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## SCRUTINY BOARD (ENVIRONMENT AND HOUSING)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 23rd May, 2017 at 1.00 pm

*(A pre-meeting will take place for ALL Members of the Board at 12.30 pm.)*

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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;  
A Lamb (Chair) Wetherby;  
M Lyons Temple Newsam;  
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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**Principal Scrutiny Adviser:**  
**Angela Brogden**  
**Tel: 24 74553**

Produced on Recycled Paper

# 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 - 20TH APRIL 2017</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 20<sup>th</sup> April 2017.</p>	1 - 4
7			<p><b>IMPROVING AIR QUALITY IN LEEDS - DRAFT SCRUTINY REPORT</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting a draft report of the Scrutiny Board in relation to its recent Inquiry into Improving Air Quality in Leeds for consideration and formal approval.</p> <p>(Draft report to follow)</p>	5 - 6
8			<p><b>REVIEW OF WIDER TENANT INVOLVEMENT GROUPS - SCRUTINY WORKING GROUP SUMMARY NOTE</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting a summary note of the Scrutiny working group held on 25<sup>th</sup> April 2017 to review wider tenant involvement groups.</p>	7 - 18

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p><b>TENANT SCRUTINY BOARD INQUIRY INTO EAST LEEDS REPAIRS SERVICE - FINAL REPORT</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting the final report of the Tenant Scrutiny Board following its recent inquiry into East Leeds Repairs Service.</p>	19 - 34
10			<p><b>SCRUTINY OF PECKFIELD LANDFILL SITE - DRAFT POSITION STATEMENT</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting a draft position statement of the Scrutiny Board in relation to Peckfield Landfill Site for consideration and formal approval.</p> <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>	35 - 48

## SCRUTINY BOARD (ENVIRONMENT AND HOUSING)

THURSDAY, 20TH APRIL, 2017

**PRESENT:** Councillor A Lamb in the Chair

Councillors J Bentley, A Blackburn,  
K Bruce, D Collins, A Gabriel,  
A Garthwaite, P Grahame, A Khan,  
M Lyons and K Ritchie

### 87 Late Items

There were no late items.

### 88 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting, however the following matter was brought to the attention of the Scrutiny Board for information:

- In relation to minute no. 91 'Private rented sector housing – update' Councillor A Khan advised that he was a private rented sector housing landlord.

Councillor A Khan remained present during consideration of the above item.

### 89 Apologies for Absence and Notification of Substitutes

An apology for absence was submitted by Councillor G Wilkinson.

### 90 Minutes - 23rd March 2017

**RESOLVED** – That the minutes of the meeting held on 23 March 2017 be approved as a correct record.

### 91 Private rented sector housing - update

The Director of Resources and Housing submitted a report which provided a detailed update on the issues surrounding Private Rented Sector housing.

The following were in attendance:

- Councillor Debra Coupar, Executive Member for Communities
- Neil Evans, Director of Resources and Housing
- Jill Wildman, Chief Officer, Housing Management
- Rob McCartney, Head of Housing Support
- Mark Ireland, Service Manager, Private Sector Housing
- Michael Brook, Service Manager, Private Sector Housing
- Steve Rowley, Leeds Property Association.

The key areas of discussion were:

- Concern about the poor quality of some private rented sector housing and an update on the advice and support provided to tenants, particularly in terms of tackling rogue landlords.
- The provisions set out within the Housing and Planning Act and ensuring that landlords and tenants were aware of their obligations.
- The challenges identifying rogue landlords. The Board was advised that there was no requirement for private rented sector landlords to register.
- Clarification sought regarding banning orders. The Board was advised that further details were anticipated later in the year.
- Positive development of the Rogue Landlord Unit and the importance of utilising intelligence from partners and communities.
- Concern about an increase in microflats and development of a co-ordinated response. The Board discussed the need for greater engagement with elected members regarding this issue.
- The need to ensure a fair and consistent approach to Civil Penalties.
- Concern about a potential increase in appeals arising from the introduction of Civil Penalties. The Board was advised that further information and guidance was anticipated from the Department of Communities and Local Government (CLG).
- Clarification regarding the work of the Empty Homes Doctor.
- Concern that more work was needed in terms of identifying rogue letting agents.
- The types of support available to families at risk of homelessness and in need of alternative housing.
- The importance of engagement with private sector landlords, particularly in terms of raising standards.
- Development of the 'Rate Your Landlord' website for students.

## **RESOLVED –**

- (a) That the Board notes the update on Private Rented Sector housing.
- (b) That the Chair of the Scrutiny Board writes to the Chief Planning Officer highlighting the Board's concerns regarding issues associated with the development of microflats.

(Councillor K Bruce joined the meeting at 10.05am and Councillor A Blackburn at 10.20am, during the consideration of this item.)

## **92 Housing related matters**

The Director of Resources and Housing submitted a report covering particular areas of housing policy / activity as requested by the Scrutiny Board.

The following information was appended to the report:

- List of blocks / streets part of variable lettings standard.

The following were in attendance:

- Councillor Debra Coupar, Executive Member for Communities
- Neil Evans, Director of Resources and Housing
- Jill Wildman, Chief Officer, Housing Management
- Rob McCartney, Head of Housing Support
- Julie Staton, Head of Commissioning, Adults and Health.

The key areas of discussion were:

- The need to ensure value for money when undertaking repairs and the processes in place to address issues.
- A request that the Board be kept updated regarding changes to the Housing Related Support accommodation service. The Board was advised that further information was to be presented to all elected members to provide overall context.

#### **RESOLVED –**

- (a) That the update on housing related themes be noted.
- (b) That the request for information be provided to all elected members.

(Councillor A Khan left the meeting at 12 noon and Councillor K Bruce at 12.15pm, during the consideration of this item.)

#### **93 Work Schedule**

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2016/17 municipal year.

The Board was advised that a working group meeting had been arranged to take place on Tuesday, 25 April 2017 (10am-12noon) to review the role of wider tenant involvement groups. It was noted that the final Board meeting of the 2016/17 municipal year was scheduled to take place on Tuesday, 23 May 2017 at 1.00pm (pre-meeting for all Board Members at 12.30pm) to consider any outstanding issues and sign off reports.

**RESOLVED –** That the Board's work schedule be approved.

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

Tuesday, 23rd May, 2017 at 1.00 pm (pre-meeting for all Board Members at 12.30pm).

(The meeting concluded at 12.20pm)

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**Report of Head of Governance and Scrutiny Support**

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

**Date: 23<sup>rd</sup> May 2017**

**Subject: Improving Air Quality in Leeds – draft Scrutiny 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

**Introduction**

1. At the beginning of the municipal year, the then-Director of Environment and Housing and the Executive Member for Environment and Sustainability raised the need to improve air quality as a key local priority for the Council and one which would benefit from further Scrutiny by the Environment and Housing Scrutiny Board.
  
2. In agreeing to undertake an inquiry into this matter, the Board also acknowledged the cross-cutting nature of this area of work and therefore extended invitations to the City Development and Adult Social Services, Public Health and NHS Scrutiny Boards to contribute to this inquiry too.
  
3. The terms of reference for this inquiry were formally agreed by the Environment and Housing Scrutiny Board in September 2016. In accordance with these, a number of evidence gathering sessions were held, most of which were undertaken as working group meetings to provide greater flexibility in accommodating a wide range of contributors to the inquiry. All Scrutiny Board members were invited to attend each working group meeting, including those representing the other two contributing Scrutiny Boards. The last evidence gathering session took place on 15<sup>th</sup> March 2017.
  
4. The Scrutiny Board is now in a position to report on its findings. However, in doing so, the Board remains mindful of the complexities surrounding this matter and also the on-going need to respond appropriately to evolving national policies associated with air quality. Linked to this, the Board acknowledges the recent publication and consultation surrounding the draft UK Air Quality Plan for tackling nitrogen dioxide ([Link to the UK Air Quality Plan - May 2017](#)). The Board also notes the recent publication by Defra of

the Clean Air Zone Framework, setting out principles for setting up Clean Air Zones in England ([Link to the CAZ Framework - May 2017](#)). Due to the timing of their publication, both documents have not formed part of the evidence base within the Scrutiny Board's Inquiry this year.

5. In recognition of the significant amount of work that is still required both locally and nationally, the Board's report is reflective of the preliminary findings of Scrutiny, based on evidence considered within a specific timeframe. As such, the Board advocates on-going Scrutiny involvement in this area of work by successor Scrutiny Boards and has set out within its report what further considerations are needed in moving forward and establishing appropriate local solutions for improving air quality in Leeds.
6. The Board's draft report will follow and be made available in readiness for today's meeting when Board Members will be asked to formally consider and agree its report.

### **Recommendations**

7. Members are asked to consider and agree the Board's report following its recent inquiry into improving air quality in Leeds.

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

8. None used.

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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.



Report author: Angela Brogden  
Tel: 3788661

**Report of Head of Governance and Scrutiny Support**

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

**Date: 23<sup>rd</sup> May 2017**

**Subject: Review of wider tenant involvement groups – Scrutiny working group summary note**

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

**Purpose of this report**

1. During its October 2016 meeting, the Environment and Housing Scrutiny Board discussed the role of the Tenant Scrutiny Board and sought further clarification surrounding its governance and support arrangements. This information was provided to the Board at its January 2017 meeting.
  
2. In addition, the Board also received information regarding the Housing Leeds Tenant Involvement Framework which gives tenants the opportunity to take part in a range of formal groups, each with a particular theme or focus. Key parts of this framework included the strategic tenant body VITAL (Voice of Involved Tenants across Leeds) and the local Housing Advisory Panels. However, it was noted that the Tenant Scrutiny Board works independently to the rest of the involvement framework.
  
