

Originator: Steve Ross /

Keith Lander

39 51305

## **Report of the South East Area Manager**

South (Inner) Area Committee

Date: Wednesday 12th January 2011

**Subject: Actions and Achievements report** 

Electoral Wards Affected:	Specific Implications For:
Beeston & Holbeck	Equality and Diversity
City & Hunslet Middleton Park	Community Cohesion
Ward members consulted (referred to in this report)	Narrowing the Gap
Council Delegated Executive Function Function available for Call In	Delegated Executive     Function not available for     Call In Details set out in the report

# **Executive Summary**

This report provides Members with an update on actions and achievements of the Area Management Team relating to priorities and work of the Area Committee since the Area Committee meeting in November 2010. It also provides information on current ongoing projects.

## Purpose of this report

- 1. The refreshed Area Delivery Plan was approved at the March 2010 Area Committee with ward meetings serving to focus on ward specific actions within the plan.
- 2. This report provides Members with an update on actions and achievements around the Area Delivery Plan since the last Area Committee meeting, it also provides members with an overview of the current projects that the Area Management Team are working on.

# **Background Information**

- 3. The Area Delivery Plan for 2008 -11 was approved by the Area Committee and a refreshed version of the plan was endorsed by the Area Committee on 25<sup>th</sup> March 2010. The themes of the ADP are:
  - Culture

  - Harmonious CommunitiesEnterprise and Economy
  - Transport

- Environment
- Health and Wellbeing
- Thriving Places
- · Learning.
- 4. Thematic partnerships in South East may contribute to performance against particular ADP priorities. The Area Committee has nominated a Member representative to participate in the work of these partnerships and to act as the link between the Partnership and the Area Committee. The current member representatives are:
- South East Divisional Community Safety Partnership: Councillor Groves
- South Health & Well-Being Partnership: Councillor Groves
- Children Leeds South East Partnership: Councillor Gabriel
- South Leeds Enterprise, Employment and Training Partnership (SLEET): Councillor Driver

# **Enterprise and Economy**

# **South Leeds Employment, Enterprise and Training Partnership (SLEET)**

- 5. To help strengthen links between the South Leeds Employment, Enterprise and Training Partnership (SLEET) and the Inner South Area Committee, most recent minutes of the meeting held on 22<sup>nd</sup> November are attached at Appendix 1.
- 6. In summary the meeting discussed:
  - Developing a pilot in South Leeds to focus on young people Not in Education, Employment or Training (NEET), especially the transition from youth services to the adult agenda.
  - Presentation to be made early in January 2011 to increase frontline delivery staff's awareness of programmes and provision.

### Learning

### **Children Leeds South Leadership Team**

- 7. To help strengthen links between the Children Leeds South Leadership Team and the Inner South Area Committee, the draft minutes of the meeting held on 21st October are attached at Appendix 2. They are draft awaiting approval at their next meeting in January 2011.
- 8. In summary the meeting discussed:
- Leeds Sustainable Schools framework
- Update on the early findings of the Locality Working Pathfinder
- Children's Services Transformation Programme to be based on good and improving schools and children's centres and redesigned services for vulnerable children

- Update on cluster governance views about future cluster partnership requirements are being sought
- Development of the new Children and Young Peoples' Plan
- Update on the South Key Stage 3/4 pathfinder commissioned to provide education for vulnerable Key Stage 3/4 students at risk of social exclusion, non attendance and under-achievement.

## **Environment**

### **South East Environment Action Team (E.A.T)**

9. The Team received 293 requests for service between 1/11/10 and 5/12/10 in Inner South:

Issue	No. of
	issues
Domestic Waste	94
Commercial	82
Waste	
Noise Nuisance	49
Littering cases	42
Highways Issues	26

- 10.54% of these cases were identified proactively by officers whilst out on patrol, allowing the team to resolve environmental issues before they impact further on the community and result in complaints.
- 11.98% of customer complaints were responded to within the service target of 5 working days.
- 12. Within this period 168 legal notices were issued. 67 of these were fixed penalty notices issued for littering and dog fouling. 3 successful prosecutions were taken for littering with fines and costs awarded of approximately £900 in each case.
- 13. A persistent noise nuisance offender on Bismark Drive had their hi fi and television seized.

