget proposals 2017-2018 SB 19/01/17 @ 10 am	
Recommendation Tracking			
Performance Monitoring		General performance update SB 19/01/17 @ 10 am	

## Scrutiny Board (Environment and Housing) Work Schedule for 2016/2017 Municipal Year

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Schedule of meetings/visits during 2016/17			
March		April	May (tbc)
Main Theme - Environment		Main Theme - Housing	
To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Addressing areas of underperformance in recycling</li> <li>Engaging communities in the recycling agenda</li> <li>Reviewing existing recycling services and recyclates</li> <li>Maintenance of gullies</li> </ul> SB 23/03/17 @ 10 am		To consider the following matters: <i>(these are subject to change)</i> <ul style="list-style-type: none"> <li>Implications and progress surrounding the Housing and Planning Bill 2015</li> <li>The quality of private rented sector housing in Leeds</li> <li>Turnaround times for filling void council properties</li> </ul> SB 20/04/17 @ 10 am	
General Briefings			
Budget and Policy Framework/Pre-decision Scrutiny			
Recommendation Tracking			
Performance monitoring			



## EXECUTIVE BOARD

WEDNESDAY, 22ND JUNE, 2016

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

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin, M Rafique and L Yeadon

### 1 **The Chair's Opening Comments**

Tribute to Jo Cox MP and those who had lost their lives in Orlando, Florida

In opening the meeting, the Chair made reference to the terrible events of last week, which had seen 49 people killed in Orlando, Florida, and also the killing of Jo Cox MP.

As a mark of respect for both Jo Cox MP and those who lost their lives in Orlando, the meeting observed a minute's silence.

Councillor Charlwood

The Chair welcomed all in attendance to the meeting, especially Councillor Charlwood, given that it was her first meeting as an Executive Board Member.

EU Referendum

The Chair highlighted that given the proximity of this meeting to the EU Referendum and the fact that we remained within the purdah period, Members would need to exercise caution, should any issues arise during the meeting which related to the referendum question.

Municipal Journal Local Government Achievement Awards

The Chair paid tribute to, and congratulated all concerned for Leeds City Council's recent success at the Municipal Journal Local Government Achievement awards. Specifically, it was noted that the Council had been voted 'Local Authority of the Year', whilst awards were also received in the areas of 'Commercialism in the Property Estate' and 'Innovation and Impact in Children's Services'.

### 2 **Exempt Information - Possible Exclusion of the Press and Public**

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

- (a) Appendix E to the report entitled, 'Learning Places Programme: Capital Programme Update', referred to in Minute No. 9 is designated as

Draft minutes to be approved at the meeting  
to be held on Wednesday, 27th July, 2016

exempt from publication 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 submitted appendix relates to the financial or business affairs of any particular person (including the authority holding that information) which, if disclosed to the public could or would be likely to prejudice the commercial interests of that person or of the Council. On the basis that the information provided details pre-tender estimates, there is a risk that disclosing the information could prejudice the outcome of the tenders when submitted.

- (b) Appendix A to the report entitled, 'Community Hubs: Phase 2 Business Case', referred to in Minute No. 15 is designated as exempt from publication 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 submitted appendix relates to the financial or business affairs of any particular person (including the authority holding the information) and contains property valuations for Council buildings which the report proposes are disposed of. It is therefore considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information, as publication could prejudice potential value of asset rationalisation.
- (c) Appendix 1 to the report entitled, 'The Grand Quarter', referred to in Minute No. 25 is designated as exempt from publication 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 submitted appendix relates to the financial or business affairs of a particular organisation and of the Council. It is considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information due to the impact that disclosing the information would have on the Council and third parties
- (d) Appendices 1 and 2 to the report entitled, 'Design and Cost Report: Proposed Maintenance Works: Leeds Grand Theatre', referred to in Minute No. 26 is designated as exempt from publication 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 submitted appendix relates to the financial and business affairs of the Council and a number of third party organisations. It is considered that the public interest in treating this information as exempt from publication outweighs the public interest in disclosing it by reason of the fact that it contains information and financial details which, if disclosed, would adversely affect the business of the Council and third parties.
- (e) Appendix 1 to the report entitled, 'Leeds City Region Enterprise Zone Update and Infrastructure Delivery', referred to in Minute No. 27 is designated as exempt from publication 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 submitted appendix relates to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of Appendix 1 as exempt from publication outweighs the public interest in disclosing the information. This report relates to a procurement exercise and as such release of detailed information about the power requirement at this time would prejudice the council's position.

- (f) Appendix 1 to the report entitled, 'Design and Cost Report for the Acquisition of Properties for the Council's Investment Portfolio', referred to in Minute No. 28 is designated as exempt from publication 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 submitted appendix relates to the financial or business affairs of a particular organisation and of the Council. It is considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information, due to the impact that disclosing the information would have on the Council and third parties.

### **3 Late Items**

No formal late items of business were added to the agenda, however Members were in receipt of a re-issued version of Appendix B to agenda item 16 (Welfare Reform and Council Tax Support), as although the appendix had featured within the agenda papers, the formatting of that document had led to some text within it being obscured. As such, a re-formatted version had been provided to Board Members for their consideration prior to the meeting (Minute No. 16 refers).