3. In consideration of this, the Environment and Housing Scrutiny Board identified the need to ensure a more coordinated approach to wider tenant involvement and therefore expressed a wish to set up a working group meeting to review the role of wider tenant involvement groups, with specific reference to the Housing Leeds Tenant Involvement Framework. At that stage, it was also reported that Housing Leeds was undertaking a review of the Tenant Involvement Framework with VITAL.
  
4. The Scrutiny Board held its working group meeting on 25<sup>th</sup> April 2017 and considered the role, membership and governance arrangements linked to the various Housing Leeds tenant involvement groups/forums. The working group also received an update

following the Housing Leeds/Vital review which had led to a revised Tenant Engagement Framework.

5. A summary note setting out the key issues arising from this working group meeting is attached for the Board's consideration. This summary note also presents proposed recommendations stemming from the working group's discussions for the Scrutiny Board's consideration and agreement.

### **Recommendations**

6. Members are asked to consider the key issues and proposed recommendations set out within the attached working group summary note and formally agree the Board's recommendations in relation to this piece of Scrutiny work.

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

7. None used.

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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.

# **Environment and Housing Scrutiny Board - Review of wider tenant involvement groups (Housing Leeds Tenant Involvement Framework)**

## **Summary Note of the Working Group Meeting held on Tuesday 25<sup>th</sup> April 2017**

### Introduction.

1. During its October 2016 meeting, the Environment and Housing Scrutiny Board discussed the role of the Tenant Scrutiny Board and sought further clarification surrounding its governance and support arrangements. This information was provided to the Board at its January 2017 meeting.
2. In addition, the Board also received information regarding the Housing Leeds Tenant Involvement Framework which gives tenants the opportunity to take part in a range of formal groups, each with a particular theme or focus. Key parts of this framework included the strategic tenant body VITAL (Voice of Involved Tenants across Leeds) and the local Housing Advisory Panels. However, it was noted that the Tenant Scrutiny Board works independently to the rest of the involvement framework.
3. In consideration of this, the Environment and Housing Scrutiny Board identified the need to ensure a more coordinated approach to wider tenant involvement and therefore expressed a wish to set up a working group meeting to review the role of wider tenant involvement groups, with specific reference to the Housing Leeds Tenant Involvement Framework.
4. At that stage, it was also reported that Housing Leeds was undertaking a review of the Tenant Involvement Framework with VITAL to enable the service to:
  - Engage with a greater number of tenants in more informal and local ways – for example using more pop up consultation on local issues or using the mobile office;
  - Having a streamlined ‘formal’ structure of meetings – that pull in more Customer Insight and focus on service improvement;
  - Supporting and working with others to do more local community projects, such as the Parenting Programme or focussing more on Digital Inclusion and all the benefits this can bring;
  - Closely link the work of tenant engagement, involvement and community investment to the themes of the housing strategy.
5. The Scrutiny Board held its working group meeting on 25<sup>th</sup> April 2017 and considered the role, membership and governance arrangements linked to the various Housing Leeds tenant involvement groups/forums. The working group also received an update following the Housing Leeds/Vital review which had led to a revised Tenant Engagement Framework.
6. The working group meeting was attended by the following individuals:
  - Councillor Alan Lamb, Chair of the Scrutiny Board
  - Councillor Jonathan Bentley, Member of the Scrutiny Board
  - Councillor Ann Blackburn, Member of the Scrutiny Board
  - Councillor Angela Gabriel, Member of the Scrutiny Board
  - Councillor Al Garthwaite, Member of the Scrutiny Board

- Councillor Dawn Collins, Member of the Scrutiny Board
- Councillor Pauleen Grahame, Member of the Scrutiny Board
- Councillor Mick Lyons, Member of the Scrutiny Board
- Councillor Kevin Ritchie, Member of the Scrutiny Board
- Councillor Gerald Wilkinson, Member of the Scrutiny Board
- Councillor Sharon Hamilton, Support Executive Member for Communities
- Angela Brogden, Principal Scrutiny Adviser
- Jill Wildman, Chief Officer Housing Management
- Mandy Sawyer, Head of Neighbourhood Services
- Ian Montgomery, Housing Manager
- Martin Dean, Area Leader, Communities and Environment
- John Gittos, Chair of Tenant Scrutiny Board
- Sharon Guy, Housing Manager

7. This summary note sets out the key issues arising from the working group's discussion and also presents proposed recommendations for consideration by the Environment and Housing Scrutiny Board.

## Summary of key issues.

### Ensuring compliance with the HCA Tenant Involvement and Empowerment Standard 2012

8. The working group was informed of the Homes and Communities Agency (HCA) Regulatory Framework for Social Housing, and specifically within this, the Tenant Involvement and Empowerment Standard 2012. This Standard outlines the obligations for all social housing landlords in England to provide a wide range of opportunities for tenants to influence and be involved in:
  - formulation of the landlord's housing related policies and strategic priorities;
  - making decisions about how housing related services are delivered, including setting of service standards;
  - scrutiny of the landlord's performance and making recommendations on how performance could be improved;
  - management of their homes or repairs and maintenance services.
9. Previously, the Council's arm's length management organisations (ALMOs) took responsibility for establishing appropriate tenant involvement frameworks to meet these statutory requirements. However, following the decision to bring the Council's housing responsibilities back in-house, the first Housing Leeds Tenant Involvement Framework was established in 2015. This sought to harmonise the previous ALMO involvement frameworks whilst still continuing to meet statutory obligations.
10. Linked to this, the working group acknowledged the establishment of a new strategic tenant body - VITAL (Voice of Involved Tenants At Leeds) – which was set up to assist in facilitating the involvement of tenants in influencing the formulation of housing related policy and strategic priorities in accordance with statutory requirements.
11. However, it was acknowledged that 3 other less formal citywide tenant and leaseholder groups were also established as consultative forums around planned changes to policies and procedures linked to particular service areas. These were the Voice of Older Leeds Tenants (VOLT); High Rise Advisory Group; and the Repairs and Investment Group. To aid co-ordination and information sharing of the

work undertaken by these specialist tenant and leaseholder groups, the working group was pleased to learn that the respective Chairs and Vice Chairs of these groups have continued to form part of the membership for VITAL.

12. Reference was also made to the Housing Advisory Panels, known as HAPs, which were established as tenant led groups. There are currently 11 panels across Leeds that monitor the performance of local housing services and also have budgets to fund environmental improvements and activities that benefit tenants and the local community. However, in discussing the membership and accountability arrangements in place for the HAPs, the working group had raised a number of issues, which have been highlighted separately within this summary note.
13. To ensure tenant representation at a higher strategic level, it was reported that 3 members of VITAL and the Chairs of the Housing Advisory Panels are also represented on the Council's Housing Advisory Board.
14. The working group also discussed the role and membership of the Tenant Scrutiny Board, which was formally established to comply with the Tenant Involvement and Empowerment Standard in terms of tenants being able to influence and be involved in 'the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved'.
15. It was noted that Housing Leeds had worked in conjunction with Corporate Governance to develop the Terms of Reference and Procedure Rules for the Tenant Scrutiny Board and that these were formally agreed with the Tenant Scrutiny Board in 2014. The working group also acknowledged that the Environment and Housing Scrutiny Board had already received details of this during its January 2017 meeting.
16. Whilst appreciating the independence of the Tenant Scrutiny Board outside of the Tenant Involvement Framework, the working group welcomed the Board's ongoing commitment to engage widely with other tenant groups in helping to inform its own work programme. It was also acknowledged that the Chair of the Tenant Scrutiny Board regularly attends the Housing Advisory Board to provide updates on the work undertaken by the Board and to formally report on the findings of any specific inquiries.

Strengthening links between the Council's housing related Scrutiny Board and other established housing related bodies.

17. Whilst acknowledging that the remits of the Council's Scrutiny Boards generally cover a wide range of service areas, the working group recognised the need to strengthen links between the Council's housing related Scrutiny Board and other established housing related bodies, with particular reference made to the Tenant Scrutiny Board, VITAL and the Housing Advisory Board.
18. The working group acknowledged the commitment already demonstrated by the current Tenant Scrutiny Board Chair in regularly attending and observing meetings of the Environment and Housing Scrutiny Board and then formally providing feedback to his Board colleagues.
19. In relation to the Housing Advisory Board, the working group also acknowledged that the Executive Board Member for Communities, who currently Chairs the Housing Advisory Board, also commits to attending meetings of the Scrutiny Board when discussing housing related matters.

20. Moving forward, the working group discussed various approaches to help aid information sharing and effective engagement between the Council's housing related Scrutiny Board and the other established housing related bodies that could be adopted as good working practice. These included:
- Mutual sharing of formal minutes of meetings;
  - Better co-ordination of meeting schedules between the relevant Scrutiny Board and Tenant Scrutiny Board, particularly if the Scrutiny Board adopts a service themed approach to its meetings;
  - A mutual agreement between the relevant Scrutiny Board and Tenant Scrutiny Board to undertake proactive engagement at the start of a municipal year to share ideas around potential areas for scrutiny and also avoid duplication of work;
  - A mutual agreement between the relevant Scrutiny Board and Tenant Scrutiny Board to introduce dedicated meeting agenda items to facilitate regular updates. Linked to this, an invitation should also be extended to the respective Chairs to present their Board's update;
  - Mutual agreements for the Chairs of the relevant Scrutiny Board and VITAL to undertake proactive engagement, particularly at the start of a municipal year, to raise awareness of their respective functions and also share ideas around potential areas of work.

A recognised need to refocus engagement with all tenants.

