

SOUTH (OUTER) AREA COMMITTEE

11TH JULY 2005

PRESENT: Councillors Beevers, Dunn, Elliott, Finnigan, Galdas, Grayshon, Leadley, McArdle, Mulherin, Renshaw, Smith and Wilson.

1 Election of Chair

The Committee received a report from the Chief Democratic Services Officer which outlined the procedures concerned with the election of a Chair to the South (Outer) Area Committee for the forthcoming Municipal Year.

RESOLVED - That Councillor R Finnigan be elected as Chair of the South (Outer) Area Committee for the 2005/2006 Municipal Year.

(Councillor R Finnigan took the Chair)

2 Declarations of Interest

The following declarations of interest were made, however further declarations were also made throughout the course of the meeting - please see Minute Nos. 9, 11, 12, 13, 14, 17 and 18:-

Councillor Leadley - Personal interests in Minute Nos. 11(b)(vii) and 11(b)(ix) Small Grants Application as a Member of Morley Town Centre Partnership. Personal and Prejudicial interests in Minute Nos. 13 and 14 as a Member of Gildersome Action Group. Personal interest in Minute No. 18 as an occasional Morley in Bloom helper. Personal interest in Minute No. 19 as a Member of the Management Committee for Lewisham Park Youth Centre.

Councillor Beevers - Personal and Prejudicial interest in Minute No. 18 as a Member of the Morley in Bloom Committee.

Councillor Smith - Personal interests in Minute Nos. 8, 9, 10 and 19 due to his capacity as Executive Member with responsibility for City Services.

Councillor McArdle - Personal interest in Minute No.19 as a Member of Lewisham Park Management Committee.

Councillor Wilson - Personal interest in Minute No. 11(b)(i) as a Member of Carlton Village Residents Association.

Councillor Elliott - Personal and Prejudicial interest in Minute No. 18 as a Member of the Morley in Bloom Committee. Personal interest in Minute No. 19 as a Member of the Gala Committee.

Councillor Grayshon - Personal and Prejudicial Interest in Minute No. 18 as Secretary of the Morley in Bloom Committee.

Councillor Finnigan - Personal and Prejudicial interest in Minute Nos. 13 and 14 as Member of Gildersome Action Group. Personal interest in Minute No. 18 as an occasional helper with the Morley in Bloom Committee.

3 Apologies for Absence

An apology for absence was submitted on behalf of John Davis of the Learning and Leisure Department.

4 Minutes – 25th April 2005

RESOLVED – That, subject to the following amendment, the minutes of the meeting held on 25th April, 2005, be confirmed as a correct record:-

Councillor Renshaw's reason for declaring a Personal and Prejudicial interest in Minute No. 87, Tingley Athletic Football Club Ground Development, should have read that Councillor Renshaw had been involved in the proposal on behalf of local residents and had signed a petition relating to the issue, instead of stating that she was a member of the Football Club.

5 Open Forum

In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, the Chair allowed a period of up to ten minutes for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee.

(a) Vote of Thanks to Police in Rothwell

Stuart Beaumont, a Rothwell resident and member of Rothwell Community Forum, wished to give a vote of thanks to Police in Rothwell, for the improvements that had been achieved which had made a real difference to the community of Rothwell.

(b) Issues Relating to Grass Cutting Within the South Outer Leeds Area

Several local residents present stated that following the problems experienced with grass cutting in the area, the grass at Winthorpe had eventually been cut. In response, Members were advised by a representative of City Services Department that the recovery programme was now in its third and final phase and therefore improvements in the service should now begin to be seen.

In response to several questions raised by Councillor Dunn, Mark Forbes, Head of Support Services, stated that a decision had been taken to select an external contractor to provide the grass cutting service within Leeds. However, with regard to further questions, Mark Forbes stated that he would provide more detailed answers to questions regarding the penalty clauses within the grass cutting contract and the issues surrounding the removal of cuttings, following the conclusion of the meeting when he was in possession of all the information.

6 Co-opted Members

The Committee received a report from the Chief Democratic Services Officer which reminded Members of the provisions contained within the Area Committee procedure rules for the possible appointment of up to four non-voting co-optees to the Area Committee.

Members raised concerns relating to the difficulty in co-opting one candidate who was truly representative of each Ward, therefore it was deemed appropriate to continue with the current arrangements and appoint co-optees with specific areas of expertise when required, to assist with the Area Committee's Work Programme.

RESOLVED - That the current arrangements for appointing co-opted members onto the South (Outer) Area Committee remain unchanged, with co-opted members possessing specific areas of expertise being appointed as and when required, to assist with the Committee's Work Programme.

7 Local Authority Appointments To Outside Bodies

The Chief Democratic Services Officer submitted a report detailing the procedures of Local Authority Appointments to Outside Bodies.

With regard to Thomas Lee's Poor Estate of East and West Ardsley, Members stated that they believed that several of the charity's patrons were now deceased, and therefore questioned whether the charity was still active. The Committee requested that further information on Thomas Lee's Poor Estate of East and West Ardsley be sought and brought back to the next meeting of the Area Committee.

RESOLVED -

- (a) That further details relating to Thomas Lee's Poor Estate of East and West Ardsley be sought and submitted to the next meeting of the Area Committee;
- (b) That Councillors Elliott and Galdas be appointed to the South Homes ALMO for the forthcoming Municipal Year.

8 Area Committee Function Schedules

Members received a report from the Area Manager outlining the Area Committee Function Schedules for 2005/2006 which were delegated to the Area Committees by the Executive Board for the forthcoming Municipal Year. This was in addition to the associated revenue and capital budgets for the same period, which were also included within the report.

The Committee was advised that it had recently been announced that underspends from the previous year's Wellbeing budget would be carried over to the current Municipal Year.

Following a discussion relating to the provision and maintenance of public conveniences within the South Outer area, Members requested that a breakdown of the £21,765 which had been allocated by the Executive to the South Outer area for this resource, be submitted to the Area Committee. Members also requested that the possibility of pay toilets being installed in Springhead Park be investigated.

RESOLVED -

- (a) That the report and the Area Committee Function Schedules for 2005/06 be noted;
- (b) That a breakdown of the revenue allocation from the Executive towards public conveniences within the South Outer area, be circulated to the Area Committee;

(c) That Members receive further information regarding the possibility of installing pay toilets in Springhead Park.

9 Highways Services Performance Report

The Director of City Services submitted a report in relation to the range of Highways Services provided by his Department, including performance figures for 2004/05 and the proposed maintenance programme in the Committee's area for 2005/06.

In brief summary, the main issues to arise from the discussion were:-

- The provision and priorities for maintaining unadopted roads;
- The provision for lighting unlit roads which were not currently identified within the PFI scheme;
- The possible replacement of road bumps with chicanes as an alternative measure for traffic calming;
- The damage that repairing potholes in hot weather had done to properties within the area;
- The success rate of completing repairs within one day of being reported, and the problems experienced which had hindered the Department's emergency repairs performance;
- The co-ordinated approach taken with utility companies to provide a more efficient repair service;
- The proposal that stretches of road which did not meet a minimum standard could be placed on the PFI register for repair;
- The impact that the Traffic Management Act would have on the Authority's maintenance service.

RESOLVED – That the report, including the Highways Performance figures for 2004/05 and the maintenance programme for 2005/06 be noted.

(NB Councillor Leadley declared a personal interest in this item as he currently resided upon an unadopted road)

10 Waste Solution For Leeds

The Committee received a progress report submitted by the Director of City Services relating to the development of a Waste Solution strategy for Leeds in response to new EU targets for the diversion of significant proportions of municipal waste from landfill.