### **4 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda items entitled, 'Learning Places Programme' and 'Outcome of Consultation to Increase Primary School Places at Hawksworth Wood Primary School', Councillor Yeadon drew the Board's attention to her position as governor of Hawksworth Wood Primary School (Minute Nos. 9 and 14 refer). In relation to the agenda item entitled, 'Design and Cost Report: Proposed maintenance works: Leeds Grand Theatre', Councillor Yeadon also drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management (Minute No. 26 refers).

In addition, a further comment with regard to interests was made at a later point in the meeting. (Minute No. 16 refers).

### **5 Minutes**

**RESOLVED** – That the minutes of the meeting held on 20<sup>th</sup> April 2016 be approved as a correct record.

## **CHILDREN AND FAMILIES**

### **6 Children's Transport Changes - Deputation to Council**

The Director of Children's Services submitted a report which was in response to the deputation presented to full Council on 23rd March 2016 representing families from East Keswick and Bardsey in respect of changes to the Children's Transport Policy. At that meeting, Council resolved that the response to the deputation be referred to Executive Board for consideration.

In considering this matter, and responding to enquiries raised, it was confirmed that the Local Government Ombudsman's (LGO's) finding was that although the school transport policy had been correctly applied, the Council had not clearly explained to parents that their nearest priority school for admissions purposes may not be their nearest qualifying school for transport purposes. When this became apparent, all parents who had unsuccessfully applied for assistance were advised in writing to appeal in line with the Council's transport policy. It was also confirmed that clearer information was now provided to parents on such matters, an issue which had already been addressed before the complaint to the LGO. In addition, it was noted that the Council is providing a refund of travel costs and free school transport for a period of time to the children of the two families concerned in line with the LGO's recommendations, and has agreed to apply the LGO's recommendations to other families in identical circumstances who had unsuccessfully appealed.

Emphasis was placed upon the importance of clarity of communication with parents, and also continuing to ensure that in such circumstances families were treated consistently and fairly and in line with the policy.

Responding to a Member's enquiry, it was requested that further detail on the specifics of this case and the finding and recommendations of the LGO be provided to the Member in question.

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

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

## **HEALTH, WELLBEING AND ADULTS**

### **7 Review of the Long Term Community Support Service - next steps and Progress Report**

Further to Minute No. 104, 19<sup>th</sup> November 2014, the Director of Adult Social Services submitted a report presenting the outcome of the review and related consultation undertaken with respect to the Long Term Community Support Service, and in light of such outcomes, the report outlined a proposal for Adult Social Care to cease provision of the long term service.

Responding to an enquiry regarding potential new providers and their links to the city, the Board was provided with details of the criteria that such providers would need to satisfy in such areas. In addition, it was requested that the providers liaise and engage with local Ward Members when delivering services. In noting the low level of locally based providers identified for this service, it was suggested that this could potentially be a matter which could be raised with the Local Government Association for consideration on a wider basis.

Members also considered the role of the Council, as a commissioning body, and the development of that role in processes such as this.

**RESOLVED –**

- (a) That approval be given to cease the directly provided Long Term Community Support Service (LTCSS), and that the plans for the transfer of customers to independent sector providers be noted;
- (b) That the timescales for ceasing the directly provided Long Term Community Support Service (LTCSS), commencing in July 2016, be agreed, with an aim to complete closure by September 2016;
- (c) That approval be given to the undertaking of continued formal consultation under Employment Legislation with Trade Unions and staff and support for staff throughout the process, including identifying any opportunities for employment within the Council;
- (d) That the use of £0.656m from the savings achieved to develop the in-house Skills for Independent Living Service (SkILs) be approved, and that the opportunities which this development creates for staff, be noted;
- (e) That the work which has been undertaken in carrying out the further review of the Long Term Community Support Service (LTCSS), be noted;
- (f) That in approving a decision on the future of the service the outcome of the full consultation report, as detailed within Appendix 1 to the submitted report, be noted;
- (g) That the development of alternative models of support, including those provided in the independent sector and the support available for existing customers to transfer to suitable alternative services within the independent sector, be noted;
- (h) That it be noted that the lead officer responsible for the implementation of such matters is the Director of Adult Social Services.

## **CHILDREN AND FAMILIES**

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

The Director of Children's Services submitted a report which presented the Annual Reports for both the Fostering and Adoption Services. In addition, the report also sought approval of the revised Statements of Purpose for Leeds City Council's Fostering and Adoption Services.

Having received an overview of the key points detailed within the report, responding to a specific enquiry, the Board received further information on the actions being taken to care for the increasing number of adolescents which were becoming looked after in Leeds, whilst the success and cost of the 'Staying Put' scheme in the city was noted. In addition, Members also received an update regarding the current position in respect of external residential placements and also considered the Residential Review which had been undertaken.

**RESOLVED –** That the submitted report be received and noted, and that support continues to be provided for the work of the fostering service and the promotion of best outcomes for children.

### **9 Learning Places Programme - Capital Programme Update**

Further to Minute No. 75, 21<sup>st</sup> October 2015, the Director of Children's Services, the Deputy Chief Executive and the Director of City Development submitted a joint report which presented an update on the three year strategy for providing sufficient school places in the city, an update on the progress of the projects currently forming the Learning Places Programme and which also sought approval for the 'authority to spend' for schemes within the 2016 Bulge Cohort Programme, which was a sub-programme of the Learning Places Programme.

Responding to a specific enquiry, officers undertook to provide the Member in question with details of the original estimated costs for those schemes, as detailed within Appendix B to the submitted report.