21. The working group acknowledged that Housing Leeds had already recognised the need to evaluate the Tenant Involvement Framework following its first year in operation. In conjunction with VITAL, Housing Leeds had set out to review the successes and outcomes of the existing framework, but was also keen to explore further opportunities to engage with a greater number of tenants in more informal and local ways. Linked to this, particular consideration was given to streamlining the 'formal' structure of meetings whilst promoting a greater emphasis around pulling in more customer insight and focus on service improvement.
22. The working group therefore discussed the findings of this evaluation, which had led to a revised Tenant Engagement Framework (see Appendix 1) being adopted from 1<sup>st</sup> April 2017.
23. In recognition of the added value gained through tenant engagement when developing service improvement measures, the working group welcomed this revised engagement framework. In particular, whilst acknowledging that VITAL remained central to the overall framework, recognition was given to the Council's drive towards strengthening digital engagement opportunities with local tenants via the Council's website and also through social media.

The need for Community Committees to have greater awareness and engagement with the various tenant involvement groups within their localities, including VITAL.

24. The working group received a copy of the latest tenant involvement leaflet which promotes the various engagement forums and activities available to tenants (see appendix 2). However, the working group emphasised the need to also ensure that Elected Members are kept fully informed and also engaged with the various tenant involvement groups within their localities, as well as the work being undertaken by the strategic tenant body - VITAL. It was felt that this would be best achieved via the Community Committee frameworks.



### Ensuring that Housing Advisory Panels remain fit for purpose.

25. There are currently 11 Housing Advisory Panels (HAPs) across Leeds and each panel is made up of between 10 and 12 council tenants and also include Councillor representatives from within the HAP area. The HAPs were established to monitor the performance of local housing services but also have budgets to fund environmental improvements and activities that benefit tenants and the local community.
26. It was noted that the Chairs and Vice-Chairs of all HAPs also regularly meet as a HAP Chairs Group to help develop how HAPs work and share ideas and case studies of projects that have worked well that could also work in other parts of the city.
27. However, a number of issues were raised by the working group around the decision making processes of the HAPs, particularly when determining some funding applications for projects. It was also felt that the strategic direction of the work being undertaken by HAPs was being pre-determined by the HAP Chairs Group without formal consultation with other HAP members. As such, the working group recognised a need to evaluate the role and governance arrangements associated with HAPs to ensure that they remain fit for purpose.
28. Linked to this, it was reported that Housing Leeds is already committed to undertake a review of Housing Advisory Panels in terms of influencing local service delivery and priorities and had waited until the Council's new directorate structures had been formalised before scoping and conducting this review. As such, the working group emphasised the importance of ensuring that Scrutiny is also engaged in this review, particularly in light of the issues that have already been raised by the working group at this stage.

### Acknowledging recognised service priorities for 2017/18 around tenant engagement

29. As well as the pending review of Housing Advisory Panels, the working group acknowledged and discussed other service priorities that had been identified by Housing Leeds in relation to tenant engagement for 2017/18. These involved:
  - Using the survey of tenants and residents (STAR) outcomes to drive service improvement priorities via STAR Action Plan;
  - Further embedding other customer insight to inform customer issues / priorities;
  - Strengthening digital engagement opportunities via website / social media;
  - Targeted recruitment of underrepresented groups to tenant forums, including young people, BME groups;
  - Assisting to increase mutual awareness of Tenant Scrutiny Board, VITAL and Council Scrutiny Boards;
  - Use learning from the Environment and Communities Directorate to enhance the community engagement offer of Housing Leeds.
30. In addition to these, it was also acknowledged that further work would be undertaken to develop good practice across the city linked to service feedback to tenants and Elected Members. This was considered a particular priority in Estate Management, which had already been flagged by Tenant Scrutiny Board following an earlier inquiry. It was therefore noted that the Chair of the Tenant Scrutiny Board would be following this up again with his Board.

31. However, it was suggested that the successor Scrutiny Board maintains a watching brief of all the tenant engagement priorities set by Housing Leeds for 2017/18.

## Proposed recommendations.

32. Reflecting on the above key issues, the following recommendations are proposed for the consideration and agreement of the Environment and Housing Scrutiny Board.

**Desired Outcome** – That effective arrangements are in place to aid information sharing and effective engagement between the Council’s housing related Scrutiny Board and other established housing related bodies, with particular focus around Tenant Scrutiny Board, VITAL and Housing Advisory Board.

**Recommendation 1** – That the Head of Governance and Scrutiny Support supports the Director of Resources and Housing in developing arrangements to aid information sharing and effective engagement between the Council’s housing related Scrutiny Board and other established housing related bodies, with particular focus around Tenant Scrutiny Board, VITAL and Housing Advisory Board.

Such arrangements should include, but are not limited to, the following:

- Mutual sharing of formal minutes of meetings;
- Better co-ordination of meeting schedules between the relevant Scrutiny Board and Tenant Scrutiny Board, particularly if the Scrutiny Board adopts a service themed approach to its meetings;
- A mutual agreement between the relevant Scrutiny Board and Tenant Scrutiny Board to undertake proactive engagement at the start of a municipal year to share ideas around potential areas for scrutiny and also avoid duplication of work;
- A mutual agreement between the relevant Scrutiny Board and Tenant Scrutiny Board to introduce dedicated meeting agenda items to facilitate regular updates. Linked to this, an invitation should also be extended to the respective Chairs to present their Board’s update;
- Mutual agreements for the Chairs of the relevant Scrutiny Board and VITAL to undertake proactive engagement, particularly at the start of a municipal year, to raise awareness of their respective functions and also share ideas around potential areas of work.

**Desired Outcome** – That appropriate mechanisms are in place across Community Committees to aid their awareness and engagement with the various tenant involvement groups within their localities, as well as the strategic tenant body - VITAL.

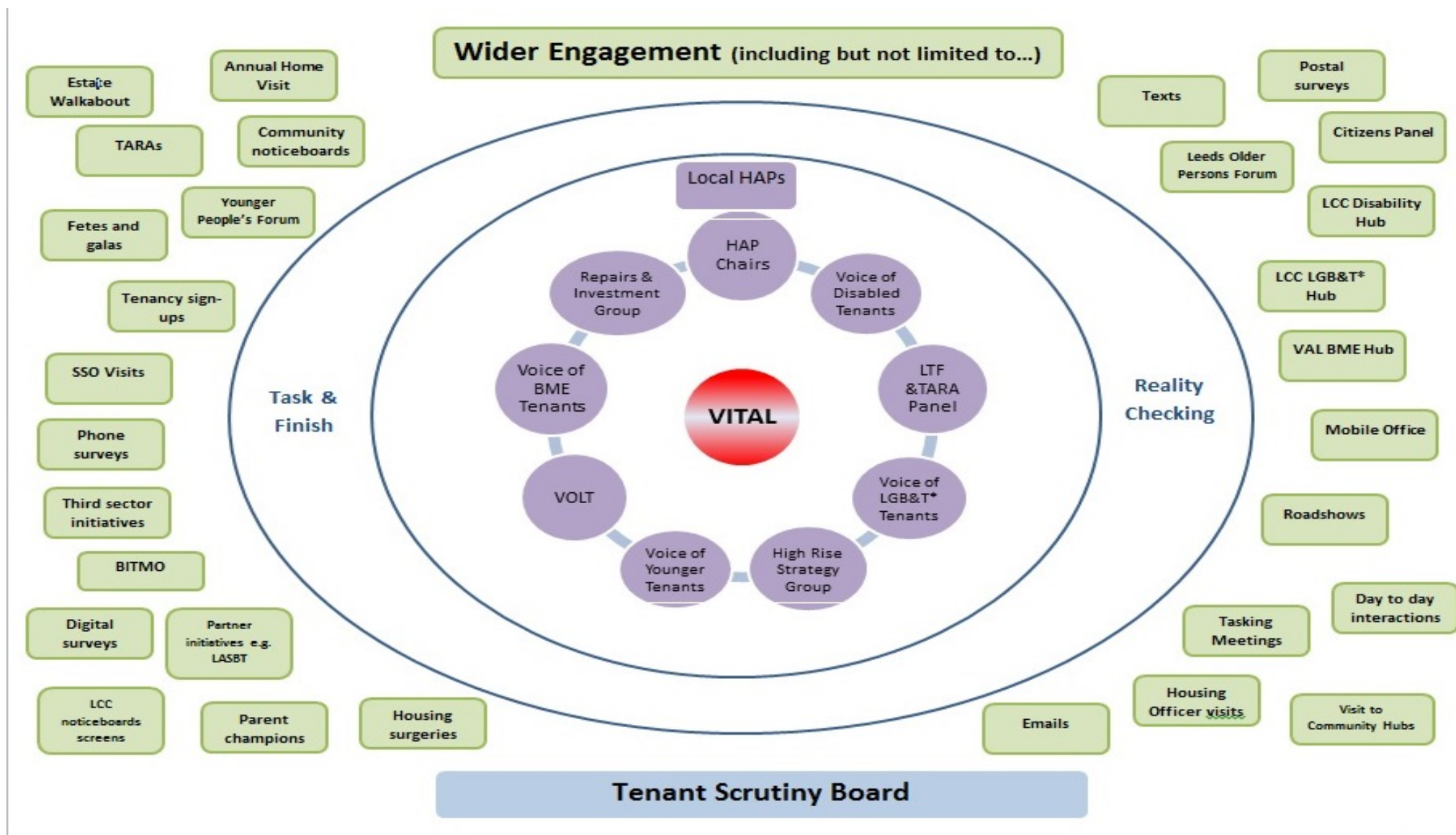
**Recommendation 2** – That the Director of Resources and Housing works with the Director of Communities and Environment to develop and adopt appropriate mechanisms across Community Committees that will aid their awareness and engagement with the various tenant involvement groups within their localities, as well as the strategic tenant body - VITAL.

**Desired Outcome** – That the Council’s review of Housing Advisory Panels includes the views of Scrutiny.

**Recommendation 3** – That the Director of Resources and Housing ensures that Scrutiny is actively engaged in the Council’s review of Housing Advisory Panels.