# **Environmental awareness at Hunslet Moor Primary School**

14. A Community Environment Officer has been working with pupils to raise awareness of local environmental issues. The children have designed a "Litter Free Leeds" leaflet to hand out to parents and carers. They also took part in a litter pick around the school. Community Payback were used to clear away refuse and cut back shrubs to make the walk to school more attractive and safer. Skips were provided by the Area Committee.

#### **Woodlea Mews**

15. Following the service of notices on all households the area is currently staying free of dumped refuse.

### **Inner South Environmental Co-ordination Group**

- 16. The Inner South Environmental Co-ordination Group organised an intensive clean up in the Bodmins woods in November which was carried out by staff from Parks & Countryside, Aire Valley Homes and the South Environmental Action Team. Several tons of rubbish was removed. A large skip was provided by the Area Committee.
- 17. The group has yet to resolve how further intensive clean ups can be delivered given the ending of the Environmental Pride teams in Inner South.

### **Environmental Services Delegation**

- 18. The work on bringing together the services identified in the report to the last Area Committee cycle has progressed as follows:
- 19. A Project Board has now been established to oversee delivery which includes Senior Officers from Environmental Services, Regeneration and Governance. The project is being led by Helen Freeman, Chief Environmental Health Officer.
- 20. A work programme has been produced which aims to achieve the delegation of the services being pulled together by the beginning of the new municipal year. The main tasks to be achieved are:
- Integrating the currently separate services and recruit to the new structure
- Mapping current resources and assessing the environmental management needs of localities
- Delivering a programme of Member Development to equip Area Committees to take on the new responsibilities and manage the Service Level Agreements (SLA)
- Design and agree the SLAs with Committees
- 21. A full progress report and module of Member Development will be provided for the next Committee cycle.
- 22. Interim progress has been reported to the Area Committee Chairs meeting on the 3<sup>rd</sup> December.
- 23. In the light of the above work with Members, Environmental sub-groups of Area Committees are potentially well placed to provide more of a focus on the work needing to be done outside of the Area Committee business. In addition to the nominated Area Committee's Environmental Champion, Members might wish to consider having a Ward Member representative attending this group as part of the Member Development Programme and to assist the Area Committee to focus on the Service Level Agreement and the performance management.

## **Health and Wellbeing**

### South East Health & Wellbeing Partnership

24. To help strengthen links between South East Health & Wellbeing Partnership and the Inner South Area Committee, the draft minutes of the meeting held on 25<sup>th</sup> November are attached at Appendix 3. In summary the Partnership's activities have involved the following:

25. In summary the meeting discussed:

- Locality working
- Citywide health and wellbeing priorities
- Health and wellbeing local action plans
- Collaboration for leadership in applied health research and care
- 26. More information regarding the work of the Health and Well being partnership will be presented to this Area Committee and is elsewhere on the agenda.

# **Thriving Places**

# **Operation Champion**

- 27. Operation Champion was delivered in Hunslet during November. It brought together two focussed pieces of work (Operation Flame and Operation Dark) that were addressing crime and grime issues within the neighbourhood.
- 28. The aim of Operation Flame was to tackle the problems associated with the period around bonfire night. There was a range of activity for young people provided during half term and the week leading up to bonfire night which was well attended. Feedback from the police indicates that there was a lower level of ASB and damage during this period.
- 29. Operation Dark involved staff from the NPT, Leeds Federated Housing Association, Victim Support and Community Safety delivering timer switches and crime reduction advice to 412 residents in the Recreations area of Holbeck and 432 residents in the Leasowes area of Hunslet. All residents in the target streets received a newsletter acknowledging the funding from the Inner South Area Committee. The remainder of the 1,000 timers will be delivered in the coming weeks in the two wards.
- 30. A similar project took place in Belle Isle during November. Timer switches were delivered to local residents and door chimes for elderly residents. The remaining timer switches remaining will be given out to residents at the Elderly Aid projects and in secondary hotspot areas of Middleton. A newsletter was delivered acknowledging the funding from the Inner South Area Committee.
- 31. Operation Champion has continued to develop in order to respond to the changing needs and resources in inner south. When it was launched in 2007, it benefited from additional resources in the form of funding for communications from Safer Leeds and co-ordination from the Neighbourhood Safety Liaison Officers additional environmental work carried out by the Environmental Pride Teams. However, these resources are no longer available. Partners have also raised concerns that the timetabling approach of Champion hampers their ability to respond quickly to local needs.
- 32. Following discussion with the Neighbourhood Policing Team and Aire Valley Homes a new approach to Champion is being proposed. Tasking meetings will identify areas and issues to be tackled through multi agency crime and grime action days and will coordinate their delivery. This will allow partners to continue to deliver joined up action in communities. It will allow greater flexibility in addressing emerging problems in local neighbourhoods rather than being tied down to a monthly/ward timetable set for the year ahead. The role of the Area Committee Community Safety Champion will help to