Members were advised that failure to meet the allotted targets set by the EU would result in the Government receiving fines which would most likely be passed down to the offending Local Authorities. However, the Committee noted that a Landfill Allowance Trading Scheme (LATS) had been established, which gave each Authority a decreasing number of allowances between 2005 and 2020.

The Committee was informed that consultants were currently carrying out assessments to identify the most viable options for waste treatment in Leeds, the results of which would be known in August, when the views of members of the public and Elected Members would be sought.

Following the presentation of the report, several issues were raised and discussed. The main areas of debate were as follows:-

- The number and location of recycling depots within Leeds;
- The measures that could be taken to ensure that issues such as recycling were taught within schools;
- The balance that existed between cost and quality of service when identifying waste solutions for Leeds;
- The part that waste reduction and recycling could play in solving the Waste Solution issue;
- The progress that had been made in relation to waste disposal, when compared with other UK cities;
- The 'proximity principle', which states that waste should be disposed of close to where it was generated and the proposal that waste could be disposed of more efficiently on a West Yorkshire basis rather than on a Local Authority basis;
- The Government guidelines which had been received regarding Waste Solutions and the likelihood of funding to meet the set targets being received;
- That an invitation be extended to a Recycling Officer to attend a future meeting of the Area Committee so that further questions on the subject could be answered;
- That the possibility of another seminar informing Members on the range of technologies available for waste disposal be investigated.

RESOLVED -

- (a) That the report detailing the progress towards the development of a Waste Solution for Leeds City Council be noted;
- (b) That a Recycling Officer from City Services be invited to a future meeting of the Area Committee to answer any further questions on the subject;
- (c) That the possibility of arranging a further seminar on the range of technologies available for the treatment of waste be investigated with City Services.

(Councillor Grayshon left the meeting at 18:00 during the consideration of this item)

11 Area Committee Wellbeing Funding – Current Position Statement and Small Grants Applications

The Committee considered a report submitted by the South Area Manager which outlined several small grant applications for the Small Grants Fund. The report also updated Members on the balance of the Area Committee Wellbeing funding and Small Grants Fund.

RESOLVED –

- (a) That the balance of the Wellbeing funding and Small Grants Fund be noted;
- (b) That the following decisions be made in respect of the small grant applications submitted for consideration at this meeting:-

(i) Carlton Village Residents Association - Carlton Village Gala - £500 - Approved;

- (ii) Different Stages Theatre Company - 'Brass at the Church 2006' - £500 - Approved;
- (iii) Eastleigh Senior Citizens - Coach Costs for Trip - £500 - Refused;
- (iv) Leeds/Morley Scrabble Club - £100 - Refused;
- (v) Rothwell Entertainments Committee - Rothwell Carnival - £1000 - Approved;
- (vi) Winthorpe Residents Association - Winthorpe Youth Club - £500 - Approved;
- (vii) The Free Marketeers - Morley Sunday Outdoor Market - £500 - Approved;
- (viii) Tingley Youth Band - Audio Tutor - £480 - Approved;
- (ix) Morley Town Centre Partnership/Area Management - Morley Visitors Leaflet - £1000 - Approved;
- (x) South Leeds Health for All 'Play and Learn Scheme' - £500 - Approved.

(c) That the alterations to the small grants fund process, as detailed within the report, be approved.

(NB Councillor McArdle declared a Personal interest in Minute No. 11(b)(ix) as a member of the Morley Town Centre Partnership.

12 West Ardsley Community Centre

A report was submitted by the Director of Neighbourhoods and Housing which outlined an application for up to £10,000 Wellbeing capital funding to assist with essential repairs and alterations to the West Ardsley Community Centre.

Members gave their support to the application and stated that the repairs should be completed prior to the conclusion of the six month Dispersal Order pilot scheme, to give young people in the area somewhere to congregate.

RESOLVED –

- (a) That the report and the details of the proposed initiative be noted;
- (b) That the allocation of up to £10,000 Wellbeing capital funding towards the overall cost of the project be approved;
- (c) That the Area Committee's desire for the repairs to be completed prior to the conclusion of the Dispersal Order pilot scheme be noted.

(NB Councillor Leadley declared a Personal interest in this item, due to his capacity as school governor of Hill Top Primary)

13 Gildersome Springbank Green Doorstep

In the absence of Councillor Finnigan, Councillor Smith took the Chair for this item and the next (Minute Nos. 13 and 14).

The Committee received a report from the Director of Neighbourhoods and Housing outlining an application for £5,000 of Wellbeing capital funding to assist with the funding of the Gildersome Springbank Green Doorstep initiative.

RESOLVED –

- (a) That the report and the details of the proposed initiative be noted;

(b) That the allocation of £5,000 of Wellbeing capital funding towards the project be approved.

(NB Councillor McArdle declared a Personal and Prejudicial interest in this item as a Member of the Gildersome Action Group, took no part in the discussion and left the room during the consideration of this item)

14 Gildersome CCTV Scheme

The Director of Neighbourhoods and Housing submitted a report detailing an application by Gildersome Action Group for £18,010 worth of funding to assist with the establishment of a CCTV system around Gildersome Meeting Hall.

RESOLVED -

(a) That the details of the proposed initiative be noted;

(b) That the allocation of £18,010 capital Wellbeing funding towards the project be approved.

(NB Councillor McArdle declared a Personal and Prejudicial interest in this item as a Member of the Gildersome Action Group, took no part in the discussion and left the room during the consideration of this item)

15 Morley Leisure Centre – Disabled Access Improvements

Councillor Finnigan assumed the position of Chair on his return to the meeting at the beginning of this item.

The Committee received a report from the Director of Learning and Leisure which outlined an application for funding to improve the user experience for the disabled users of Morley Leisure Centre.

In response to Members' enquiries, the Committee was informed that the likelihood of receiving support from the Disabled Access Fund was slim, due to the limited resources available and the number of Council run centres in Leeds which required improvement, hence the need for support.

RESOLVED -

(a) That the report and the details of the proposed initiative be noted;

(b) That the allocation of £15,000 capital towards the overall cost of the project be approved.

16 Dispersal Order Consultation

The Director of Neighbourhoods and Housing submitted a report which outlined an application for Wellbeing revenue funding for a six week consultation exercise with young people following the conclusion of the Ardsley and Robin Hood Dispersal Order pilot.

Members were informed that the consultation would cover various issues raised by the Dispersal Order pilot such as the fact that it had pushed a number of youths to estates on the fringe of the Dispersal Order area.

The Committee noted that the initiative would involve a number of consultative and training exercises, culminating in the participants giving a presentation to the Area Committee, Community Safety groups and the Police.

RESOLVED –

- (a) That the report and the details of the proposed programme be noted;
- (b) That the allocation of £2,430 revenue of Wellbeing funding towards the project be approved.

17 West Ardsley Youth Centre – Bike Project

Members received a report outlining an application for £4,160 Wellbeing revenue funding for a programme of activities engaging eight young people from West Ardsley and Tingley at BUMPY in Birstall.

The Committee raised concerns in relation to the absence of a Youth Service Officer at the meeting to answer questions on the initiative, however Members were of the opinion that they did not wish to defer a decision on the Bike Project, as it would delay the establishment of the initiative.

RESOLVED -

- (a) That the report and the details of the proposed initiative be noted;
- (b) That the allocation of £4,160 of Wellbeing revenue funding towards the project be approved in principal, with the Chair and Ward Members making a final decision on the funding of the project following the receipt of further information from Youth Services;
- (c) That a further report providing more detailed information on the project be submitted to a future South (Outer) Area Committee for Members' information.

(NB Councillor McArdle declared a Personal interest in this item as his wife was the minute taker for the Board of the BUMPY Charity)

18 Morley in Bloom – Funding For Town Centre Environmental Improvements

The Committee received a report from the Director of the Neighbourhoods and Housing Department which requested £1,000 capital and £1,000 revenue Wellbeing funding to Morley In Bloom for the purchase of goods and equipment to enable a number of environmental improvements to be made in and around Morley town centre.