# Updated Tenant Engagement Framework

Page 16







Scrutiny working group  
summary note - Appendix 2

**Have your say** ○○○

**do you want to** ○○○



**Help to develop housing services?**  
**Ensure value for money for the rent you pay?**  
**Improve your local community for you and future generations?**

No matter where you live in Leeds, or how young or old you are, you can have your say and make a difference to housing services and your community.

We're always looking for tenants and leaseholders to give us their views on what is important to them and comment on our services.

Getting involved isn't all about coming to meetings !!! Take a look at our Activities Menu (overleaf) and let us know what you'd like to take part in.

### Contact Us:



housinginvolvement@leeds.gov.uk



0113 378 3330

### Online information:



www.leeds.gov.uk/HLTE



@HousingLeeds



@Housing Leeds



# Housing Leeds Activities Menu

## Estate Walkabouts

All residents are invited to join housing officers as they inspect the local area. Dates and meeting points are advertised on Facebook  @Housing Leeds.



## Digital Voices

Take part in quick online surveys to give us your views and comments without attending a meeting or focus group. Simply let us know you want to be a Digital Voice and provide your email address.



## Service Improvement Volunteers

Choose to take part in a variety of activities such as mystery shopping our services, commenting on new leaflets or attending one off focus groups.

## Training

We provide access to a variety of training opportunities to enable tenants, leaseholders and residents to gain a wide range of skills.

## Housing Advisory Panels

Known as HAPs, 11 panels across Leeds have budgets to fund environmental improvements and activities that benefit tenants and the local community. They also help monitor the performance of local housing services. Joining a HAP needs a high level of commitment from those taking part and meetings are normally every 2 months.

## Tenant and Resident Associations (TARAs) and Area Champions

A TARA is a group of people in the same community who hold regular meetings and share their members' interests to the council and other organisations. If there is no TARA or community group in your area you can become an Area Champion, helping share feedback from local residents to housing teams.

TARA members and Champions can attend the TARA Panel to share experiences and ideas and take part in training. Leeds Tenants Federation supports TARAs and Area Champions. We can let you know if there is a TARA in your area, or how to become a Champion if you wish.

## Parent Champions

Parents with a positive experience of using childcare and supporting their child's early learning, act as peer advisers to other parents in their community. They volunteer approximately 5 hours a week, giving information to other parents about childcare and local services for families. Parent Champions are supported by Housing Leeds, children's centres and local community organisations.

## Tenant and Leaseholder groups

We have a number of groups that help shape our services. Meeting every 2 months, our current groups are:

**Voice of Older Leeds Tenants (VOLT)** - older tenants, including those living in our sheltered properties.

**High Rise Advisory Group** - tenants and leaseholders living in multi-storey flats.

**Repairs and Investment Group** - helping us to develop high quality repairs services and future investment.

## VITAL

This group oversees all our tenant and community engagement activities. Representatives from our Tenant and Leaseholder groups and HAPs join with tenants representing the diversity of Leeds residents. They ensure that all tenants can influence our services, no matter who they are or where they live. Joining VITAL needs a high level of commitment. Meetings are every month and members have papers to read before each meeting.

## Tenant Scrutiny Board

Independent to the above, tenants can also join the Tenant Scrutiny Board. This Board aims to improve tenant satisfaction and day-to-day services by learning and investigating how the service works and making recommendations for improvement.



Report author: Angela Brogden  
Tel: 3788661

**Report of Head of Governance and Scrutiny Support**

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

**Date: 23<sup>rd</sup> May 2017**

**Subject: Tenant Scrutiny Board Inquiry into East Leeds Repairs Service – Final 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

**Purpose of this report**

1. This year, the Environment and Housing Scrutiny Board acknowledged that the Tenant Scrutiny Board would be undertaking an inquiry into East Leeds Repairs Service.
2. The Tenant Scrutiny Board agreed the Terms of Reference for its Inquiry on 31<sup>st</sup> August 2016 and the Inquiry was conducted over five formal evidence gathering sessions which took place between September 2016 and February 2017.
3. At its meeting on 26<sup>th</sup> April 2017, the Tenant Scrutiny Board formally agreed its final inquiry report, setting out its conclusions and recommendations. A copy of this report is attached for information. An invitation has also been extended to the Chair of the Tenant Scrutiny Board to formally present this report during today's meeting.

**Recommendations**

4. Members are asked to acknowledge the findings and recommendations arising from the Tenant Scrutiny Board Inquiry into East Leeds Repairs Service, as set out in the attached inquiry report.

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

5. None used.

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

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**East Leeds Repairs Service  
Tenant Scrutiny Board Inquiry  
April 2017**



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# Desired Outcomes and Recommendations

**Desired Outcome** – To reassure tenants that Housing Leeds aim is to get it right first time

**Recommendation 1** – That Housing Leeds provide dedicated repairs training for new staff as part of their induction and regularly review training needs of existing staff. In addition, that Housing Leeds supports the Contact Centre’s training programme.

**Desired Outcome** – Increased service improvements, efficiencies and opportunities for savings

**Recommendation 2** – Implement and roll out the Total Works system.

**Desired Outcome** – Optimum use of operative time and ability to create additional appointment slots and reduce waiting time for repair appointments

**Recommendation 3** – Implement new working practices through Total Works, in relation to creating additional appointments, by reducing waiting times and increased tenant satisfaction. We also request that this Board be provided with an update on progress.

**Desired Outcome** – Improve customer satisfaction

**Recommendation 4** – Improve customer satisfaction by using and act on learning from complaints. Improve the process and communication where follow on work is required including follow up work after accessing out of hours service. Take ownership of complaints and enquires and see through to conclusion.

**Desired Outcome** – Improve ease of finding information and getting it right first time

**Recommendation 5** – That Leeds Building Services, work with the Contact Centre, HUBs and local housing offices to ensure staff know how to identify key properties types such as heating type, to enable more accurate repair reporting. Ensure staff are adequately trained and information is readily available on systems to enable accurate reporting in relation to dual communal heating systems, for example; gas boiler but with electrical components in individual flats, to ensure the correct trade is allocated. Provide portable heating for tenants when repair is not possible.

**Desired Outcome** – Administration of repairs ordered is carried out effectively

**Recommendation 6** – Administration on repairs performance is improved – so that orders are closed down in a timely manner on systems, including sub-contractor orders. This will ensure that performance reporting is not adversely affected.

**Desired Outcome** – Improve tenant access to repair service

**Recommendation 7** – Make repair raising more accessible online. Whilst this is currently available, it is not actively promoted or widely utilised. Ensure that systems are user friendly, use Plain English and make use of photographs. Utilise involved tenants to critique the service and ensure all follow up enquiries are dealt with promptly.



# Desired Outcomes and Recommendations

**Desired Outcome** – Improve Officer knowledge, get it right first time

**Recommendation 8** – That there is a named contact at Leeds Building Service for new and existing staff to reference complex repair enquiries, including support with communal repairs.

**Desired Outcome** – Manage operative capacity

**Recommendation 9** – Where a trade has a shortfall in operative numbers, Leeds Building Services consider apprenticeships in these trades and continues to work to upskill operatives in multi skilled trades.



# Introduction and Scope

## Introduction

1. This is our third Inquiry report since the amalgamation of the scrutiny panels previously established under the three ALMOs.
2. Our first Inquiry report looked at Annual Home Visits. The second report focused on Environment of Estates. This report focuses on the responsive repairs service in East Leeds, provided by Leeds Building Services.

## Scope of the Inquiry

3. The Board chose this topic as there was compelling performance evidence and feedback from key stakeholders that indicated there was a need to improve performance and service for tenants.
4. The Terms of Reference for this Inquiry were agreed on 31<sup>st</sup> August 2016 when it was concluded that the purpose of the Inquiry would be to make an assessment of and, where appropriate, make recommendations on the following areas:
  - Current policies and processes
  - Consultation with tenants (questionnaire)
  - Co-ordination of services and agencies
  - Developing and delivering standards
  - Performance measuring
  - Customer satisfaction
5. The Inquiry was conducted over five formal evidence gathering sessions which took place between September 2016 and February 2017.

5. Members of the Board also undertook a site visit to Leeds Building Services depot based in Seacroft.
6. Board Members also attended a demonstration of the repairs system currently being used, and its replacement.
7. The Board also conducted surveys with local Ward Members and involved residents and tenant groups.
8. The Board would like to thank all those involved in this Inquiry. A full list of those who participated is detailed at the end of this report.



# Conclusions and Recommendations

## Accurate Repair Raising

1. The Board have noted from their evidence gathering that a large number of repairs are taken through the Contact Centre, and this is reflected in the number of Officers which take these calls, as well as providing an Out of Hours service.
2. The Board also note a number of repairs are raised by Housing Officers, and a smaller number online.
3. The Board recommend that all new staff, in particular Housing Leeds staff as part of their induction, should have dedicated repairs training. The Board acknowledge this is provided to Contact Centre staff and it is felt that Housing Leeds staff would benefit from this training at the beginning of their new role.
4. Whilst the report focuses on East Leeds repairs service, it is acknowledged by the Board that this recommendation will benefit the entire city and will have additional benefits in improving customer satisfaction, providing value for money, and importantly getting repairs right first time as officers will be more skilled within their role.

**Recommendation 1** – That Housing Leeds provide dedicated repairs training for new staff as part of their induction and regularly review training needs of existing staff. In addition, that Housing Leeds supports the Contact Centre's training programme.