ensure that the concerns of local ward members are represented during the discussions about where and when the activity takes place. In 2010 a total of 5 operations were carried out across the Inner South Wards. It is proposed that the Beeston Tasking (covering Beeston & Holbeck and City & Hunslet Wards) will deliver 4 initiatives during the year and the Belle Isle/Middleton Tasking (covering Middleton Park Ward) will deliver 2 per year to reflect the balance of the wards. This is in line with the level of operations to be delivered using the current timetabling approach. Members are asked to **note and approve** this change in delivery.

# **Divisional Community Safety Partnership (DCSP)**

33. The last meeting of the DCSP was held on 22<sup>nd</sup> October and in summary the Partnership covered the following items:

### **Thematic Crime Groups**

- 34. The hate crime 'MARAC' group is working well and a full report was presented on its activity. 37 cases have been considered by the group leading to 68 separate actions including improving resident security, notices/cautions being served and awarding priority extra for housing applications.
- 35. The role of the Domestic Violence Group is being reviewed to ensure it fits with the changing arrangements of groups lead from Community Safety centrally.

## **Tasking Highlight Reports**

36. All groups continue to work well.

# Improving joint working between Tasking groups and Children's Services

37. A report was presented about steps being taken to improve the way that Tasking meetings are using tools to better support young people and through that address their offending behaviour.

# **Operation Flame**

38. A report was circulated that describes arrangements by a range of agencies to address nuisance fires and ASB issues in the run up to bonfire night.

#### **Timeline priorities**

- 39. Burglary is a key issue at this time of year, so consideration was given to increased visits to offenders/nominals and distribution of timer switches to residents.
- 40. Alcohol related violence is also likely to increase during the festive period. A project is being developed jointly by the DCSP and Health Wellbeing Partnership to address alcohol and related issues in South Leeds.

### **Community Safety Champion**

41. At its last meeting the Area Committee agreed to support developing the role of the Community Safety Champion. The Champion will in future attend Tasking meetings to represent Member concerns within the group. Plans are in place for the Champion to attend meetings from January 2011.

### Youth activities

- 42. The Youth Bus run by St. Lukes Cares on behalf of the Area Committee worked with 212 young people in November across the three wards including the Manor Farms, West Granges and Sissons/Throstles neighbourhoods in Middleton Park Ward, the Arthingtons, Balmorals and Brett Gardens neighbourhoods of City & Hunslet Ward, and the Cottingley, Cardinals and Normantons neighbourhoods of Beeston & Holbeck Ward. Their reports are emailed monthly to Ward Members.
- 43. A representative of St. Luke's Cares has requested to give a presentation to the Area Committee about the work of St. Lukes Cares including the Area Committee's youth bus and the urban bar (see below). A formal review of the youth bus will be presented to a future meeting of the Area Committee for Councillors' determination.

# I Love South Leeds festival/summer holiday activities

44. The November Area Committee meeting approved that South Leeds Superstar be recommissioned for 2011. The Area Committee also requested Area Management to work with Extended Services Clusters on a proposal (for Area Committee consideration) on a joined-up approach to summer holiday activities in 2011. Members are requested to make comment on the attached initial draft outline proposal received from Extended Services (see Appendix 4). Members comments will be fed back to Extended Services who can incorporate these into a final fuller costed proposal. It is confirmed that the draft outline proposal will cover all the Inner South clusters as Members requested. The clusters have agreed to work together to organise a joined up programme. The Extended Services/Clusters would be only requesting of the Area Committee some support on delivering wider universal activities open to all. They would not be requesting support for a co-ordinator and will incorporate this within existing resources.