Following consideration of Appendix E 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 –**

- (a) That the following be approved:
  - (i) Authority to spend on the schemes identified within the 2016 Bulge Cohort Programme which have an individual cost in excess of £500k, at a total value up to £3,410,000, as detailed within the Table at exempt Appendix E of the submitted report;
  - (ii) The delegation of the approval of design and cost reports for the bulge cohort schemes which exceed £500k 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 in line with the September 2014 Executive Board approval for the Learning Places Programme, and as detailed in the Table in exempt Appendix E;

- (iii) That the resolutions as detailed within this minute be exempted from the Call In process, for those reasons as set out within paragraph 4.5.3 of the submitted report (detailed below).
- (b) That the following be noted:
  - (i) The projected funding deficit which currently stands at £67.5m, based on Education Funding Agency rates, together with the fact that this is likely to increase due to a number of factors, as set out within paragraph 4.4.5 of the submitted report;
  - (ii) That the current reporting period has seen two further requests to access the programme capital risk fund (for Castleton Primary School and Roundhay Secondary School) totalling £1,278,944, leaving a balance of £4,356,056, which were approved in accordance with the Executive Board governance arrangements.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from Call In by the decision taker if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with resolution (a)(iii) above, the resolutions contained within this minute were exempted from the Call In process due to the constricted programme required to enable delivery of Bulge Cohort schemes by September 2016 and the limited opportunity to seek authority to spend between the date when pupil preferencing data is available (April 2016) and when orders need to be placed (mid to end of June 2016). The submitted report confirmed that the latest budget estimates had only just been received and costs are higher than anticipated on some of the projects, which has meant that they now fall within the remit of Executive Board rather than general departmental delegation limits, and some orders would need to be placed as soon as the authority to spend is granted at the Executive Board meeting in order to maintain programme. If the decision is not implemented before the end of the call-in period, there is a significant risk that some projects will not be completed in time for the start of term, with the subsequent risk of disruption to the education of a number of children starting school this year).

#### **10 Outcome of statutory notices on proposals to expand primary provision in Hyde Park/Headingley, Swarcliffe/Whinmoor and Bramley planning areas**

The Director of Children's Services submitted a report regarding the proposals brought forward to meet the local authority's duty to ensure sufficiency of school places. Specifically, this report was divided into three parts, dealing with proposals to expand Bramley (Community) Primary, Brudenell

(Community) Primary and Fieldhead Carr (Community) Primary Schools and also to establish specialist provision at Bramley (Community) Primary School.

**RESOLVED –**

- (a) That the proposal to expand Brudenell (Community) Primary School by increasing its capacity from 280 pupils to 420 pupils, increasing the admission number from 40 to 60 with effect from September 2017, be approved;
- (b) That the proposal to expand Bramley (Community) Primary School by increasing its capacity from 280 pupils to 420 pupils, increasing the admission number from 40 to 60 with effect from September 2017, be approved, and also, approval be given to establishing Special Educational Needs (SEN) provision for pupils with Complex Communication Difficulties including children who may have a diagnosis of ASC (Autistic Spectrum Condition) from September 2017 for approximately 6 pupils;
- (c) That the proposal to expand Fieldhead Carr (Community) Primary School by increasing its capacity from 210 pupils to 420 pupils, increasing the admission number from 30 to 60 with effect from September 2018, be approved;
- (d) That it be noted that the officer responsible for the implementation of such matters is the Head of Learning Systems.

- 11 Outcome of consultation to increase primary school places in Hunslet**  
The Director of Children's Services submitted a report on proposals brought forward to meet the local authority's duty to ensure sufficiency of school places. Specifically, the submitted report detailed the outcome of consultation on proposals to expand primary school provision at Hunslet Moor Primary School and which sought permission to publish a statutory notice in respect of such proposals.

**RESOLVED –**

- (a) That the publication of a Statutory Notice to expand Hunslet Moor Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2018, be approved;
- (b) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

- 12 Outcome of a consultation on a proposal to cease to provide complex social, emotional and mental health provision under the West Oaks SEN Specialist School and College (Oakwood Lane site) and providing for these needs under the Wellspring Academy Trust**  
Further to Minute No. 153, 9<sup>th</sup> March 2016, the Director of Children's Services submitted a report on the outcome of the consultation undertaken and subsequent Statutory Notice regarding the proposal to cease to provide



complex social, emotional and mental health (SEMH) provision under the West Oaks SEN Specialist School and College (Oakwood Lane site). Specifically, the report sought approval to provide for these needs under the Wellspring Academy Trust.

**RESOLVED –**

- (a) That the proposal to cease to provide behaviour, emotional and social difficulty (BESD) provision under the governance of The West Oaks SEN Specialist School and College (Oakwood Lane site) from 31 August 2016, be approved, with this being conditional upon the conversion of the existing BESD SILC into a 4 – 19 SEMH sponsored academy. The provision at the Oakwood Lane site would become part of the new academy from 1 September 2016. Should the academy conversion not be in place by then, then the provision would continue at Oakwood Lane under the governance of West Oaks SEN Specialist School and College.
- (b) That it be noted that the officer responsible for the implementation of such matters is the Head of Learning Systems.

**13 Outcome of consultation to increase primary and secondary school places in Burmantofts & Richmond Hill**

The Director of Children's Services submitted a report presenting proposals brought forward to meet the local authority's duty to ensure efficiency of school places. Specifically, this report described the outcome of consultation regarding the proposals to expand primary and secondary school provision in Burmantofts and which sought permission to publish statutory notices in respect of such proposals.