## IT Systems

5. It has been a theme during the Boards previous inquiries that IT systems have been raised as an issue in providing a quality and efficient service. In this inquiry, at each meeting, Officers from Leeds Building Services raised issues with the current IT system.
6. Following on from this, the Board were invited to Leeds Building Services in November to observe both the current IT system (Orchard) and its replacement (Total Works).
7. Officers also explained to the Board how the current IT system used is not easy to use and inefficient for ensuring operatives best use of time. The current system used also has a number of limitations.
8. It was explained there is a time consuming process where things need to be changed within the system, and often the Council have to rectify any IT problems themselves as there is no supplier support.
9. It was explained tasks such as having to reallocate work, for example, due to operatives being on sick can be difficult on the current system.
10. It was also explained when staff use one screen and a new call comes through then staff have to close the current window in order to move on which means that more time is spent going in and out of different screens.
11. It was noted that officers from Leeds Building Services spend a lot of time managing workloads. The Board noted that the Total Works system will allow a



# Conclusions and Recommendations

more efficient service to be provided to tenants including reducing the number of no accesses and moving away from paper job tickets.

12. The Board were advised that Trade Unions had raised concerns about the implementation of Total Works and the potential change to conditions of employment for staff. The Board recognises the need to work on collective bargaining and recommend continued discussions with Trade Unions and staff. However, the Board feel the service needs and likely improvements of the repair service for tenants should be the key driver.
13. During the demonstration of the Total Works system it was shown how a planner can see the capacity of the service, so when booking appointments Officers can see at a glance if there is capacity to book the job at that time or if it would cause problems. The system also takes into account any priorities of jobs.
14. The new system also gives text message confirmation of the appointment the night before and when the operative is on the way to the property. The Board feel this would help with reduction of no accesses.
15. The system also accounts for travelling time to make the most effective use of the operative's time. It can reallocate jobs where one is overrunning and thus causes other appointments in the day to be delayed.
16. This means jobs are moved throughout the day and if they get to the point where they cannot be carried out on the appointed day, they are returned to a

workqueue and a planner would need to make alternative arrangements.

17. The new system is much more visual and makes it easy for a planner to intervene as required. The system also allows management to see if an operative has been active recently as it flags where there has been no contact for a period of time.
18. Board Members asked officers what happens if a follow on trade is required, as officers indicated this is an area where the current service is likely to fail. The Board were told that forms would be used on the operatives PDA which sends the request for another trade to attend and then the planners work this through and make contact with the tenant.
19. It was noted the new system is easier for management to analyse targets and factors such as time spent travelling to jobs and time spent on jobs which within the current system isn't as easily available.
20. It was noted that the current system and Total Works can be run parallel; this allows the initial changeover to be gradual with both systems 'talking to each other'.
21. The Board are supportive of this approach given the issues faced when introducing new IT systems into an organisation. They felt from their demonstration of the new system there are benefits to replacing the existing system.

**Recommendation 2** – Implement and roll out the Total Works system.



# Conclusions and Recommendations

## Efficient Working Practices

22. Officers raised concerns about the lack of flexibility within the existing system to allocate work to operatives where an unexpected change occurs, for example sickness or other event.
23. Whilst the new IT system will resolve this issue, there is an acknowledgement by management this will cause changes to the way operative's time is allocated.
24. The Board were made aware the Total Works system will contribute to more effective working, with conservative estimates of 30 minutes additional productive time per day per operative.
25. The Board considers this to be a more efficient way of working and would be of benefit for both the Council, who can complete more jobs with the same resource and most importantly, tenants who will receive a quicker repairs service due to having more operatives available to carry out jobs.

**Recommendation 3** – Implement new working practices through Total Works, in relation to creating additional appointments, by reducing waiting times and increased tenant satisfaction. We also request that this Board be provided with an update on progress.

## Customer Satisfaction

26. The Board received performance information which showed that customer satisfaction with repairs was lower in

East Leeds, in comparison to West and South Leeds areas.

27. The Board were also advised by the Director of Environment and Housing there had been significant changes to the internal repairs service in the East area, and there were concerns at that time that the timeliness of repair completion was not as good as expected.
28. The Board received evidence from both Officers and tenants, via a questionnaire which was carried out but also directly of members on the Board who had their own personal experiences of the repairs service.
29. These viewpoints were supported by the survey which the Board commissioned which raised concerns about the quality of work being carried out and also timeliness of repairs being completed. A number of respondents raised concerns about the time taken to complete a repair, and also the quality of the repair which was being carried out.
30. The Board during their visit to the Seacroft depot asked if the new system had a survey function. It was explained it does, and it was explained a piece of work is currently underway to establish how Housing Leeds will gather customer feedback.
31. It is the Board's view that work should be carried out to look at and improve performance on service failures.





# Conclusions and Recommendations

## Learning from Complaints

32. The Board understands the improvement of customer satisfaction is a large piece of work. The Board also acknowledges that not every tenant would be satisfied with the service regardless of process being correctly followed.
33. The Board acknowledges some tenants responded to the satisfaction survey as satisfied; but there was a significant number who were not. Feedback provided to the Board indicated that work continues to improve tenant satisfaction. The Board noted that some issues raised during the survey continue to occur even though they have been ongoing for some time.
34. In this vein, the Board want to ensure that Leeds Building Services have guidance from this report in the way that they can improve this.
35. One of the key ways organisations learn from their mistakes is to ensure that complaints are learned from. This is a 'free' way to gather information about why tenants are not satisfied with the service and whilst implementing some improvements may take time, there will be quick wins which could have an immediate impact on the performance of customer satisfaction.
36. A common theme the Board were informed about were problems in relation to follow up work, either due to parts not being available, or where a follow on trade is required to be used.

37. Tenant feedback indicated that it is at this point there is often a breakdown in communication, with tenants often left in the dark as to what is happening and when their repair will be completed, with the tenant then having to chase up any follow on work. In light of this the Board would recommend that a proactive approach is adopted with taking ownership and that enquiries and complaints are pro-actively monitored through to completion
38. Officers explaining the process to the Board noted this shouldn't be the case yet the Board note this is a common occurrence and it is important Leeds Building Services ensure processes for follow on work are improved and this is followed by all operatives.

**Recommendation 4 – Improve customer satisfaction by using and act on learning from complaints. Improve the process and communication where follow on work is required, including follow up work after accessing the out of hours service. Take ownership of complaints and enquiries and see them through to conclusion.**

## Repairs Ordering Process and Performance

39. How repairs are raised is the first element of the repair, and therefore first point in which the service can go wrong, causing issues further in the process.
40. The Board found from speaking with Officers at Leeds Building Services that orders which are raised by the Contact



# Conclusions and Recommendations

Centre being raised against the wrong trade, in particular where there are communal heating systems in multi storey blocks.

41. Because of this, the Board asked the Contact Centre officers during their evidence session their views on this. It was explained to the Board that feedback is welcomed and is given by Leeds Building Services.
42. However, the Board felt there was an underlying issue which didn't seem to be addressed at present and a way to help resolve this could be more information which is more readily accessible to enable Contact Centre staff to make more accurate decisions, given the pressure they are under taking many calls a day.

**Recommendation 5** – That Leeds Building Services, work with the Contact Centre, HUBs and local housing offices to ensure staff know how to identify key properties types such as heating type, to enable more accurate repair reporting. Ensure staff are adequately trained and information is readily available on systems to enable accurate reporting in relation to dual communal heating systems, for example; gas boiler but with electrical components in individual flats, to ensure the correct trade is allocated. Provide portable heating for tenants when repair is not possible.

43. The Board were provided performance information which indicated that the performance of Leeds Building Services was not being met. When receiving evidence during their inquiry, the Board noted from officers that there have been issues with the closing down of some

repairs on the system, leading there to be repairs showing as outstanding when this wasn't the case.

44. The Board were informed that Leeds Building Service plans to introduce an Officer to carry out a client function which would provide a clear structure to monitor the service rather than the previous approach of self - regulation.

**Recommendation 6** – Administration on repairs performance is improved - so that orders are closed down in a timely manner on systems, including sub-contractor orders. This will ensure they performance reporting is not adversely affected.

45. The Board also noted the facility for tenants to report repairs online through the Leeds City Council website.
46. The Board felt promotion of ordering online repairs could be improved and this would be of benefit to tenants who could report repairs at a time convenient to them.
47. Given the above, the Board are of the view better publicity around benefits of reporting repairs online would help to improve the tenant experience, as well as reducing the number of calls coming into the Contact Centre.

**Recommendation 7** – Make repair raising more accessible online. Whilst this is currently available, it is not actively promoted or widely utilised. Ensure that systems are user friendly, use Plain English and make use of photographs. Utilise involved tenants to critique the service and ensure that all follow up enquiries are dealt with promptly.



# Conclusions and Recommendations

## Staffing Issues

48. The Board was informed by the Contact Centre there are issues around staff turnover and that in some ways the Council is a victim of its own success in being able to train up officers who then feel confident enough to move onto more senior roles within the Council.
49. However this causes issues with more knowledgeable staff leaving the Contact Centre and less experienced staff being left who may be struggling with some repair raising, particularly unusual or complex repairs.
50. The Board were informed there has been a higher grader post created in an attempt to retain staff but there still needs to be further work in this area.
51. The recommendation below should enable better partnership working between the two teams.

**Recommendation 8** – That there is a named contact at Leeds Building Service for new and existing staff to reference complex repair enquiries, including support with communal repairs.

## Apprenticeships

52. The Board were provided with evidence that each year Leeds Building Services take on 18 apprentices. The apprenticeship is a 14 month scheme where participants do 2 days a week at college and 3 days training on site, giving them a taster of the whole service and they receive a recognised qualification.

53. Whilst the Board acknowledges Leeds Building Services are looking to increase the opportunities for apprentices, the Board feel it is vital that recruitment to the trades with a shortfall of operatives is of paramount importance.
54. It was noted during evidence sessions that Leeds Building Services are a growing organisation which they hope will enable them to take over some of the works currently done by outside contractors, providing further value for money opportunities.
55. The recommendation below will help to achieve this.