#### **Urban Bar**

- 45. The Area Committee approved £9,908 funding for St Lukes Cares to open the Urban Bar on Friday and Saturday evenings. This was in response to an emerging issue around nuisance and ASB in the Brett Gardens area. The funding was allocated by the Area Committee to November in the first instance with the release of the remaining funding to be made available to March 2011 subject to review. A review meeting took place on 10<sup>th</sup> November to consider the delivery of the Urban Bar project and to monitor how well partnership arrangements are being managed.
- 46. St Lukes Cares has proposed an alteration to the current programme in order to support further partnership work. It will also build in the provision alongside other activity that partners are committed to locally. St Lukes Cares, PAYP, Youth Service and Hamara have all committed to delivering this work in partnership. The new timetable will now allow the Urban Bar to be open on three evenings a week (Tuesday, Wednesday and Friday evenings) as opposed to the two evenings week that the project originally ran and will involve additional partnership working. Back Yard Breeze will take place on Tuesday evenings at the Urban Bar and then at Cross Flatts Park. The Urban Bar will be opened up on Wednesday evenings to allow the delivery of the Revisit programme by the Youth Service. The Friday evening provision will continue as originally outlined in the initial proposal. The review meeting accepted this change in delivery and welcomed the broader involvement of other partners in delivering this piece of work. Members are asked to **note and approve** the change in the delivery

timetable and confirm that the remainder of the funding already committed to St Lukes Cares can be released.

### **Regeneration**

## **Beeston Hill & Holbeck Regeneration**

# Single Regional Housing Pot Funded Acquisition and Demolition Programme

## **Review of Single Regional Housing Pot Programme**

- 47. Further to the Executive Board's decision in August to review of the Single Regional Housing Pot (SRHP) funded programme of acquisition and demolition, discussions have now taken place with the affected owners, residents and local community groups.
- 48. The proposals emerging from the review for the area were approved by the Director of Environment and Neighbourhoods in November as follows:
- 49. **Holbeck Phase 4:** Withdrawal of approval to acquire and demolish properties within this phase. All affected residents and owners and residents in the surrounding locality have been advised by letter of the decision.
- 50. Owners of properties within the Holbeck phase 4 target area are to be offered the opportunity to take part in a scheme to improve bin yards in the area by demolition of the binyard walls in identified houses in Crosby View, Crosby Place ,Crosby Terrace, and Crosby Road.
- 51. An option appraisal will be undertaken to determine the future of the three properties within the phase 4 area which have already been acquired from private owners.
- 52. **Garnets:** All offers to acquire properties from private owners to be withdrawn until further funding can be secured for the completion of the scheme.
- 53. All remaining funding will be utilised to complete as many demolitions as possible.

# **Progress Update**

- 54. **Garnets:** To date 25 of the 44 privately owned properties have been acquired and a further 4 owners have agreed to sell to the Council. These purchases are expected to be completed by early January. There are 15 privately owned properties within the area with owners who have not yet agreed to sell to the Council.
- 55. Only 5 of the 52 Aire Valley Homes Leeds managed properties remain occupied.
- 56. The first phase of demolition is due to commence at the end of January. This will include 20 properties in Garnet Terrace and Garnet Grove). The cleared areas will be grass seeded to provide an area of temporary greenspace.
- 57. **Holbeck phases 1,2 and 3:** Agreement has been reached to acquire the final privately owned property within the Holbeck phase 2 area. Completion of the purchase is expected to take place by the end of December and the site (phases 1, 2 and 3) will be cleared towards the end of the financial year.
- 58. Improved soil will be provided to the cleared site to enable the planting of a wild flower meadow in spring 2011.

- 59. **Beverleys:** The Executive Board in January 2011 will consider a report seeking approval to transfer the site to Chevin Housing Association for the redevelopment of 55 affordable homes.
- 60. Chevin Housing Association has gained the Council's approval to jointly develop and manage the site with Unity Housing Association.
- 61. The development will include the provision and maintenance of an area of high quality greenspace an urban square.
- 62. Discussions are ongoing to ensure that local employment and training opportunities are maximised.

## **Beeston Hill & Holbeck Housing PFI**

- 63. The PFI Housing project will comprise the construction of 275 new council homes across Beeston Hill & Holbeck, the refurbishment of 400 existing homes (and the Ingram Court sheltered scheme) with environmental improvements in the estate areas of Holbeck. All elements will be serviced and maintained to 'as built' standards by the PFI contractor for a period of 20 years.
- 64. Following evaluation of the Final Tenders the Council has proposed a Preferred Bidder to the Homes and Communities Agency and submitted a draft of the Final Business Case for the project. Approval of this is required before the Preferred Bidder can be confirmed and officially announced.
- 65. The timetable for the project now anticipates a 'financial close' to procurement by the end of March 2011, subject to planning permissions, to allow for a commencement of PFI works and services in the early summer.