Responding to a specific enquiry, officers undertook to provide the Member in question with a briefing on the proposal to expand primary places at Shakespeare Primary School.

**RESOLVED –**

- (a) That the publication of a Statutory Notice to expand primary places at Shakespeare Primary School from a capacity of 315 pupils to 630 pupils with an increase in the admission number from 45 to 90 with effect from September 2018, be approved, which will involve the relocation of Shakespeare Primary School onto the Dolly Lane site;
- (b) That the publication of a Statutory Notice to expand secondary places at The Co-operative Academy of Leeds from a capacity of 900 students to 1,200 students, with an increase in the admissions number from 180 to 240 with effect from September 2019, be approved;
- (c) That it be noted that the officer responsible for the implementation of such matters is the Head of Learning Systems.

**14 Outcome of consultation to increase primary school places at Hawksworth Wood Primary School**

The Director of Children's Services submitted a report regarding proposals brought forward to meet the local authority's duty to ensure sufficiency of primary school places. Specifically, the report detailed the outcome of the consultation undertaken in respect of proposals to expand primary school provision at Hawksworth Wood Primary School and to publish a Statutory Notice in respect of such proposals.

**RESOLVED –**

- (a) That the publication of a Statutory Notice to expand primary provision at Hawksworth Wood Primary School from a capacity of 210 pupils to 420 pupils, with an increase in the admission number from 30 to 60 with effect from September 2017, be approved;
- (b) That it be noted that the officer responsible for the implementation of such matters is the Head of Learning Systems.

**COMMUNITIES**

**15 Community Hubs - Phase 2 Business Case**

Further to Minute No. 25, 15<sup>th</sup> July 2015, the Assistant Chief Executive (Citizens and Communities) submitted a report presenting the progress which had been made to date on the Community Hub programme, specifically the delivery of the six Priority 1a schemes. In addition, the report also sought agreement to a number of proposals in order to progress Phase 2 of the scheme. Finally, the report also sought approval for the overall funding injections and authority to spend required to enable the delivery of the Community Hub Phase 2 programme.

Responding to a concern raised with regard to proposals in Horsforth, it was highlighted that consultation would continue with local Ward Members and all other relevant parties on this matter, and it was highlighted that the related proposals remained 'in principle' whilst such consultation took place.

With regard to proposals in Pudsey, emphasis was placed upon the importance of continuing to utilise Pudsey Town Hall as a venue for public meetings.

With regard to Rothwell, a concern was raised regarding the declaration of the area office as surplus to requirements.

Following consideration of Appendix A 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 –**

- (a) That the contents of the submitted report, and specifically the progress made on delivering the Phase 1a Community Hubs, be noted;

Draft minutes to be approved at the meeting  
to be held on Wednesday, 27th July, 2016

- (b) That the delivery of the Phase 2 of Community Hubs schemes, be supported;
- (c) That the contributions of £600k from the Changing the Workplace and Corporate Property Management programmes already injected into the capital programme be noted, and that an additional injection of £4,017.4k be authorised in order to finalise the total funding needed of £4,617.4k for phase 2 of the Community Hubs programme;
- (d) That expenditure of £4,617.4k for the delivery of phase 2 of the Community Hubs programme be authorised, subject to the approval of the Assistant Chief Executive (Citizens and Communities) to the individual submission of business cases for delivering each part of the Phase 2 Community Hub programme;
- (e) That the disposal of the properties, as set out in the capital receipt section of exempt appendix A to the submitted report, be approved;
- (f) That the use of the revenue savings expected from the proposed asset rationalisation and delivery of the Community Hubs, as set out in paragraph 6.4.9 of the submitted report, be approved, in order to contribute towards the capital repayment cost required to deliver the Phase 2 Community Hub programme.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute, whilst under the same provisions, Councillor Golton required it to be recorded that he voted against the decisions referred to within this minute)

## **16 Welfare Reform and Council Tax Support**

The Assistant Chief Executive (Citizens and Communities) submitted a report providing analysis on the impact of local Council Tax Support schemes since 2013 on those groups who no longer received 100% Council Tax support. In addition, the report also considered the expected impacts of the Government's continuing package of welfare reforms on local Council Tax Support schemes and set out options for how the Council could respond to such changes. Overall, the purpose of providing such information was to identify where changes were being recommended to the support scheme, and, if required, to obtain approval to undertake any related public consultation exercise.

Board Members were in receipt of a re-issued version of Appendix B to this report, as although the appendix had featured within the original agenda papers, the formatting of that document had led to some text within it being obscured. As such, a re-formatted version had been provided to Board Members for their consideration prior to the meeting.

Responding to an enquiry, it was noted that the relevant Scrutiny Board was intending to undertake a piece of work on the matters raised within the submitted report.

**RESOLVED –**

- (a) That the development of a revised Council Tax Support scheme, as set out in paragraphs 3.18 – 3.30 and Appendix C to the submitted report, be approved;
- (b) That a public consultation exercise on the revised scheme be approved, with the consultation to be concluded by November 2016;
- (c) That approval be given to retaining the Child Allowance for 3rd and subsequent children during the transition to any new scheme;
- (d) That approval be given to retain the Family Premium during the transition to any new scheme;
- (e) That the development of a hardship scheme for those in protected groups who may be worse off under a revised scheme, be approved;
- (f) That the intention to offer a financial incentive for jobseekers to complete Personal Work Support Packages by offering to write off court costs, be noted.