RESOLVED –

- (a) That the report and the details of the proposed initiative be noted;
- (b) That the allocation of £1,000 capital and £1,000 revenue of Wellbeing funding to Morley in Bloom to enable the planned environmental improvements to be carried out be approved.

(NB Councillor McArdle declared a Personal and Prejudicial interest in this item as a Member of the Morley in Bloom Committee, took no part in the discussion and left the room during the consideration of this item)

19 Area Manager's Update

A report was submitted by the South Leeds Area Manager which detailed a range of activities that were either currently taking place or scheduled to take place in the Outer South Leeds area.

Following a summary of the report's main points by the Area Manager, the following issues were raised and discussed:-

- Support for the Neighbourhoods and Housing Department's bids for Town and District Centre Regeneration Funding, namely Morley Bottoms Regeneration and in Rothwell, the Marsh Street Car Park Enhancement Project;
- The current situation in relation to the Signpost Project, with particular regard to the recent recruitment of six sessional staff and the current evaluation of the project by Leeds Metropolitan University;
- The compilation and distribution of a leaflet which detailed all of the activities being held in the area for young people over the summer;
- With regard to the Horticultural Enterprise Scheme, Steve Burt of Education Leeds stated that all schools within South Leeds would be invited to take part in the initiative which planned to take pupils out of the classroom and into the community. Following the identification of several areas within South Leeds which were deemed appropriate for the initiative, Members requested that a revised scheme detailing the new costings of the project be submitted;
- The current position relating to the recruitment of a Town Centre Manager and the latest information regarding the organisation of the next Gardening Scheme meeting;
- The prospect of a report being submitted to a future meeting of the Area Committee detailing how Members could assist with the progression of new developments within the area and whether a regeneration strategy for South Leeds could be established.

RESOLVED –

- (a) That the Morley Bottoms Regeneration bid and the Rothwell, Marsh Street Car Park Enhancement Project bid be approved as the Neighbourhoods and Housing submissions for the Town and District Centres Regeneration scheme;
- (b) That a report from the Area Manager detailing how the Area Committee can further assist the regeneration of the area be submitted to a future South (Outer) Area Committee meeting;
- (c) That a presentation in respect of the Signpost Project be given to the South (Outer) Area Committee at a future meeting;
- (d) That funding previously allocated to the Horticulture Scheme continue to be used to develop the scheme;
- (e) That a report detailing the alterations to the costings and business plan for the Horticulture scheme be received at a future meeting of the Area Committee.

20 South Leeds District Partnership Action Plan

The Area Committee received a report from the Director of Neighbourhoods and Housing which outlined the progress made in relation to the development of a District Partnership Action Plan 2005-2008.

In response to Members' enquiries into whether Ward Members could have a greater input into the Action Plan and whether more detailed information on issues relating to the District Partnership could be received, it was proposed that the most effective means of ensuring Members' involvement could be to place a standing item on future Area Committee agendas, to enable Members to receive regular updates.

RESOLVED -

- (a) That the report and District Partnership Action Plan be noted;
- (b) That a standing item be placed on future South (Outer) Area Committee Agendas detailing any relevant information from the District Partnership.

21 Date and Time of Next Meeting

RESOLVED - That subject to the consideration of the rescheduling of the September and April meetings, due to clashes with political group meetings, approval be given to the following dates and times for the South Outer Area Committee meetings in 2005/2006:-

Monday 12th September 2005 at 5.00pm

Monday 24th October 2005 at 5.00pm

Monday 12th December 2005 at 5.00pm

Monday 20th February 2006 at 5.00pm

Monday 3rd April 2006 at 5.00pm

Meeting closed at 19:53



LEEDS
CITY COUNCIL

AGENDA ITEM NO.:
Originator: H Finister
Tel: 24(74249)

REPORT OF THE DIRECTOR OF CITY SERVICES

MEETING: Outer South Area Committee

DATE : 12th September 2005

SUBJECT : Streetscene Environment Services

Electoral Wards Affected :	Specific Implications For :
ALL WARDS	Ethnic Minorities <input type="checkbox"/> Women <input type="checkbox"/> Disabled People <input type="checkbox"/>
Executive Function <input checked="" type="checkbox"/>	Council Function <input type="checkbox"/>
Eligible for Call In <input checked="" type="checkbox"/>	Not eligible for Call In (details contained in the report) <input type="checkbox"/>

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with an overview of the performance of City Services Environment Services and to provide the service level agreement for the localised teams

1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide Members with an overview of the performance of City Services Environment Services and to provide the service level agreement for the localised teams
- 1.2 Contained within this report and its associated appendix are details of
 - performance measures and outcomes at a city-wide and area level
 - challenges faced by the service in 2005/06 and beyond
 - the Service Level Agreement for the Neighbourhood Teams

2.0 Service Delivery

- 2.1 Appendix 1 provides outcomes against service standard and performance measures for 2004/05.

3.0 Service Challenges

3.1 Refuse Collection

The refuse collection service has changed significantly over the past two years in order to implement efficiencies and improvements. The service is currently provided to 319,000 households on a weekly basis. **Over the past year the performance data shows that 99.32% of all bins have been collected first time, which is one of the highest scores of the Core Cities.**

Until recently, refuse was collected and delivered to two Transfer Loading Stations in the city. The domestic refuse is now collected and delivered directly to landfill which has allowed vital funding to be redirected to support increased recycling across the city. This change has resulted in the procurement of new landfill contracts which facilitate the direct delivery and the closure of both transfer loading stations. Consequently there have had to be changes to the front-line service delivery. The challenge for the service over the coming year is to improve performance further and to reduce costs in order to compete, in the event that the service is market tested.

3.2 Waste Management

The waste management service is in constant change at the moment which is affecting service delivery and decisions about future service availability. The main issues relate to the expectation that the amount of waste going to landfill will be reduced to 33% from its current 80% by 2020 and that recycling will be increased to 30% by 2010.

To address some of these issues, the service has introduced 248,704 recycling bins into the city and a further 20,000 green bags, increased education and awareness activities and the number of bring banks, implemented recycling litter bins, and is recycling leaf fall and street arisings. Improvements have been made to 8 of the 11 household waste sites with East Leeds due to be redeveloped during 2005/06. As a result **recycling and composting in the city for the year for 2004/05 was 19.5%, the highest rate of all the core cities.**

It has been recognised that the arrangements outlined above will not, on their own, reduce the amount of waste going to landfill and therefore a decision was taken by Executive Board in January 2005 to work towards the procurement of a partner to deliver a waste solution for the city. Even with the solution in place there will still need to be a reduction in the amount of waste generated by householders or collected by the authority through traditional methods. For example, proposals are being discussed for a garden waste collection service to remove this waste from the waste stream and to increase the SORT collection service by moving towards a fortnightly collection of black and SORT bins on alternate weeks.

3.3 Bulky Household Collections

This is a non statutory free service provided by Leeds City Council where the collection of large household items is made. In December 2004 the frequency of this service was increased from 4 times per year per household by appointment, with a restriction on the number of items taken, to 13 times per year. Collection is made from the kerbside where the only restriction is the removal of household fittings such as rubble, kitchens and bathrooms. **Over the past year 80,000 bulky collections have been made of which 99.65% have been collected first time.**

Environment Services are not complacent and have kept the service under constant review. It is therefore proposed to make further improvements to the service to support local area priorities particularly organising area based 'blitz' activities.