**Recommendation 9** – Where a trade has a shortfall in operatives numbers, Leeds Building Services consider apprenticeships in these trades and continue to upskill operatives in a multi skilled approach.



# Evidence and Witnesses

## Monitoring arrangements

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

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

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

## Reports and Publications Submitted

- Terms of Reference for the Board's inquiry into East Leeds Repairs
- Questionnaire on Leeds Building Services and responses to tenants and tenant groups
- Questionnaire on Leeds Building Services and responses to Elected Members

## Witnesses Heard

- |                   |  |
|-------------------|--|
| • Neil Evans      | Director of Environments and Housing   |
| • Simon Costigan  | Chief Officer Property and Contracts   |
| • Tony Butler     | Head of Leeds Building Services        |
| • Simon Jarman    | Repairs & Adaptations Delivery Manager |
| • Shannon O'Brien | Planner                                |
| • Amy Rogers      | Planner                                |
| • Sharon Guy      | Housing Manager                        |
| • Lee Ward        | Neighbourhood Services Officer         |
| • Nik Carter      | Performance Officer                    |
| • Debra Harding   | Operations Manager, Contact Centre     |
| • Rachel Murray   | Customer Services Officer              |

## Dates of Scrutiny

Tenant Scrutiny Board meetings on:

- 1 June 2016
- 29 June 2016
- 3 August 2016
- 31 August 2016
- 28 September 2016
- 26 October 2016
- 30 November 2016



# Evidence and Witnesses

- 21 December 2016
- 1 February 2017
- 1 March 2017

## Site Visits

- 16 November 2016 Tour of Leeds Building Services Depot, Seacroft
- 16 November 2016 Demonstration of Total Works System, Seacroft

**Tenant Scrutiny Board  
East Leeds Repairs April 2017  
Report author: Sharon Guy**

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





Report author: Angela Brogden  
Tel: 3788661

**Report of Head of Governance and Scrutiny Support**

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

**Date: 23<sup>rd</sup> May 2017**

**Subject: Scrutiny of Peckfield Landfill Site – draft position statement**

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

**Purpose of this report**

1. Since April 2015, the Environment and Housing Scrutiny Board has been committed to monitoring the implementation of the recommendations arising from an earlier Scrutiny inquiry into Peckfield Landfill Site. In doing so, it has continued to raise concerns regarding the lack of progress linked to particular recommendations directed at the operator which had aimed to improve the management of the landfill site and also strengthen communication with local residents. In September 2016, it was also reported by Council waste planning officers that there were concerns over the phasing of landfill operations and the general slow pace of restoration at the landfill site, in addition to some associated access issues. Such concerns led to further scrutiny of the respective regulatory roles of the Council and the Environment Agency in relation to the management of landfill sites generally.
  
2. The latest update on this matter was received in late February 2017 via a special meeting held with the Environment Agency’s Area Environment Manager for West Yorkshire. At that stage, Board Members received details of an existing regulatory investigation linked to a marked increase in the number of odour reports made during the January 2017 period. This had resulted in the operator being issued with a Regulation 36 Notice in line with the Environmental Permitting (England and Wales) Regulations 2016.
  
3. During this meeting, Board Members also received an update from the Council’s Minerals & Waste Planning Team Leader regarding planning compliance matters. It was relayed that a planning application proposing to vary the extant planning permission for the landfill site would be submitted by 31<sup>st</sup> March 2017. The options

available to the Council should the operator fail to submit an application within the reasonable timeframe set by the Council was also discussed.

4. At that stage, Board Members agreed that the ongoing monitoring of outstanding recommendations arising from the previous Scrutiny Inquiry should cease in recognition that this matter now warrants further escalation. It was also acknowledged that local residents have now taken this next step and engaged the local MP in escalating this matter at a ministerial level and also directly with the Environment Agency and the Department for Environment, Food and Rural Affairs (Defra).
5. However, Board Members also reflected on the broader issues that had been raised by Scrutiny in relation to the existing legislative and regulatory framework associated with landfill sites and felt that these warranted further attention too. As such, it was agreed that the Scrutiny Board would produce a position statement in relation to Scrutiny of Peckfield Landfill Site, which would also include its views around what further action is needed to strengthen the current regulatory framework so that environmental issues linked to the management of landfill sites can either be alleviated or enforced more robustly in future.
6. This position statement has now been drafted and is attached for the Board's consideration and formal approval.

### **Recommendations**

7. Members are asked to consider the attached draft position statement of the Scrutiny Board for formal approval.

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

8. None used.

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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.



## **Peckfield Landfill Site - Position Statement of the Environment and Housing Scrutiny Board – May 2017**

### **Introduction**

1. Peckfield Landfill accepts non-hazardous waste and is located immediately due west of the village of Micklefield, Leeds. The landfill occupies a former quarry and has been in operation since the early 90s. However, the existing operator (Caird Peckfield Ltd) took over the management of the site in May 2013. The landfill has residential properties on three sides, at varying distances, including the village of Micklefield.
2. The close proximity of the landfill site to residential areas reinforces the need for robust environmental management controls. However, there have been longstanding and widely acknowledged issues and concerns linked to the management of the landfill site, which led to an in-depth Scrutiny inquiry being undertaken by the former Safer and Stronger Communities Board during 2014/15 following a formal public request. This inquiry concluded in March 2015 and a report setting out the Scrutiny Board's findings and recommendations was published April 2015. This report is available via the Council's website ([click here for inquiry report](#)).
3. Since April 2015, the successor Environment and Housing Scrutiny Board has been committed to monitoring the implementation of the recommendations arising from this inquiry. Throughout this process concerns have continued to be raised regarding the lack of progress linked to particular recommendations directed at the operator which had aimed to improve the management of the landfill site and also strengthen communication with local residents. In September 2016, it was also reported by Council waste planning officers that there were concerns over the phasing of landfill operations and the general slow pace of restoration at the landfill site, in addition to some associated access issues. Such concerns led to further scrutiny of the respective regulatory roles of the Council and the Environment Agency in relation to the management of landfill sites generally.
4. The latest update on this matter was received in February 2017 via a special meeting held with the Environment Agency's Area Environment Manager for West Yorkshire. At that stage, we considered the details of an existing regulatory investigation linked to a marked increase in the number of odour reports made during the January period. This had resulted in the operator being issued with a Regulation 36 Notice in line with the Environmental Permitting (England and Wales) Regulations 2016. We noted that the Environment Agency had also communicated this latest development to local residents via its community newsletter, which we have attached as Appendix 1.
5. During this meeting we also received an update from the Council's Minerals & Waste Planning Team Leader regarding planning compliance matters. It was relayed that a planning application proposing to vary the extant planning permission for the landfill site would be submitted by 31<sup>st</sup> March 2017. The options available to the Council should the operator fail to submit an application

within the reasonable timeframe set by the Council was also discussed. By way of an update, the operator of the landfill site submitted a planning application (ref. 17/02450/FU) to the Council for consideration on 18<sup>th</sup> April 2017. This planning application seeks to vary condition 1 of the existing planning permission ref. 06/00542/FU to allow changes to the restoration plan and phasing all in line with a submitted Addendum to the Environmental Statement. The planning application is currently being considered by waste planning officers and a decision will be recommended to the North and East Plans Panel in due course. Members of the public have been invited to comment on the application by way of site notice and press advert. For the avoidance of doubt, Waste Planning Officers continue to attend the operator's Community Liaison Meetings.

6. Throughout the course of our monitoring, we have valued the attendance and input of local resident representatives, local Ward Councillors and officers within the Council's Minerals and Waste Planning Team. However, we have often been frustrated with the lack of commitment from the operator to engage in the Scrutiny Board's discussions on this matter. Issues have also been raised this past year in relation to the Environment Agency's capacity to continue to send appropriate representation to our formal meetings which has also frustrated the Scrutiny process.
7. As a Scrutiny Board we have therefore agreed to cease monitoring the outstanding recommendations arising from the previous Scrutiny Inquiry in recognition that this matter now warrants further escalation. We are aware that local residents have now taken this next step and engaged the local MP in escalating this matter at a ministerial level and also directly with the Environment Agency and the Department for Environment, Food and Rural Affairs (Defra).
8. However, during the course of our monitoring, a number of broader issues had also been identified in relation to the existing legislative and regulatory framework associated with landfill sites which we believe warrants further attention too. Our position statement therefore goes on to summarise our key observations in this regard, including our thoughts around what further action is needed to strengthen the current regulatory framework so that environmental issues linked to the management of landfill sites can either be alleviated or enforced more robustly in future.
9. The new Environmental Permitting (England and Wales) Regulations 2016, which only came into force on 1<sup>st</sup> January 2017, primarily consolidated and revoked the Environmental Permitting (England and Wales) Regulations 2010 and all of its subsequent amendments and therefore duties still broadly remain the same. We do acknowledge that some additional enforcement measures were added to the regulations in light of an earlier consultation by Defra in 2015 which focused on enhanced enforcement powers and other measures to tackle waste crime and entrenched poor performance in the waste management industry ([click to access Defra consultation response document](#)). However, it is evident from our findings that more still needs to be done.
10. Interestingly, we learned that Defra is expected to launch another consultation in the coming months around Waste Crime with a particular focus on operator

competence in terms of gaining an environmental permit and operating a site. We also learned that the Environment Agency will be undertaking a separate consultation with regard to its Strategic Review of Charges which seeks to reform the existing charging regime for 2018-2030.

11. In welcoming both consultations, we strongly urge the Council to actively respond to these and engage with Scrutiny to ensure that our observations are reflected within the Council's submissions.