(During the consideration of this item, Councillor A Carter drew the Board's attention to the fact that his step-daughter was in receipt of related benefits)

**ENVIRONMENT AND SUSTAINABILITY**

**17 Meeting the Cost of Non-Urgent Tree Works**

The Director of Environment and Housing submitted a report regarding the issue of non-urgent tree works on Council owned or managed land in circumstances where a resident or organisation may consider agreeing to pay for such works.

Members welcomed the proposals detailed within the submitted report, however it was highlighted that this proposal should be part of a wider approach towards the management of trees across Leeds. In response it was noted that Leeds did have a tree planting programme, and that further details of this could be provided to Members, should they wish to receive them.

**RESOLVED –**

- (a) That approval be given to the following:-
  - (i) That the full cost of non-urgent works on Council trees can be met by an interested party, subject to the criteria as set out in paragraphs 3.8 and 3.9 of the submitted report, with specified works being in line with best arboricultural practice (BS 3998) by a Council approved contractor;

- (ii) That where it is deemed appropriate to remove a Council tree affected by development, then this work be undertaken by a Council approved contractor where the private landowner is prepared to meet the full cost;
- (b) That it be noted that the Chief Officer (Parks and Countryside) will be responsible for the implementation of such matters.

## **18 Cremator Replacement**

The Director of Environment and Housing submitted a report presenting potential options to sustain cremation provision in the city in order to meet current and anticipated demand.

### **RESOLVED –**

- (a) That it be noted that the existing cremators at Lawnswood are coming to the end of their operational life and need replacing;
- (b) That it be noted that it is not suitable to only replace cremators at Lawnswood without filtration, as this would be vulnerable to a change in legislation and contrary to statutory guidance;
- (c) That approval be given to undertake a feasibility study to 'RIBA B' at Lawnswood to install 3 cremators with mercury filtration equipment;
- (d) That a land search be conducted to the east of the city in order to identify suitable site locations, in accordance with the criteria as identified in paragraph 3.4.4 of the submitted report;
- (e) That it be noted that the Chief Officer Parks and Countryside is responsible for the implementation of such matters, and that it also be noted that a future report is anticipated to be submitted to Executive Board before the end of 2016.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

## **ECONOMY AND CULTURE**

## **19 Review of Discretionary Business Rate Relief Scheme**

Further to Minute No. 201, 5<sup>th</sup> March 2014, the Director of City Development submitted a report which sought approval to extend the current scope of discretionary rate relief to 'for profit' organisations which met agreed criteria, as permitted under Section 69 of the Localism Act 2011.

### **RESOLVED –**

- (a) That the proposals to extend the guidelines for the award of discretionary relief for Business Rates from 2016/17 onwards, be approved;

- (b) That the implementation of the scheme be delegated to the Chief Officer Economy and Regeneration, in consultation with the Executive Members for 'Economy & Culture' and 'Resources & Strategy', together with the Deputy Chief Executive.

## **20 Growing the Leeds Visitor Economy**

Further to Minute No. 135, 17<sup>th</sup> December 2015, the Director of City Development submitted a report highlighting the success of the transition of 'VisitLeeds' to the Council from April 2015. In addition, the report also provided an overview of the current approach together with the mid to long term forward plan and how this was aligned to the core budget, looked to bring in external funding, whilst also exploiting cross boundary collaboration opportunities. Finally, the report sought approval to continue the implementation of this approach.

The work being undertaken by the Visitor Economy and Inward Investment team was welcomed, and in response to a specific enquiry, the Board received information on the actions being taken to promote Leeds as a conferencing venue, which included details of the 'Conferencing City Proposition'.

In promoting the city's tourism offer within the context of the overall objective of maximising the economic benefits of tourism, emphasis was placed upon the potential of focussing promotions on Leeds and local residents, in addition to those from further afield, an area which was supported via a number of initiatives across Council directorates and partner organisations.

### **RESOLVED –**

- (a) That the strategic approach and forward plan for the Leeds Visitor Economy function, as set out in the submitted report (including the cross-boundary, partnership based approach aimed at attracting visitors in national and international markets) be approved, and that the detailed delivery of this be delegated to the Chief Officer of Economy and Regeneration, in consultation with the relevant Executive Member;
- (b) That the approach to working with other destinations and 'Welcome to Yorkshire' on joint promotional campaigns be approved, and that the focus on attracting visitors from outside Leeds City Region, who spend more and support more jobs than local visitors, be endorsed;
- (c) That the approach to attracting additional funding by applying for and delivering external investment and commercial match funding, (including in-kind support), be approved, in order to ensure that Leeds is a lead destination and included where relevant, and when the function has the capacity to do so;
- (d) That approval be given for VisitLeeds to continue horizon scanning for strategic developments and opportunities, new approaches to funding, mutually beneficial collaborative partnerships (including working more closely and effectively with Leeds City Region destination management

organisations) and funding opportunities, and that such opportunities be responded to appropriately, in consultation with the Chief Officer of Economy and Regeneration;

- (e) That the resolutions detailed above be exempted from the Call In process, for those reasons as detailed within paragraph 4.5.2 of the submitted report (detailed below).