3.4 Street Cleansing

The level of street cleansing in Leeds is monitored using two methods. Firstly, a self assessment process against agreed national methodology is undertaken on a quarterly basis by the service. To ensure compliance the process is monitored by ENCAMS and the Audit Commission. **2004/05 data showed that out of 100 only 27.5% of our streets were not of a satisfactory standard.**

The second method uses an independent assessment carried out by ENCAMS (Keep Britain Tidy Group). This independent body **states that 96.5% of all Leeds street are of a satisfactory (grade B) or above standard and that 18.2% of Leeds streets are grade A or above.** This means that the vast majority of streets are predominately free of litter and refuse - apart from small items and some streets have no litter or refuse. This compares highly against a national benchmark of 67.9% of streets being grade B or above. **This makes Leeds the cleanest of the Core Cities.**

3.5 Litter Bins

A litter and dog bin strategy was agreed during 2003/04 which included the introduction of a new litter bin protocol and the installation of new multi-purpose litter bins. Nearly 1500 litter bins have been installed within the city during 2004/5. Discussions are now taking place around a 2005/06 programme; however this will be dependent on the identification of revenue funding to empty the bins.

3.6 Ancillary Services

Environment Services also provide the graffiti /fly-poster removal, needlepicking and public convenience service to each Area Committee.

An assessment of the level of graffiti and fly-posting in Leeds has been carried out by ENCAMS as part of their annual assessment of Leeds. The level of graffiti and flyposting in the city has reduced over the past year from 52.8% to 40.3% (includes graffiti on NTL boxes which has still to be resolved with NTL).

Across the city there were **2,298 reported incidents of graffiti in 2004/05 which were cleared in an average of 6.80 days (inside the target of 10 days).**

The needlepicking service is a city wide service of two operatives and funded via the Drugs Action Team. The team respond to reported needles within 24 hours. **During 2004/05 the team have collected 94,120 discarded needles and in 97.5% of cases the needle was removed within 24 hour.**

In 2001/02 a Public Convenience Strategy was agreed by Executive Board for the city. The main points were to:

- continues to provide facilities in the eight District Centres where the Council is the sole provider.
- seeks to secure new provision in eight District Centres where there is no existing provision either by the Council or by other agencies.
- to seek to demolish and/or dispose of 20 facilities that are currently closed based on their status, poor condition, the proximity of alternative provision, or their location in the context of the agreed policy statement.

- to continue to provide a further nine facilities for the foreseeable future, but over the medium term to assess the rationale for providing the public conveniences in the context of:
 - ◆ the provision by other agencies that already exist
 - ◆ their location in terms of the agreed policy statement
 - ◆ any new area management arrangements that may be in existence.

This strategy obviously pre dates the establishment of the Area Committees and the delegation of the budget and therefore requires review.

3.7 Ginnel Cleaning

In November 2004 Environment Services introduced a team to carry out ginnel cleaning across the city. To date 50% of the 1600 ginnels have been visited by this team and it is anticipated that by October 2005 all ginnels will have had at least one full clean undertaken.

3.8 Gulley Cleansing

Gulley cleansing arrangements within the city were far from adequate with gulley cleansing being carried out once every 18 months. In October 2004 additional resources were introduced and the frequency of gulley cleansing is now every 8 months apart from defined 'Wet Areas' where this frequency has increased. Further improvements will be made to this service in October 05 which will see an increased frequency in all areas.

3.9 Grass Cutting

The grass cutting provision transferred to City Services on the 1st March 2005. There have been issues with the mobilisation of the contract which have now been largely addressed. However there still remain issues with land not detailed on the original specification and some issues with the quality of the cut. Environment Service is working with the contractor, Parks and Countryside and the ALMOs to address these issues.

At the current time there is no performance information on the service but this will be provided to future meetings.

3.10 Flytipping Removal

Each Area has been allocated a fly tip removal team which will respond to all reported flytips **within a 24 hour period. 9397 incidents have been reported and these have been removed in an average of 0.84 days.**

City-wide **33 prosecutions have been initiated against fly-tippers and currently there is a 90.3% success rate.**

3.11 Enforcement

Enforcement is a city-wide service which is reactive to complaints. City-wide there have **been 1687 fixed penalty notices issued for environmental offences. There have been 113 prosecutions and a 72.8% success rate.**

4.0 Service Complaints

- 4.1 The nature of Environment Services, which touches every household in the city at least once per week, generates a variety of complaints for a number of reasons. The service also receives a considerable number of requests for service which often suggest that there are a large number of complaints. All requests for service and complaints are recorded by the Contact Centre and at service level onto the Council's complaints system – Seibel. Seibel was introduced on the 16th October 2004 as a systematic way of recording complaints across the authority which is accessible to a wide range of people to verify the status of a complaint. This report therefore can only provide data for a 6 months period.
- 4.2 The total number of contacts with the Council regarding Environment Services was 75,430 of this number **260 where recorded as service complaints under the complaints procedure and these were dealt with within an average of 6 days.**

5.0 LEAP and Rapid Response Resources

- 5.1 4 LEAP Team were deployed in November 2004 to visit each ward of the city 6 times per year to deal with Elected Member referrals around hot spots and areas of concern etc. The LEAP Teams have visited each area **3 times since November 2005 and carried out 5243 jobs.** The Teams have also supported 32 Crime and Grime Initiatives which have been carried out around the city.
- 5.2 The 5 rapid response teams were allocated to each wedge to respond to street cleansing etc. issues which need to be dealt with outside of the normal scheduled work. The Teams have carried out **10,413 jobs dealing with complaints within 1 day on 98% of cases.**

6.0 Community Engagement and Education and Awareness

- 6.1 Education and Awareness around waste management and litter management remains a priority. A programme for 2005/06 has been developed including the use of bus advertising, working with schools, community and youth groups.
- 6.2 The Neighbourhood Environmental Action Team (NEAT) Programme, which is being piloted with four community groups in North East Leeds (Inner), Shadwell Parish Council, 2 groups in South Leeds (Outer) and with 2 groups in West Leeds, has been used to develop skills among community groups to monitor the standard of Environment Services within their area. This scheme uses the same methodology as that used by ENCAMS and provides community groups and Parishes the opportunity to influence the delivery of services within their area. A full evaluation of the programme will be undertaken in September 2005 before recommendations are made on its future use of the programme.
- 6.3 Between February and June Environment Services implemented the 100 days of HELP campaign aimed at raising all key stakeholders' awareness of environmental issues and encouraging engagement in activities to look after their local environment. The campaign engaged over 100 community groups across the city, 65 businesses in various areas of the city, over 100 schools, obtained media coverage on average twice per week and raised over £70,000 to support the campaign. A full evaluation is currently being carried out which will measure the campaign against the original objectives.

8.0 Community Action Service Team (CAST)

8.1 In line with the approvals obtained from Area Committees in the April cycle attached at appendix 2 is the proposed Service Level Agreement for the localised teams for member's consideration.

9.0 Recommendation

9.1 Members are requested to:

- note the contents of this report
- comment on the attached Education and Awareness Programme and the proposed Service Level Agreement for the Area.