**Key observations relating to the legislative and regulatory framework associated with landfill sites.**

- *A need for more robust checks around operator competence when granting environmental permits.*
12. It is vital that robust checks are undertaken in order to satisfy the regulator that an operator has the competence to meet the conditions of an environmental permit both before a permit is granted and also throughout the life of the permit.
  13. Following its 2015 consultation around waste crime, Defra concluded that *'it should be for the regulator to assess overall operator competence at the application stage, when there is a significant change to the nature of the operation or when there is a change in the structure or management responsibilities of the operator. Furthermore, operator competence is something that should be assessed on an ongoing basis by the regulator throughout the life of the permit and take into account operator compliance and other evidence of operator performance'*.
  14. In accordance with existing environmental legislation and regulations, we understand that the Environment Agency is expected to undertake checks associated with the adequacy of an operator's management system; their technical competence; their financial competence to run the company and also whether the operator has a poor record of compliance with previous regulatory requirements which are relevant to the permit. However, we were very concerned to learn that the Environment Agency is restricted to take into account other sources of intelligence that fall outside of the environmental permitting regime and assessment criteria even though we would regard such evidence as being vital when formulating judgments about an operator's competence. This includes any evidence relating to an operator's poor compliance across other regimes and even any previous financial fraud convictions.
  15. We would therefore like to see the assessment criteria surrounding operator competence broadened so that the regulator can be better placed to stop permits being granted when there is clear supporting evidence available to suggest a higher risk of operator incompetence.
  16. Whilst acknowledging that operators are also required to put in place an Environment Management Plan, we identified a need to also strengthen links between the Environment Agency and the International Organisation for Standardisation (ISO) in this regard. ISO provides practical tools for companies

and organisations to manage their environmental responsibilities, with the ISO 14001:2015 and its supporting standards around environmental systems assisting operators to achieve this through its Environmental Management Plan. However, whilst we appreciate that ISO provides an element of independent assessment, we believe that there should be greater input from the regulator to also inform the quality and robust monitoring of Environment Management Plans.

➤ *A need for greater resources to undertake robust monitoring and enforcement of environmental permit breaches.*

17. Whilst the new Environmental Permitting (England and Wales) Regulations 2016 has brought in additional enforcement measures, it is evident that the Environment Agency is still struggling to pursue such measures within existing resources.
18. Within the Yorkshire area, there are approximately 320 landfills which the Environment Agency is responsible for regulating. Of these, 33 are classed as high priority and 10 are taking up significant resources due to environmental risk, including Peckfield Landfill Site. We understand that the Yorkshire landfill team is based around existing affordable structures as allocated by Government Grant in Aid and Charge Income funding. However, we do not believe that the current level of resource is enough, particularly when there is pressure on the regulator to engage warranted Environment Agency Officers in gathering significant amounts of evidence in order to demonstrate a permit breach and additional pressure to compile a case for prosecution.
19. We therefore believe that additional resources should be achieved through appropriate fees and charges, with the cost of regulatory effort being recovered from the operator.

➤ *A need for permit charges to be more closely linked to the cost of regulation.*
20. The existing Environmental Permitting (EP) Charging Scheme came into effect from 1 April 2014. It covers the different types of operations that require a permit under the Environmental Permitting Regulations as well as various other charges.
21. The Environment Agency will prioritise its efforts into the higher risk and poorly performing sites. As such, it uses a risk assessment tool – the Operational Risk Assessment (Opra) – to provide an objective and consistent assessment of the environmental risk of operating a regulated facility. Linked to the Opra tool, scores are calculated through a Compliance Classification Scheme (CCS) and used to determine a lettered band from which an adjustment percentage is derived and applied to the subsistence charge. Opra compliance rating band F indicates situations where operators have the poorest level of compliance. This relates to waste facilities and installations which have 150 CCS non-compliance points or more in a calendar year will therefore see their annual subsistence charge adjusted to a rate equivalent to 300% of the base charge. However, we note that this maximum charge only equates to £12,230 a year.

22. The objective of the charging scheme is to make the level of regulatory effort proportionate to the environmental risk of the permitted activity, and for this to be reflected in the regulator's charges. In this way, well managed/low hazard activities present less of a risk and are therefore charged less, with higher risk activities being charged more. The charging scheme was designed to encourage good environmental performance and meet the objective of cost reflectivity, where the level of charge reflects the level of regulatory effort. However, it is clear that the current level of fees and charges linked to the poorest level of compliance does not reflect the significant levels of regulatory effort required.
23. In recognition of this, we are pleased to note that the Environment Agency will be undertaking a consultation with regard to the Strategic Review of Charges, which seeks to reform the existing charging regime for 2018-2030. In doing so, the Environment Agency will be reviewing the way it regulates linked to the charges set in order to make it as easy as possible for businesses to do the right thing and also ensure that charges are more closely linked to the cost of regulation.
  - *A need to include effective community engagement by the operator as a condition of their permit.*
24. In relation to Peckfield Landfill Site, it is clear that one of the biggest frustrations of local residents is the lack of proactive communication between the operator and residents. This has resulted in the Environment Agency taking on many of the liaison activities which would normally be expected to be undertaken by the operator. The 'Memorandum on the operation of Liaison Committees for mineral working, waste management and energy sites' forms part of the operators planning conditions. As such, an earlier recommendation was made by Scrutiny for planning officers to revisit this to see if it can be strengthened to ensure greater commitment from operators.
25. In April 2016, the Environment and Housing Scrutiny Board was notified that the Peckfield Liaison Committee had worked with the Council to revise the Memorandum. A copy of this Memorandum was shared with the Scrutiny Board and so this recommendation was signed off. However, we believe that the wording of the Memorandum still warrants further tightening in terms of making it very clear that it should be the 'competent site operator' that attends the liaison committee meetings in order to respond appropriately to issues and concerns raised by the committee.
26. In moving forward, we would also like to see effective community engagement by the operator included as a condition of their environmental permit so that any lack of effective community engagement can be classified as a formal breach of the permit.
27. Linked to this, we are also convinced that the future strength of local government scrutiny lies in its outward looking nature, including assessing the role of others (businesses, voluntary and community groups, and other public sector bodies) in delivering outcomes for local people. However, existing legislation does not provide for local authority scrutiny to have a recognised and legitimate role in scrutinising external partners and particularly other public sector bodies when

their actions have an impact locally. As such, we have to rely on the goodwill of external partners to engage with scrutiny and this can often frustrate the scrutiny process whenever invitations are declined.

28. As a Council, we have therefore raised this issue more broadly in our submission to the Communities and Local Government (CLG) Committee inquiry into overview and scrutiny in local government. However, we would also welcome specific consideration of the environmental legislation and regulatory framework in terms of strengthening the democratic accountability of the Environment Agency and also private waste operators through local government scrutiny.

➤ *A need for more secure financial provisions.*

29. Operators holding a permit for landfill or mining waste operations are required to make and maintain specific financial provision for their operations. Following its 2015 consultation around waste crime, we note that Defra concluded that *'Intelligence from the regulators suggests some landfills are entering into the closure phase but still have essential site infrastructure to install. Given income from waste inputs will have ceased by this point, the Government is concerned that the financial provision made by landfill operators may not be sufficient in such circumstances. The Government will discuss with the regulators and consider whether changes to the guidance on financial provision for landfill operations is required'*.
30. It is vital that there are sufficient funds set aside to protect the public purse from potentially expensive clean-up costs associated with orphaned and abandoned waste sites. We therefore fully support the need to review existing guidance surrounding financial provisions for landfill operations as we have already raised concerns regarding the security of financial provisions made by operators and would particularly like to see such provisions put in place outside of the liquidation regime in order to safeguard its security.
31. Linked to this, we note that within its consultation response, Defra also commits to *'examining with the Insolvency Service how to make better use of existing legislation that enables the directors of companies that repeatedly flout the law to be disqualified. The Insolvency Service is also examining proposals under which company directors may be required to compensate those affected by their actions or negligence under certain circumstances. Defra will continue to engage with the Insolvency Service on this issue and assist in the development of policy to ensure rogue company directors are as far as possible made responsible for their actions'*.
32. Whilst acknowledging that such financial provision agreements are generally linked to the operating permit and therefore made with the regulator, we would like to see additional financial safeguards put in place as part of local authority planning policy too. In relation to Mineral Planning, we learned that the National Planning Policy Framework already gives clear guidance that should any exceptional circumstances arise which would prevent a track of land from being restored to a beneficial after use then there are certain conditions where the local authority could seek monies through a bond to hold until the development is

complete. Unfortunately, the NPPF does not recite the same wording for waste planning. Linked to our previous comments around undertaking robust checks and risk assessments regarding operator competence, we would like to see such guidance strengthened within waste planning policy and regulation too.

➤ *A need for robust and transparent Environmental Sentencing Guidelines.*

33. Finally, we also recognise the vital role of the judicial system in helping to deter waste crime and poor performance in the waste management industry. As such, we would welcome greater transparency and consistency surrounding penalty tariffs and the need to ensure that these better reflect the seriousness of an environmental offence as well as the turnover and profit of the organisation involved.

## **Conclusion**

34. Our ongoing monitoring and scrutiny of matters relating to the management of one particular landfill site has led us to identify weaknesses within the overall legislative and regulatory framework associated with landfill sites. These need urgent attention if we are to tackle waste crime and entrenched poor performance in the waste management industry as this is causing considerable stress for those communities that are directly impacted and also placing significant pressure on the regulator.
35. We will therefore be sharing our position statement with the Chief Executive of the Environment Agency and the Secretary of State for Environment, Food and Rural Affairs as well as helping to inform the Council's submissions to forthcoming consultations by Defra and the Environment Agency on this matter.
36. Whilst agreeing to cease monitoring the outstanding recommendations arising from the previous Scrutiny Inquiry in Peckfield Landfill Site, our commitment to pursue the broader issues set out within our position statement will also involve maintaining a watching brief surrounding this site.