# **Investment Partnership South Leeds (IPSL)**

- 66. A report on the draft investment strategy has been considered by the Steering Group (made up of private sector, senior Council staff and Member representatives from each Area Committee). The Partnership Engagement Group (PEG), (made up of business, public sector, third sector and community sector representatives), held a meeting in December to consider the draft. A summary of the draft strategy is attached at appendix 5 for comment from Members. A full version can be made available from the Deputy Area Manager and/or able to be viewed online by visiting (from approx 17<sup>th</sup> January) www.investsouthleeds.co.uk.
- 67. A roving public exhibition will now be held in various South Leeds venues early in 2011 which will provide a further opportunity for residents in South Leeds to comment on the developing strategy. The dates and venues are as follows: 17<sup>th</sup> January (10-7pm) Dewsbury Road One Stop Centre; 18<sup>th</sup> January (10am-7pm) St Matthew's Community Centre, Holbeck; 21<sup>st</sup> January (10am-7pm) White Rose Centre; 24<sup>th</sup> January (10am-7pm) St George's Centre; 26<sup>th</sup> January (10am 7pm) at Hamara Healthy Living Centre, Beeston; 28<sup>th</sup> January (10-6pm) Morrisons Morley café area. A date is being sought for Morrisons, Penny Hill Centre, East Hunslet.

## **Harmonious Communities**

#### Cardinals

- 68. The area management team continues to co-ordinate multi-agency activity on the Cardinals estate which includes a weekly walkabout to identify and tackle a range of environmental, tenancy management issues and other issues. The walkabouts are attended by a range of agencies including Environmental Action Team, West Yorkshire Police, Aire Valley Homes and a local active resident.
- 69. The Environmental Action Team has issued 15 notices for occupiers to clear their gardens and a further 25 requiring households to store and dispose of their waste correctly.

## Leeds Ahead support to community groups

70. Leeds Ahead was funded to work in Beeston and Holbeck and Middleton Park Wards and has linked with residents'/'in bloom' groups as follows:

#### 71. Beeston and Holbeck Ward

- Holbeck in Bloom: Accountancy support is being provided to the treasurer to around ensuring that the accounts are in order and to check the books at the end of the financial year
- Tenants & Residents' Association Cottingley (TRAC): Leeds Ahead had difficulty in contacting one of the Committee Members, subsequently contact has been made with another member of the committee and they have established that the group would benefit from PR support and an appropriate match with a business was made.
   Because of the personal circumstances of the contact, Leeds Ahead will not be able to progress this for the next six months.

#### 72. Middleton Park Ward

- Aberfields and Newhalls Residents' Group: there is a potential opportunity to support
  the group with some help with PR to encourage younger people to join the group and
  become involved. Leeds Ahead have said they would speak to the group about
  potential business support, but to date this offer has not been taken up.
- West Granges & Winroses Residents' Group: Leeds Ahead attended a meeting of the group to outline Leeds Ahead and give the group the opportunity to think about how they could use business support. Leeds Ahead is awaiting confirmation and contact details of their new chair.
- Middleton Community Group: Leeds Ahead has established a need to provide a
  business volunteer around management committee roles and responsibilities; a
  business volunteer will be providing mentoring support including help with a grant
  application and establishing contact with other local resident groups to share best
  practice.
- Westwoods Residents Group: Leeds Ahead established that the group wanted help with publicity and PR to promote the group to get more residents involved, and to encourage younger people to sit on their board. A marketing consultant will be providing support on this.

#### Middleton

The following is a summary received from re'new of their work in Middleton as part of the Middleton Regeneration Partnership.

#### **Christmas tree**

73. The Christmas tree, lights and lamppost motifs at Middleton Circus were the focal point for the community carol service delivered by the Cluster of schools in the area.

## **Middleton Community Group**

74. The skills and capacity of the Middleton Community Group are being developed. Leeds Ahead has provided mentoring support.