Area Management Performance Indicators
CITY SERVICES
Outer - South

Service Area	Ref.	Performance Indicator	2003/04 Citywide Result	2004/05 Citywide Target	1st Quarter 2004/5	2nd Quarter 2004/5	3rd Quarter 2004/5	4th Quarter 2004/5	2004/5 Result (Wedge)	2004/5 Result (Citywide)	Trend*	Target**	2005/06 Citywide Target	2006/07 Citywide Target	
ENVIRONMENTAL SERVICES	Recycling & Waste, Refuse Collection and Street Cleansing	BV 82a	% of the total tonnage of household waste arisings which have been recycled	12.15%	19.55%	14.30%	14.57%	16.36%	18.12%	Citywide Only	15.79%	Improving	Off Target	19.94%	20.88%
		BV 82b	% of the total tonnage of household waste arisings which have been composted	2.39%	3.15%	4.70%	4.72%	3.07%	2.19%	Citywide Only	3.77%	Improving	On Target	3.46%	3.62%
		BV 82c	% of the total tonnage of household waste arisings which has been used to recover heat, power and other energy sources	0.03%	0.00%	0.02%	0.03%	0.03%	0.03%	Citywide Only	0.03%	Constant	On Target	0.00%	0.00%
		BV 82d	% of the total tonnage of household waste arisings which has been landfilled	85.42%	77.30%	81.52%	80.96%	80.54%	79.66%	Citywide Only	80.28%	Improving	Off Target	76.60%	75.50%
		BV 84	Number of kilograms of household waste collected per head	463.73	463.71	128.45	123.85	109.19	109.69	Citywide Only	473.16	Declining	Off Target	474.40	479.10
		BV 86	Cost of waste collection per household	£54.40	£55.45	Annual Only				Citywide Only	£58.84	Declining	Off Target	£58.45	£59.41
		BV 87	Cost of waste disposal per tonne for municipal waste	£34.99	£27.27	Annual Only				Citywide Only	£28.03	Improving	Off Target	£28.30	£29.99
		BV 91	% of population resident in the authority's area served by a kerbside collection of recyclables.	76.2%	80.5%	No Area Data				Citywide Only	88.13%	Improving	On Target	89.0%	89.5%
		LKI RC1	Number of household waste collections missed per 100,000 collections	127	80	No Area Data				Citywide Only	679.14	Declining	Off Target	200	180
		AC RC1b	Percentage of household waste collections made on schedule	99.87%	99.92%	No Area Data				Citywide Only	99.32%	Declining	Off Target	99.9%	99.9%
		BV 199 (AC SC1)	% of relevant land and highways assessed as having combined deposits of litter and detritus in either the clean or light categories	32.0%	27.5%	No Area Data				Citywide Only	27.05%	Improving	On Target	26.5%	25.5%

Area Management Performance Indicators
CITY SERVICES
Outer - South

Service Area	Ref.	Performance Indicator	2003/04 Citywide Result	2004/05 Citywide Target	1st Quarter 2004/5	2nd Quarter 2004/5	3rd Quarter 2004/5	4th Quarter 2004/5	2004/5 Result (Wedge)	2004/5 Result (Citywide)	Trend*	Target**	2005/06 Citywide Target	2006/07 Citywide Target		
ENVIRONMENTAL SERVICES	Graffiti Removal	AC GR1	No. of incidents reported	1,890		14	32	25	26	97	2,298	-	-	No targets set		
		AC GR2	Average working days to remove		10.00	8.86	15.09	14.44	7.12	11.89	6.80	-	Off Target	10	10	
	Needle Picking	AC NP1	No. of incidents reported	1,276		26	19	26	44	115	2,050	-	-	No targets set		
		AC NP2	No of needles collected	86,351		229	55	364	2,921	3,569	94,120	-	-	No targets set		
		AC NP3	% collected within 24 hours	86.0%	86.0%	96.2%	89.5%	100.0%	100.0%	96.6%	97.46%	Improving	On Target	87%	88%	
		AC NP4	Average working days to remove	0.78	1.00	0.46	0.79	0.12	0.16	0.42	0.22	Improving	On Target	1	1	
	Fly Tipping	AC FT1	Number of flytipping incidents cleared				159	120	199	478	9,397	-	-	No targets set		
		LKI SC6	Average number of days taken to remove fly tips	1.70	1.50		0.92	1.20	1.4	1.20	0.84	Improving	On Target	1.0	1.0	
	ENFORCEMENT	Fly Tipping	AC FT2	Instances of fly tipping investigations				8	29	22	59	643	-	-	No targets set	
			AC FT3	No. of prosecutions for fly tipping initiated	41		2	0	0	0	2	51	-	-	No targets set	
Littering/ Dog Fouling		AC FP1	No. of littering/dog fouling fixed penalty notices issued	219		21	11	21	26	79	1609	-	-	No targets set		

Area Management Performance Indicators
CITY SERVICES
Outer - South

Service Area		Ref.	Performance Indicator	2003/04 Citywide Result	2004/05 Citywide Target	1st Quarter 2004/5	2nd Quarter 2004/5	3rd Quarter 2004/5	4th Quarter 2004/5	2004/5 Result (Wedge)	2004/5 Result (Citywide)	Trend*	Target**	2005/06 Citywide Target	2006/07 Citywide Target
ENFORCEMENT	Abandoned Vehicles	AC AV2	Number of 24 hour notices	1318		6	9	7	5	27	359	-	-	No targets set	
		AC AV2	% removed within 24 hours			75.0%	75.0%	50.0%	100.0%	76.9%	81.9%	-	-	No targets set	
		AC AV3	Number of 7 day notices	1414		15	9	17	12	53	971	-	-	No targets set	
		AC AV4	% removed within 7 days			50.0%	0.0%	85.7%	100.0%	70.6%	76.7%	-	-	No targets set	

* The trend is measured as the difference between the 2004/05 end of year figure for the wedge and the 2003/04 citywide end of year figure. If a wedge based figure is not available, the trend is based on the citywide result.

** Performance against the target is measured as the difference between the 2004/05 end of year figure for the wedge and the 2004/05 citywide target. If a wedge based figure is not available, performance is based on the citywide result.

Area Management Performance Indicators
CITY SERVICES
Outer - South

2007/08 Citywide Target
22.16%
3.84%
2.00%
72.00%
483.90
£60.39
£31.68
90%
150
99.9%
24.5%

Area Management Performance Indicators
CITY SERVICES
Outer - South

2007/08 Citywide Target
st
10
st
st
89%
1
st
1.0
st
st
st

Area Management Performance Indicators
CITY SERVICES
Outer - South

2007/08 Citywide Target
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Streetscene Services

**Service Level
Agreement**

July 2005

**Area Management Service Level Agreement 2005
Streetscene Services**

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**Area Management Service Level Agreement 2005
Streetscene Services**

1.0 INTRODUCTION

- 1.1** Our aim is to provide a high quality, value for money service which exceeds customer expectation and supports the delivery of the Area Committees priorities.
- 1.2** This document sets out a clear framework for Streetscene Neighbourhood Services to meet the needs of the Area Committee; the services and standards provided and how our services will be monitored.
- 1.3** The Service Level Agreement describes the services provided, their overall aim, what the customer should expect from Streetscene Neighbourhood Services and what the provider would like from the customer. We recognise that adherence to response times is key to successful delivery and customer satisfaction and therefore we have endeavoured to provide more detailed information about response times and how Streetscene Services categorises and prioritises jobs, particularly in the delivery of Street Cleansing.

In addition, we have provided details about each section's key performance indicators, and where appropriate, the discretionary and/or additional services available.