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from Call In by the decision taker if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with resolution (e) above, the resolutions contained within this minute were exempted from the Call In process due to the time sensitivity of external funding applications the function is currently bidding for, in particular the 'Discover England' fund where if the function is successful, it would be awarded funds to commence delivery early June 2016).

## **21 Storm Eva - Recovery Plan Update**

Further to Minute No. 157, 9<sup>th</sup> March 2016, the Assistant Chief Executive (Citizens and Communities) submitted a report which provided an update on the impact of Storm Eva in Leeds, specifically with regard to the recovery plan, flood alleviation proposals for the city, an update in respect of those who still remain affected by the floods, the ongoing discussions which continued with Government, proposals for regeneration and also the lessons which had been learned.

Responding to specific enquiries raised, the Board received an update on the progress being made on the development of the feasibility study for proposed flood alleviation measures, together with the collaborative work being undertaken with partners such as the Environment Agency. In addition, Members highlighted the need to ensure that those flood alleviation measures that the Authority could establish itself were progressed as appropriate, and were included in any wider flood alleviation proposals.

Also in response to a specific enquiry, the Board received an update on the allocation of grant scheme monies to those affected, and also received further information regarding proposals on the use of any remaining government flood response funds.

### **RESOLVED –**

- (a) That the updates detailed within the submitted report, including the details on the progress of the Strategic Recovery Plan, be noted;
- (b) That the implementation of the recommendations from the lessons learned review, as detailed within section 3.7 of the submitted report, be endorsed;
- (c) That the principle of using the remaining government flood response funds to assist in supporting businesses in flood affected areas through further recovery and resilience measures, supporting any outstanding

clean-up priorities, and the development of a wider regeneration strategy for the Kirkstall Road corridor and industrial areas in Hunslet, be supported, and that the Director of City Development be requested to develop detailed proposals for this, in consultation with the relevant Executive Member.

## **RESOURCES AND STRATEGY**

### **22 Financial Performance - Outturn Financial Year ended 31st March 2016**

The Deputy Chief Executive submitted a report presenting the Council's 2015/16 financial outturn position for both revenue and capital and which included the Housing Revenue Account together with spending on schools. In addition, the report also highlighted the position regarding other key financial health indicators including Council Tax and Business Rates collection statistics, sundry income, reserves and the prompt payment of creditors.

#### **RESOLVED –**

- (a) That the Council's outturn position for the financial year ending 31<sup>st</sup> March 2016, as detailed within the submitted report, be noted, and that the creation of earmarked reserves, as detailed within paragraphs 3.6 and 5.3 of the submitted report, be agreed, and that the release of such earmarked reserves be delegated to the Deputy Chief Executive;
- (b) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of such matters following the conclusion of the 'Call In' period.

### **23 Treasury Management Outturn Report 2015/16**

The Deputy Chief Executive submitted a report which provided a final update on the Treasury Management Strategy and operations for the 2015/16 financial year.

Responding to an enquiry, the Board received further information regarding the management of the Council's debt budget.

**RESOLVED –** That the Treasury Management outturn position for 2015/16 be noted, together with the fact that treasury activity has remained within the treasury management strategy and policy framework.

### **24 Financial Health Monitoring 2016/17 - Month 2 (May 2016)**

The Deputy Chief Executive submitted a report which presented the projected financial health position for 2016/17, as at month 2 of the financial year.

Responding to Members' enquiries, the Board received further details of the collaborative work being undertaken across directorates in order to manage the continued budgetary challenges, with specific reference being made to the pressures on the Children's Services directorate budget.

**RESOLVED –** That the projected financial position of the authority, as detailed within the submitted report, be noted.



## **REGENERATION, TRANSPORT AND PLANNING**

### **25 The Grand Quarter**

Further to Minute No. 71, 21<sup>st</sup> October 2015, the Director of City Development submitted a report providing an update on the progress made in negotiations for the disposal and development of land at Belgrave Gardens and which also recommended that the Council exchanged an Option Agreement for the sale of such land.

Following consideration of Appendix 1 to the submitted report, together with the associated plan, 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 –**

- (a) That approval be given to the Council exchanging an Option Agreement with Wade Lane Developments Limited for the sale of land at Belgrave Gardens on the terms as detailed within exempt appendix 1 to the submitted report;
- (b) That approval be given for officers to negotiate the final terms for the disposal of Council owned land at Belgrave Gardens, and also for the disposal of the Council's freehold reversionary interest in Belgrave House, Commerce House and Warwick House, and that final terms for the disposals be approved by the Director of City Development under delegated powers; and
- (c) That subject to an encouraging response to the Expressions of Interest by the Heritage Lottery Fund (HLF), the necessary authority be delegated to the Director of City Development, in liaison with the Executive Member (Regeneration, Transport and Planning), to submit a Stage 1 bid to the HLF in support of a heritage-led regeneration programme for the Grand Quarter.

### **26 Design and Cost Report: Proposed Maintenance Works: Leeds Grand Theatre**

The Director of City Development submitted a report regarding proposed maintenance works in respect of the Leeds Grand Theatre and which sought approval for an injection of funding into the Capital Programme, together with 'Authority to Spend', in order to enable such maintenance works to be undertaken.