# Intensive family support

75. Re'new and Aire Valley Home are making plans to work in partnership to provide intensive family support between January 2011 and March 2011. This has been funded by Aire Valley Homes and complements an environmental improvement programme due to start in January 2011. Bids for £65K have been submitted to support the development of this work, including a bid to support the development of a project around the impact of alcohol in Middleton.

# **Middleton Community Network**

76. Further community engagement activity is being developed in partnership with Aire Valley Homes by using other sources of digital media, like the TV and internet. This work will be piloted with one of the local community groups.

#### Local businesses

77. A genuine commitment from local businesses is beginning to generate small pots of funding to support our activities. A traders' forum is being established in 2011 to develop these discussions.

#### Middleton Gala

78. Work is currently underway to develop a Gala for Middleton in the summer of 2011.

### **Community calendar**

79. A Middleton Community calendar has been developed with the theme of 'proud to be Middleton'. The calendars will be distributed in mid December to local shops, drop in centres and community meeting points etc.

#### **Evaluation**

80. It is anticipated that an evaluation of the Middleton regeneration work being carried out by re'new will be submitted to the February meeting of the Area Committee.

### **Middleton Cohesion Group**

- 81. Members will be aware that the Middleton Cohesion Group was set up by Area Management following on from the success of Middleton Bright Ideas last year. The Cohesion Group was responsible for commissioning consultation with residents in Middleton during November 2009. Since then the group has continued to meet to monitor the delivery of the Bright Ideas projects and to progress the development of issues raised by the consultation.
- 82. An action plan was developed by the group and this has now been included in the refreshed action plan for the Middleton Regeneration Board. The group has merged its

activity into that of the Board and has therefore ceased meeting as a separate group. All the Bright Ideas projects have now been delivered and a Celebration Event was held on 9<sup>th</sup> October to showcase their achievements. The event was well attended by over 100 local residents. The event was delivered with support from the Health and Wellbeing partnership. Due to some projects having an underspend, the remainder of the Bright Ideas funding will now be allocated to the Middleton Regeneration Board to support cohesion activity.

## Belle Isle Neighbourhood Improvement.

83. Further to reviewing the previous 'Team neighbourhood' work in Belle Isle, this has now evolved and progressed in a different form. There is now closer working with BITMO (Belle Isle Tenant Management Organisation) as a local lead organisation in the Belle Isle estate. The work has Ward Members actively involved and chairing the current steering group, with some support from Re-New and Area Management. The neighbourhood improvement group are initially focusing on community engagement, service delivery and recently held an initial meeting examining core services.

### **Other Matters**

# The Spending Challenge

- 84. Area Committees are notified that an exercise is taking place 'The Spending Challenge' to gather the views of local residents and groups on the spending challenges the Council will need to deal with over the next 4 years. Attached at Appendix 5 is a paper version of the exercise which is to be used to collate the views of groups. Please note that residents can also undertake the exercise online. The exercise has the support and endorsement of both the Executive Board and the Corporate Leadership Team.
- 85. Area Committees are encouraged to support local participation in the survey.

### The Chief Executive, Leeds City Council

86. Tom Riordan, has been appointed Chief Executive of Leeds City Council in April 2010 and took up his position in August 2010. He is meeting Ward Members and visiting Area Committees. He may therefore be in attendance for at least part of this Area Committee meeting or a future one.

## Implications for Council Policy and Governance

87. No specific issues are identified.

### **Legal and Resource Implications**

88. No specific issues are identified

#### Recommendations

- 89. The Inner South Area Committee is requested to:
  - (a) note the contents of this report
  - (b) note and approve the change in the delivery of Operation Champion (para 22)
  - (c) note and approve the change in the delivery timetable (para 46) for the Urban Bar project and confirm that the remainder of the funding already allocated to St Luke's Cares can be released.
  - (d) Make any comment on the draft outline proposal from Extended Services for I Love South Leeds Festival prior to them submitting a full proposal (para 44 and appendix 4).
  - (e) Make any comment on the Draft Investment Strategy for South Leeds (para 66)
  - (f) Determine if Members wish to consider having a Ward Member representative attending the Inner South Environmental Co-ordination group as part of the Member Development Programme, to assist the Area Committee to focus on the Service Level Agreement and the performance management of the Environmental Services delegation (para 23)

### **Background reports**

- Inner South Area Committee 25<sup>th</sup> March 2010, Inner South Area Delivery Plan
- Inner South Area Committee 11<sup>th</sup> November 2010, Actions and Achievements report