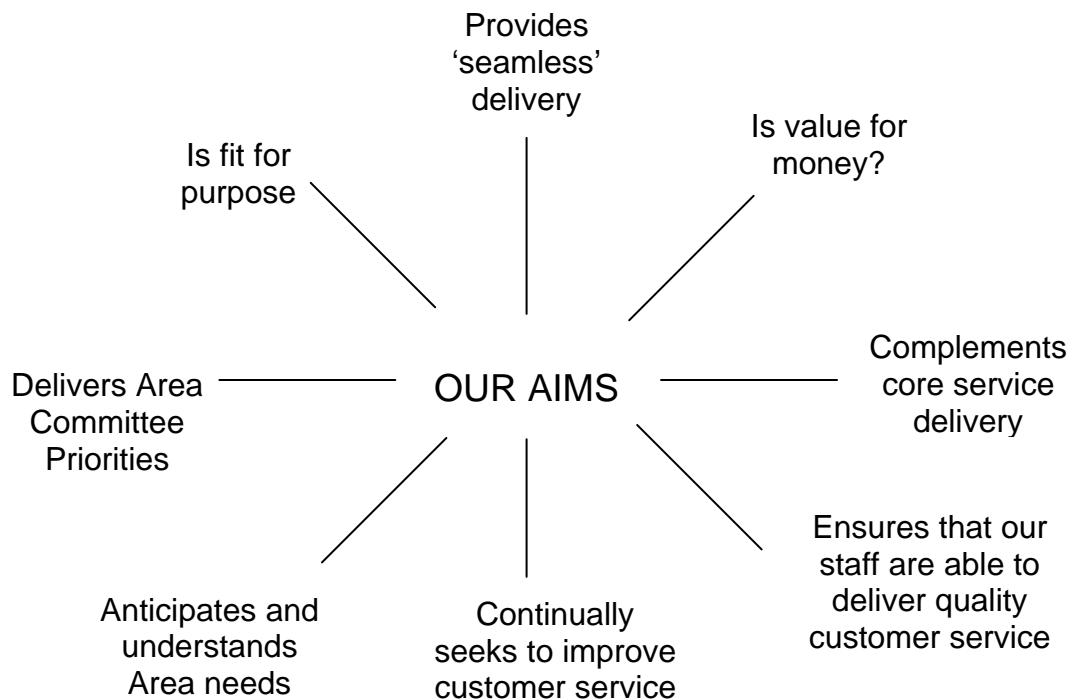
- 1.4** The agreement has been developed following discussions with Area Management Teams and Elected Members during the period April 2005- May 2005.
- 1.5** The Service Level Agreement will be reviewed formally by Streetscene Services (via the Streetscene Project Board) on an annual basis and will be subject to continuous review by Area Committees.

H Finister
Chief Streetscene Services Officer

2.0 OUR VISION AND OBJECTIVES

We are operating within a fluid and challenging environment and aspire to being the best Streetscene Services provider in Britain. To this end Streetscene Services is particularly highlighted within the Corporate Plan with the objective of being Britains Cleanest City by 2010 we have produced a Streetscene Service Delivery Plan for the period 2005-06 which focuses on:

Our service aims are as follows and we believe that our **challenge** is to provide you with a Neighbourhood Streetscene Service which:



Our service plan contains a number of service wide initiatives. One of these is to move closer towards an integrated Streetscene service by co-ordinating and developing front-line services where there are obvious synergies in working practices and customer requirements and where integration will lead to improvements in performance and delivery. In support of this initiative we have embarked upon a change management programme (commenced September 2004) which puts the customer first, pursues a 'seamless' approach to service delivery, management and work practices and provides opportunities for staff at all levels to participate and embrace change.

We are committed to achieving the following objectives:

- Improved customer satisfaction
- Good defined standards and quality
- Value for money
- Focused towards meeting local needs and demands

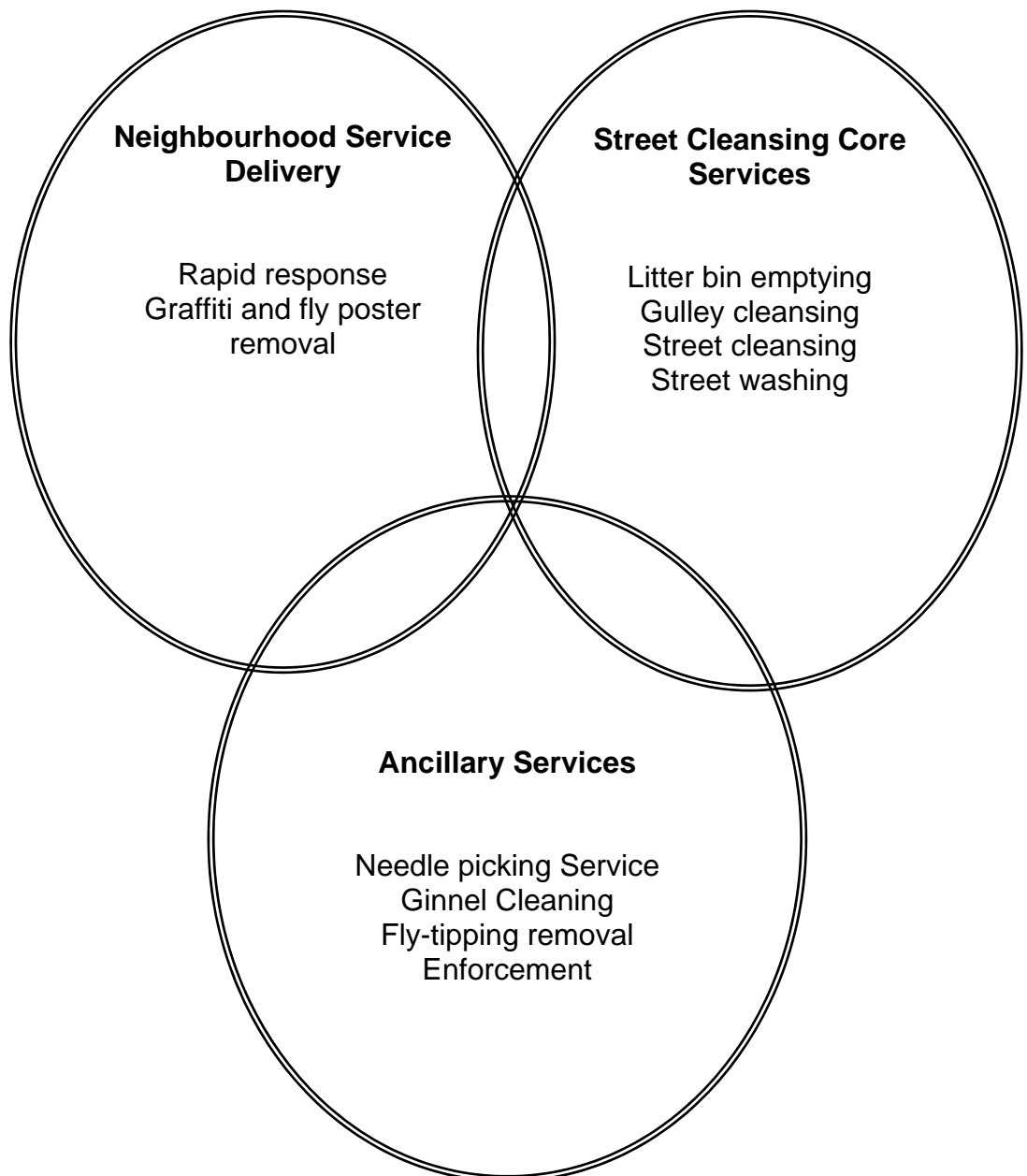
3.0 SERVICE PROVISION AND STANDARDS

a) Aim

To provide an integrated, seamless service based on high quality standards and value for money.

b) Services Provided

Our key customer services areas are grouped as follows:



**Area Management Service Level Agreement 2005
Streetscene Services**

c) Key Performance Indicators - Summary

Streetscene Neighbourhood Service Delivery

Service Standard	How will the standard be measured?
Community Action Service Teams	
We will respond to street cleansing related complaints, identified by Area Committees, which are outside the core services within 24 hours.	Number of jobs reported and time taken to action. <i>Monitoring via work sheets</i>
We will undertake a programme of hot spot cleaning as agreed with the Area Committee.	Number of hot spots agreed and progress against programme. <i>Monitored against agreed programme and work sheets.</i>
Graffiti	
We will remove graffiti from the street within 2 weeks of request (subject to the necessary permission / consent being obtained from building owners).	Area Management Performance indicator AC GR1. <i>Monitored via: Information taken from customer complaints via call centre and daily worksheets. Recorded on daily worksheets and stored on Siebel system.</i>
All reports of offensive or racist graffiti will be removed and investigated by the next working day,	Number of incidents recorded as racist and response times. <i>Monitored via: Information taken from customer complaints via call centre and daily worksheets.. Recorded on daily worksheets and stored on Siebel system.</i>