Following consideration of Appendices 1 and 2 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That an injection of funding into the Capital Programme, together with an 'Authority to Spend' on the proposed maintenance works to the

Leeds Grand Theatre, as detailed within exempt Appendix 1 to the submitted report, be approved;

- (b) That in the event that the injection of funding and 'Authority to Spend', as detailed within exempt Appendix 1 proves insufficient, the Deputy Chief Executive and the Director of City Development with the concurrence of the Executive Member for Economy and Culture be authorised to approve a further injection and 'Authority to Spend', as detailed in exempt Appendix 1, in order to facilitate the proposed maintenance works to the Theatre.

**27 Leeds City Region Enterprise Zone update and Infrastructure Delivery**

The Director of City Development submitted a report which provided an update on the progress achieved to date in respect of the Leeds City Region Enterprise Zone and highlighted the priority areas of work moving forward. The report also sought approval to commence a procurement process and utilise Council owned land to deliver a power solution which was intended to ensure that the required infrastructure was in place to facilitate the continued delivery within the Enterprise Zone and wider Aire Valley area.

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 –**

- (a) That the progress made to secure development and occupation of new floorspace within the Enterprise Zone, be noted;
- (b) That the recommendations made within the 2015 Enterprise Zone Growth Plan, be noted;
- (c) That a procurement exercise by the Director City Development to deliver improved infrastructure within the Enterprise Zone, in consultation with the Executive Member for Regeneration, Transport and Planning, and subject to funding being confirmed by the Local Enterprise Partnership (LEP), be approved;
- (d) That the necessary authority be delegated to the Director City Development in order to enter into negotiations and agree a contract to deliver the required infrastructure improvements;
- (e) That the necessary authority be delegated to the Director City Development in order to agree terms for the use of Council owned land adjacent to the A63 to accommodate a new electricity substation;
- (f) That the proposed funding mechanism to support delivery of the infrastructure improvements within the Enterprise Zone, be noted;

- (g) That the necessary authority be delegated to the Director City Development in order to inject funding from the LEP into the Council's Capital Programme, in order to support infrastructure delivery within the Enterprise Zone.

## **28 Design and Cost Report for Acquisition of Properties for the Council's Investment Portfolio**

The Deputy Chief Executive and the Director of City Development submitted a joint report regarding the terms for the acquisition of two newly constructed buildings in Leeds (3 Sovereign Square and Unit 1 Logic Leeds) which could be added to the Council's property investment portfolio.

Members welcomed the proposals to acquire the properties, as detailed within the submitted report.

It was confirmed to the Board that the name of the tenant to occupy Unit 1, Logic Leeds (Amazon) was now in the public domain. Following this, an enquiry was raised about potential concerns regarding the working practices of that company. In response, it was confirmed that regardless of whether the Council bought the property, Amazon had obtained the lease of Unit 1, Logic Leeds, and as such, should Members have concerns about the working practices of the company on their Leeds premises, then a dialogue could be had with them. In connection with this, Members also considered the possibility of establishing an ethical landlord policy for the Council.

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 –**

- (a) That the acquisition of 3 Sovereign Square as an investment on the terms as detailed within exempt Appendix 1 to the submitted report, be approved;
- (b) That the acquisition of Unit 1 Logic Leeds as an investment on the terms as detailed within exempt Appendix 1 to the submitted report, be approved;
- (c) That the injection into the Capital Programme, together with the associated 'Authority to Spend', for the sums as detailed within exempt Appendix 1, be approved;
- (d) That the Director of City Development, under the scheme of Delegation, be authorised to approve any changes to the recommended terms which may be necessary prior to completion, and that the Director of City Development also be authorised to complete the acquisitions;

- (e) That the Director of City Development be authorised to investigate the acquisition of additional investment opportunities which will further enhance the strength and performance of the Council's investment portfolio in supporting the Council's budget and stimulating economic regeneration and confidence as part of a strategic investment fund;
- (f) That the resolutions, as detailed within this minute be exempted from the Call In process, for the reasons as set out within paragraph 4.5.3 of the submitted report (detailed below);
- (g) That the recommendation, as detailed at paragraph 10.1 of exempt Appendix 1 be approved, and that the Director of City Development be authorised to facilitate this resolution.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from Call In by the decision taker if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with resolution (f) above, the resolutions contained within this minute were exempted from the Call In process as the Council is purchasing 3 Sovereign Square under the provision of an option agreement which requires the transaction to be exchanged within 20 days of notice being served by the vendor. By variation, the vendors have agreed to extend this to a long-stop date of the 27 June to exchange. Accordingly, if the Council does not exchange by that date it will lose its special position afforded by the option agreement. This situation would place the purchase under significant risk. Similarly, with respect to Unit 1 Logic Leeds, the price negotiated has been concluded on the basis that the sale is completed by 30 June 2016 to be before the end of the vendor's financial year. Should the sale not complete to that timescale, the Council would be at risk of the sale and the purchase price being re-opened for negotiation in open competition with other parties).

## **29 Holbeck, South Bank Supplementary Planning Document (SPD) - Adoption**

Further to Minute No. 160, 9<sup>th</sup> March 2016, the Director of City Development submitted a report presenting feedback from the public consultation exercise undertaken on the draft Holbeck, South Bank Supplementary Planning Document (SPD) and which requested approval of the proposed changes arising from this. Specifically, the report recommended the adoption of the re-drafted SPD, which would formally replace the existing Holbeck Urban Village Revised Planning Framework, previously adopted as Supplementary Planning Guidance in 2006.

Members acknowledged and welcomed the proposal to now refer to the area as Holbeck, rather than 'Holbeck Urban Village'.