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# Keeping you informed

## Update on Peckfield Landfill Site

February 2017

**Our aim is to protect and improve the environment so everyone can enjoy the benefits of a clean, safe and healthy place to live, work and play.**

**We issue environmental permits that set standards for those operating waste management facilities including landfills like the site at Peckfield.**

**The operator, Caird Peckfield Ltd (CPL) must comply with this in order to minimise their impact on the environment and the local community.**

**We are aware of the ongoing landfill gas odours being experienced by the residents of Micklefield and we have officers investigating the situation.**

### **What has been going on since the last newsletter?**

Our Environment Management Officers have continued to attend the site on a regular basis and have issued CPL with the information they need to operate within the conditions of their permit.

### **Current situation - odour problems**

There has been a marked rise in the number of odour reports since the end of December 2016. On the 5 January 2017 our Environment Management Officers undertook a methane emissions survey at Peckfield Landfill site to determine the extent of methane surface emissions.

We identified that leachate wells and an internal slope of waste within cell 11a of the CPL Landfill site are the source of the odours. The surface emission concentrations contour plot (diagram overleaf) shows where surface emissions are detected.

The results from this survey have been used to determine the required improvements CPL need to take and, in line with our Enforcement & Sanctions guidance, we have issued CPL with an Environmental Permitting (England and Wales) Regulations 2016, Regulation 36 Notice. This requires the company to undertake specific steps to minimise the release of methane emissions within cell 11a which we believe have contributed to odour issues around Micklefield. By way of explanation, the notice requires CLP to:

Step 1: reduce the steepness of the internal waste slope.

Step 2: install a cover over the wastes that have been re-profiled in step 1. The purpose of the cover is to reduce the escape of gas from the surface.

Step 3: install gas collection. The purpose of the gas collection is to collect it before it can escape to the surface.

To check that steps 2 and 3 are working we have set a surface methane concentration limit.

Step 4: reduce the height of the leachate chambers to allow for step 5

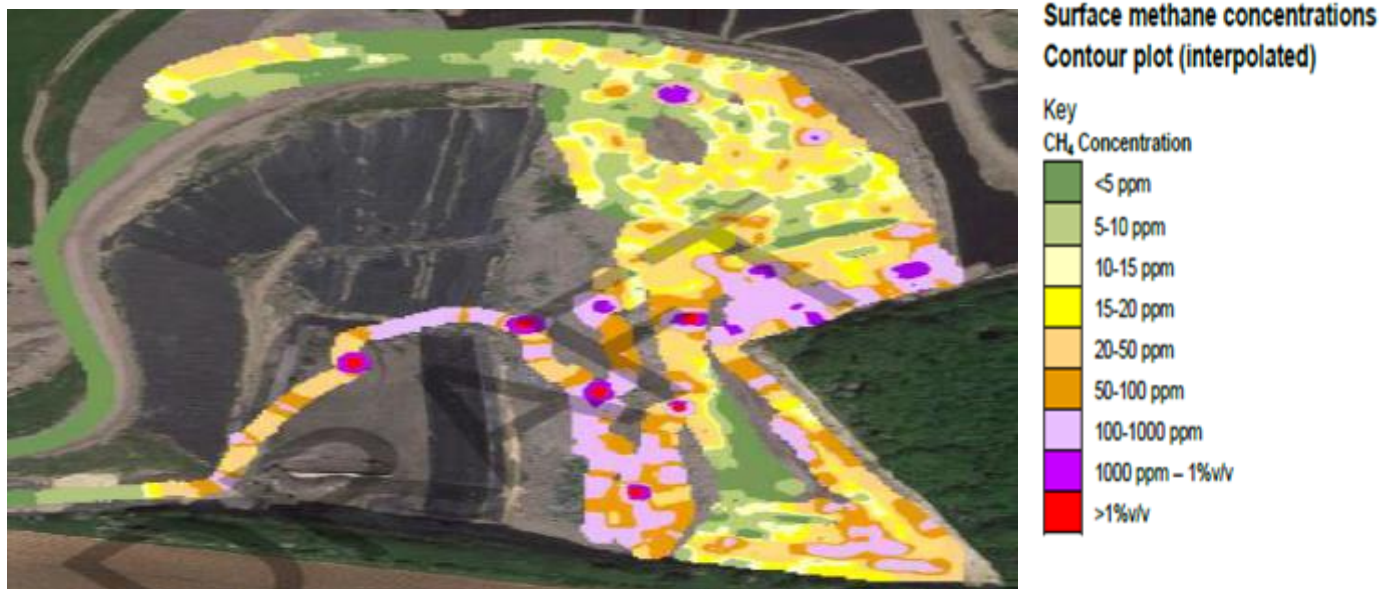
Step 5: seal the leachate chambers. This will be demonstrated by the methane concentration limit around the chamber.

Step 6: carry out a surface methane emissions survey to demonstrate that the works required by the notice have been carried out to the required standards.

CPL are currently progressing with the essential works to minimise the release of landfill gas from the site and are required to complete the specific steps 1-5 as detailed above by the 14 March 2017. We will closely monitor the programme of works to completion.

The Environment Agency is unable to share any more detail on this particular issue currently due to it being an ongoing regulatory investigation. We will continue to keep you informed but will not be able to give out information that may prejudice any future action we may take.

[www.gov.uk/environment-agency](http://www.gov.uk/environment-agency)



*The diagram is the surface emissions concentrations contour plot. It shows that elevated levels of methane emissions are being released, especially around the leachate infrastructure. These can be easily identified as they show up red on the contour plot.*

## Incident Reporting

The Environment Agency would like to thank all who have taken time to report the odour problems experienced within the village. The number of evidenced odour reports we have recorded for the past three months are **17 during November, 75 during December, and 229 during January.**

An increasing number of reports are now being received via email, however we do prefer to receive your reports via our free-phone pollution incident hotline so that we can get as much detail as possible to help ensure the extent of the problem is understood. We need to know time, location odour was detected, its frequency, intensity and if possible, a description of what the odour is. We will also ask you for your email address so that we can keep you informed.

Please note that whilst CPL undertake the required improvements on site, further general waste odours maybe generated. Whilst efforts will be made by CPL to minimise the impact of these works, it is likely that landfill gas will continue to escape until the works are completed. We believe that as each of the steps is completed there should be a marked improvement in preventing the release of surface methane emissions, which should reduce the risk of landfill gas odours being detected within the village.

## Activities on site

We refer to different areas of the site as numbered cells to identify one area from another, as each cell has different activities associated with it as it is prepared, filled and managed.

Since our last newsletter, the engineering works on constructing Cell 11b have been completed by the operator and waste disposal activities are underway within this cell. It is the final cell to be constructed for the deposit of 'general' waste.

The operator has recently completed the installation of landfill gas infrastructure into Cell 11b. This work to install horizontal pipelines within the waste mass, will ensure that surface methane emissions from this active cell are minimised. Landfill gas infrastructure has also been installed on each leachate chamber within Cell 11b and active landfill gas extraction from these chambers has now commenced, this should ensure that methane emissions from these chambers are minimised.

## Future activities for CPL to complete

The sidewall engineering around Cell 11a and Cell 11b has been suspended until the Spring/Summer when weather conditions become more favourable to undertake engineering works. As part of these engineering works an additional amount of colliery tailings from the area of the site known as the Eastern Neb, will need to be extracted and utilised as part of the sidewall engineering. Once the sidewall engineering works have been completed around Cell 11a, then progress will be made to complete this cell and install a fully engineered cap and install deep vertical landfill gas wells.

Although the engineered capping works have been completed on Cell 9a & 9b and 10a, further work is necessary to complete the final restoration work. Due to the potential risk of damage to engineered cap the work necessary to complete the placement of restoration soils has been suspended until the Spring/Summer when weather conditions become more favourable to undertake engineering works. This is why you can still see the black membrane.

Installation of an additional number of deep vertical gas wells within the area of Cell 10b is to commence this Spring. Installation of these deep vertical gas wells will improve the efficiency of gas extraction within this area and ensure that surface emissions are kept to a minimum, following which installation of an engineered cap on the area of Cell 10b can be agreed.

## The Eastern Neb

The area on the eastern boundary of the site, known as the Eastern Neb is closest to residential properties in the village. This cell is only permitted to accept 'inert' wastes (e.g. construction/demolition wastes), and therefore unlikely to cause odour. Amendments to the restoration requirements are being considered with the local planning authority which may result in this area becoming a habitats feature, rather than utilised for inert waste disposal.

## Site Closure

In line with the planning conditions within the remit of the local authority, waste inputs into the site must cease by 2020. There is the potential however for waste inputs into the site to come to end earlier than the 2020 deadline, but this is dependent on the rate of waste input. Although the site may no longer be accepting waste after the 2020, CPL are required to actively manage landfill gas and leachate for many years and will continue to provide us with monitoring information in line with the permit, until the site is ready for surrender.

## Who are we speaking to about this?

We regularly attend the site liaison group meetings and continue to keep the local community informed, along with the local MP and ward councillors.

## Site Contact

Caird Peckfield Limited can be contacted on **0113 2865784** or alternatively at [enquiries@peckfield.com](mailto:enquiries@peckfield.com) should you have any questions or issues regarding the operation of Peckfield Landfill Site.

## How you can help us

We run a 24-hour incident hotline. You can use this number to tell us if the site is causing a nuisance. Our hotline number is **0800 807060**. In order to gather reliable evidence we need reports to be timely and accurate. **For all other enquiry's you can contact us by emailing [micklefield@environment-agency.gov.uk](mailto:micklefield@environment-agency.gov.uk) or by telephone on 03708 506506**

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