Street Cleansing Core Service Delivery

Service Standard	How will the standard be measured?
Litter Bins	
We will undertake to empty all litter bins to agreed schedule appropriate to the area.	Number of litter bins emptied against agreed programme. <i>Monitored via work sheets.</i>
Gulley Cleansing	
We will cleanse and unblock all gullies on adopted highways on an 8 monthly cycle.	<i>Monitored via: Information taken from customer complaints via call centre and gulley cleansing schedule. Recorded on daily worksheets and stored on Siebel system.</i>

**Area Management Service Level Agreement 2005
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Litter	
We will maintain the streets of Leeds litter free.	Performance indicator BV199. <i>Monitored via: Information taken from BV199 Officer monitoring sheets, customer complaints via call centre and operational route sheets. Recorded on Highway 1 system.</i>
We will respond to complaints in relation to litter within seven days.	<i>Monitored via: Information taken from customer complaints via call centre and operational route sheets. Recorded on daily worksheets and stored on Siebel system.</i>

Street Cleansing Ancillary Services

Service Standard	How will the standard be measured?
Needles	
We will collect discarded needles within 24 hours of receipt of a report (Monday to Friday).	Area Management Performance indicator AC NP2. <i>Monitored via: Information taken from customer complaints via call centre and daily worksheets.. Recorded on daily worksheets and stored on Siebel system.</i>
Ginnel Cleaning	
We will clean every ginnel at least once per year.	Number of ginnels cleaned in the area. <i>Monitored via work sheets.</i>
Fly Tipping	
We will clear fly tipping within 1.5 days of notification, except that requiring specialist equipment or treatment.	Performance indicator LK1 SC6 <i>Monitored via: Information taken from Customer complaints via call centre and crew route sheets. Recorded on daily worksheets and stored on Siebel system.</i>
Enforcement	
We aim to respond to 90% of reports regarding stray dogs within 1 working day.	<i>Monitored via: Customer and Police referrals data base and daily worksheets and recorded on Excel spreadsheet.</i>
We aim to respond to 100% dangerous dogs posing a risk responded to urgently	<i>Monitored via: Customer and Police referrals data base and daily worksheets and recorded on Excel spreadsheet.</i>
We will take enforcement action following the principles of the Leeds City Council's Environmental Enforcement Policy.	Performance indicator AC FP1 <i>Monitored via: Referrals and recorded on Excel spreadsheet.</i>

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Abandoned vehicles	
All dangerous abandoned vehicles will be removed within 24 hours of being reported by the police.	Performance indicator AC AV2 <i>Monitored via: Police referrals data base and daily worksheets and recorded on Excel spreadsheet.</i>
Other abandoned vehicles will be removed at the expiry of the 7 day statutory notice period.	Performance indicator AC AV4 <i>Monitored via: Customer and Police referrals data base and daily worksheets and recorded on Excel spreadsheet.</i>

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Streetscene Services**

3.1 Neighbourhood Service Delivery

3.1.1 Community Action Service Teams

Contact Charlotte Anderson (E Mail preferred)

Helpdesk  0113 2243872



charlotte.anderson@leeds.gov.uk

Mobile - 07891 273715

a) **Aim**

To provide support in the removal of waste in a swift and efficient manner, from the Highway, land owned by Leeds City Council and other areas (where specified), within the time limits as directed by the Area Management Team.

b) **Services**

We will:

- ◆ Remove litter and other accumulations of waste abandoned on the highway or in other locations as specified by the Area Management Team
- ◆ Undertake other cleansing operations or such activity as instructed by the Area Management Team.

c) **Response Times and Priorities**

We aim to achieve the following response/completion times and to complete subsequent work following an initial response as quickly as possible. Response times and examples of work type included, although not exhaustive are provided for your guidance.

If your job requirement is not listed or if you are unsure how your job will be prioritised, please contact your Principal Streetscene Area Manager.

Prioritisation of work

Areas of work highlighted by the Area Management Team or the Streetscene Manager which are deemed to require an immediate response, rather than the standard scheduled (core) service, will be prioritised.

The actual speed of response cannot be categorised, and will depend upon a number of factors including:

- ◆ Impact on neighbourhood / environment
- ◆ Level of complaint
- ◆ Disruption to local community
- ◆ Degree of blight suffered by community.

It is therefore essential that each case be treated on its own merits.

**Area Management Service Level Agreement 2005
Streetscene Services**

d) Customer Obligations

We would like you to:

Notify the Streetscene Manager of all instances, and be aware of difficult timescales as far as communication is concerned. Please also be aware that an immediate response may not always be possible, due to a variety of issues including land ownership / permission seeking, access difficulties for vehicles, obtaining more appropriate alternative vehicles, etc.

e) Key Performance Indicators

Our performance in respect of the services we can provide will be measured monthly against the following performance measures:-

- Number of jobs reported and time taken to action.
- Number of hot spots agreed and progress against programme.
- No. of compliments/complaints received
- No. of jobs completed
- % Target to complete request first time
- Feedback from Customer Satisfaction Questionnaires



f) Additional Services

Examples:-

Additional work carried out by special arrangement including:
Saturday clean ups
"Crime and Grime" style police led initiatives
Community involvement events etc

3.1.2 Graffiti And Flyposter Removal Services

Contact

 0113 3984760
 frieda.haley@leeds.gov.uk
Duncan.birkett@leeds.gov.uk

a) Aim

To maintain the streets of Leeds free of graffiti and fly posting.

b) Services

We will:

- ◆ Remove offensive and racist graffiti by the next working day (Monday to Friday)
- ◆ Remove general graffiti within 2 weeks of the report

**Area Management Service Level Agreement 2005
Streetscene Services**

- ◆ Where budget provision and agreement is given we will apply anti-graffiti treatments to buildings and other structures
- ◆ Remove fly-posting from unofficial sites (Under the direction of Enforcement section)
- ◆ Notify Enforcement section of the possible need for the installation, where appropriate of fly-posting drums.

c) Response Times

Priority 1 - Response within 24 hours

Examples: -

Racist / Hate / Offensive graffiti

Priority 2 - Response within 48 hours

Example: -

Tags and scrawling / defacement in City Centre

Priority 3 - Response within 14 days

Example: -

Tags and scrawling / defacement in area generally

Priority 4 - Response by agreed date

Example:-

Tags and scrawling / defacement on private property where permission and or estimate acceptance needs to be negotiated.

d) Customer Obligations

We would like you to:

Notify Principal Streetscene Area Manager as soon as possible of any problem areas / complaints.

e) Key Performance Indicators

- No of incidents reported
- No. of days to remove

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Streetscene Services**

f) Additional Services

Notification of flyposting to Enforcement section in first instance to assess whether formal prosecution / evidence gathering is appropriate

Fly posting removal from other than LCC authorised sites.

3.1.3 Management Support

Contact

Charlotte Anderson

Area Manager



0113 2243872



charlotte.anderson@leeds.gov.uk



gov.uk

a) Aim

To provide an easily reachable point of contact for Area Management staff who may need to direct / re-direct services.

b) Services

We will:

Be available on either desk phone or mobile phone Monday to Friday 8:00am to 5:00pm
Be available to attend at Area Management offices either on a regular pre-programmed basis or by special arrangement.

c) Response Times

To provide a prompt response to all enquiries.

d) Customer Obligations

We would like you to:

Establish early contact with the Streetscene Manager and arrange introductory meetings to set the necessary guidelines regarding contacts and levels of authority.