### **RESOLVED –**

- (a) That the contents of the submitted report, together with the associated formal consultation statement, be noted;

- (b) That the renaming of the Holbeck Urban Village, South Bank Supplementary Planning Document to 'Holbeck, South Bank Supplementary Planning Document' be approved, and that officers commence dialogue with residents and partners in order to consider how best to market and promote this area of the city;
- (c) That the Holbeck, South Bank Supplementary Planning Document be adopted in the form as appended to the submitted report, pursuant to section 23 of the Planning and Compulsory Purchase Act 2004 (as amended);
- (d) That it be noted that the Chief Planning Officer will publish the Holbeck, South Bank Supplementary Planning Document (SPD) and associated documents in accordance with the Town and Country planning (Local Planning) (England) Regulations 2012 Compulsory Purchase Act 2004 (as amended).

### **30 Dewsbury Road: Integrated Road Safety Scheme**

The Director of City Development submitted a report which sought approval of the detailed design and implementation of the Dewsbury Road integrated road safety scheme and the associated Traffic Orders.

Responding to an enquiry, the Board noted that local Ward Members had been consulted, and that further consultation would continue, as the scheme progressed.

#### **RESOLVED –**

- (a) That the scheme, as detailed within the submitted report, be approved, and that the detailed design and implementation of said package of measures, as shown on drawing TM-10-2377-GA-01b, as appended to the submitted report, be authorised;
- (b) That authority to incur expenditure of £600,000, comprising of £495,000 works costs, £100,000 staff fees and £5,000 legal fees, be approved, and which are all to be funded from the Local Transport Plan Transport Policy Capital Programme;
- (c) That it be noted that all remaining decisions following detailed design relating to the proposed Traffic Regulation Orders, Speed Limit Order, Movement Order, Section 90c Notices and the designation of cycle tracks on the public highway will be reported to the Chief Officer (Highways and Transportation) using existing powers under the Officer Delegation Scheme (Part 3, Council Constitution) and sub-delegated by the Director of City Development.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

**31 Design and Cost Report for the Repair of Linton Bridge and other Highway Infrastructure Assets damaged during Winter Storms of 2015**

The Director of City Development submitted a report providing details regarding the cost of repairs to Council owned infrastructure as a result of the flooding in December 2015 and the grant award funding from government to effect repairs. Specifically, the submitted report detailed proposals regarding the repair of Linton Bridge and which sought support to approach Central Government to make additional funds available for broader infrastructure works.

Members received an update on the currently projected timeframe for the completion of the bridge, whilst the complexities of the project were noted. In addition, further information was also provided on the actions being taken to progress other assets which had been damaged by the 2015 winter storms.

**RESOLVED –**

- (a) That the contents of the submitted report be noted;
- (b) That the proposal not to pursue the provision of a temporary bridge between Linton and Collingham be approved;
- (c) That the injection of £4.5m government grant for local road repairs into the Bridge Maintenance Capital Programme, together with associated 'Authority to Spend', be approved, for the sole purpose of expeditious repairs to Linton Bridge, with any remaining funding at the completion of the repairs to be distributed proportionally to the cost of repairs to other Leeds City Council infrastructure assets;
- (d) That the Permanent Works be procured and delivered in line with the dates as identified within section 3.11 of the submitted report;
- (e) That support be given to an approach being made to Central Government to make additional funds available for broader infrastructure works;
- (f) That it be noted that the Chief Officer Highways and Transportation is responsible for the implementation of such matters.

**32 The Future of Transport in Leeds**

Further to Minute No. 72, 21<sup>st</sup> October 2015, the Director of City Development submitted a report which provided details of the Secretary of State for Transport's decision to not grant the legal powers (under the Transport and Works Act) needed to construct and operate a trolleybus system in the form that was presented through the related Public Inquiry. In addition, the report highlighted that the funding allocated for New Generation Transport (NGT), £173.5m, would remain as allocated for schemes within Leeds, whilst it also presented the proposed next steps regarding the future of transport in Leeds.

Members made reference to the way in which such matters had recently featured in the local press.

Having noted the proposal to draw up an outline strategic case for the funding by the early autumn, Members discussed such timescales and looked forward to further discussion on this matter.

**RESOLVED –**

- (a) That the Government's decision regarding NGT, as detailed within the submitted report, be noted;
- (b) That it be agreed that the Council do not make an application for a Judicial Review of the Secretary of State decision, now that the Department for Transport (DfT) has been allocated £173.5m for transport in Leeds;
- (c) That it be noted that the Leader has asked for an associated scrutiny inquiry to take place, and that support be given to the proposal that the DfT and the West Yorkshire Combined Authority (WYCA) be invited to participate;
- (d) That approval be given to a letter being sent to the Secretary of State for Transport which outlines concerns about the process of developing public transport schemes in order to help lessons to be learnt nationally;
- (e) That officers be requested to undertake city wide engagement on developing a new long term transport vision and an associated transport plan, including for the allocation of the £173.5m;
- (f) That approval be given for officers to work in partnership with WYCA and the DfT to draw up an outline strategic case for the funding by the early autumn for submission to Secretary of State for Transport with the aim that by the end of the year we will have reached a clear, transparent and concise funding agreement for the £173.5m with Government.

**DATE OF PUBLICATION:** FRIDAY, 24<sup>TH</sup> JUNE 2016

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 1<sup>ST</sup> JULY 2016

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 4<sup>th</sup> July 2016)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 27th July, 2016

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