3.2 Street Cleansing Core Services

3.2.1 Litter Bin Service

Contact

Helpline 2477500



**Principal Area Manager as
notified on page 22 and 23**

a) Aim

To collect and dispose of waste from litterbins and the maintenance of litter bins and liners, where appropriate.

b) Services

We will:

- ◆ Empty, clean, deploy and maintain all Council litter bins within the area against the published schedule.
- ◆ Ensure that litter bins and liners are thoroughly emptied at ever attendance and any spillage or waste found adjacent to or close to the litter bin including dumped domestic and commercial waste is (clean or) cleared at the same time.
- ◆ Ensure that all litter bins are washed at least six times per year.
- ◆ Ensure that graffiti, fly-posting and other materials on litter bins are reported to Graffiti section as soon as it is discovered.

c) Response Times

Time scale for the emptying of bins if the service fails.

d) Customer Obligations

We would like you to:

Advise the Helpline as soon as possible about instances of damage / vandalism

e) Key Performance Indicators

- Number of bins emptied against agreed programme.
- Number of customer complaints

3.2.2 Gulley Cleansing

Contact

Helpline 2477500



Principal Area Manager as notified on page 22 and 23

a) **Aim**

To carry out routine servicing of gully's in order to prevent minor and major flooding incidents.

b) **Services**

We will:

We will cleanse and unblock all gullies on adopted highways on an 8 monthly cycle.

c) **Response Times**

Standard 8 monthly cycle.

Emergency response usually within 2 hours subject to prioritisation by the Streetscene Manager.

(It must be borne in mind that during times of heavy rain, the whole of Leeds is quite likely to be affected, so that prioritisation decisions need to be made on a "whole City" rather than an "area only" basis).

d) **Customer Obligations**

We would like you to:

Notify the Helpline of any blocked gully's including reports of those where the lids are either missing, or have fallen into the gully itself.

e) **Key Performance Indicators**

- Number of gullies cleansed against total number of gullies in the area
- Frequency of gulley cleansing

3.2.3 Street Cleansing

Contact

Helpline 2477500



Principal Area Manager as notified page 22 and 23

a) Aim

To maintain the streets of Leeds in a clean and acceptable condition.

b) Services

We will:

Sweep mechanically, both roads and footways
Litter pick manually
Remove dead weeds and other detritus

c) Response Times

As per schedule detailed on the web site.

d) Customer Obligations

We would like you to:

Notify the Helpline if the area falls below an acceptable standard

e) Key Performance Indicators

- % of relevant land and highway assessed as having combined deposits of litter and detritus.

3.2.4 Street Washing

Contact

Helpline 2477500



Principal Area Manager as notified on page 22 and 23

a) Aim

Thorough cleanliness of streets

b) Services

We will:

Power wash targeted spillages and areas of known heavy footfall / usage

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c) Response Times

As per schedule detailed on the website.

d) Customer Obligations

We would like you to:

Notify Helpline of streets requiring washing

e) Key Performance Indicators

- Number of streets washed against agreed schedule.

3.3 Street Cleansing Ancillary Services

3.3.1 Needle picking Service

Contact

FREE PHONE 0800 1386227

a) Aim

Removal of discarded hypodermic needles and associated drug paraphernalia

b) Services

We will:

Collect and dispose of by incineration

c) Response Times

Depends upon location, higher priority being given to schools, playgrounds etc
Please note that this is a Monday to Friday service.

Where no complaints are received, the crew patrol known drug dens and remove needles as appropriate.

d) Customer Obligations

We would like you to:

Inform free phone number of all instances where needles are discovered.

3.3.3 Ginnel Cleaning

Contact

Helpline 2477500



Principal Area Manager as notified page 22 and 23

a) Aim

The cleansing of connecting footways

b) Services

We will:

Delitter, remove weeds, sweep.

c) Response Times

Inspection within 7 days of report and work then prioritised as appropriate

d) Customer Obligations

We would like you to:

Notify Helpline of all complaints

e) Key Performance Indicators

- Number of reported ginnels cleansed within 7 days of report
- Number of ginnels cleansed on schedule within the area.

3.3.3 Fly -tipping Removal

Contact

Helpline 2477500



Principal Area Manager as notified on page 22 and 23

a) Aim

Removal of fly tipped and dumped waste on the public highway

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b) Services

We will:

Inspect the area and remove waste as appropriate.

NB. In some instances, waste is dumped in such large quantities that the hire of mechanical shovels and tipper trucks is required. This type of equipment has to be hired by the day, and therefore under such circumstances, there may be a short delay until a sufficient volume of work has accumulated.

c) Response Times

As per previous schedules

d) Customer Obligations

We would like you to:

Notify the Helpline of all complaints of fly tipping and dumping.

e) Key Performance Indicators

- Number of fly tipped incidents reported
- Instances of fly tipping investigations
- Number of prosecutions for fly tipping initiated
- Average number of days taken to remove fly tips

3.3.4 Enforcement

Contact

✉ CS Enforce@leeds.gov.uk

a) Aim

We aim to help the people of Leeds enjoy a cleaner, greener, safer City. We aim to have clear, agreed and transparent policies. Offenders will be treated equitably, and with respect, but will have to comply with zero tolerance approaches which help improve the visual environment and the quality of life for the majority in a community.

b) Services

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We will: enforce the law associated with litter; fly-tipping; commercial waste; dog fouling; stray/abandoned/ dangerous dogs; domestic waste; fly posting; placards; overhanging vegetation; abandoned vehicles; A-Boards and other miscellaneous offences.

Work is carried out in response to requests for service, and, proactively, through intelligence led initiatives and educative approaches. A high profile approach is taken including the use of notices, fixed penalty notices and prosecutions. Partnerships with the Police, trading standards, environment agency and others are used to help deliver these aims

c) Response Times

100% dangerous dogs posing a risk responded to urgently

90% reports regarding stray dogs responded to within 1 working day

Other activities are primarily investigative and do not have response times set.

d) Customer Obligations

We would like you to inform us if you witness any environmental crime taking place. If your evidence is good, we will pursue the matter with a view to prosecution.

e) Key Performance Indicators

Enforcement is delivered by a small team operating on a city wide basis. The following relevant KPIs are available on an area basis.

- Fixed Penalties for all offences except dog fouling
- Fixed Penalties for Dog Fouling
- No. of legal Notices issued in period (sec 47, sec 46, sec 59, sec 215, sec 34(5), sec 80)
- No. of dogs returned to owner
- No. dogs taken to kennels
- % dangerous dogs posing a risk responded to urgently
- % reports re stray dogs responded to within 1 working day
- No. of prosecution case files submitted
- No. summonses heard in the period
 - No. found guilty
 - No. found not guilty

Performance Monitoring and Review

4.0 Performance Monitoring and Review

4.1 Aim

To monitor and review the services provided to improve efficiency and customer satisfaction, and in all service areas set up and maintain a robust system for the management and measurement of our performance (cost and quality) against specific tasks and indicators.

4.2 Monitoring and Measurement Mechanisms

A number of performance monitoring mechanisms are already in place in some of our service areas. The intention is to implement comprehensive systems and practices to enable performance measurement for all areas so that the results can be communicated and easily accessible to all our customers and more formally to the Area Committees.

We will undertake the following to produce and inform our Performance Report and to achieve effective performance monitoring of our services:

- Undertake periodic customer satisfaction surveys, analyse and publish results
- Issue consistent customer satisfaction/complaint questionnaires and act upon feedback
- Produce ad hoc and regular service reports on performance against jobs and indicators
- On behalf of the customer undertake random supervisory checks of jobs no less than once in every 3 months
- Maintain activity log books for periodical and special works
- Monitor the number of compliments and complaints received
- Analyse and act upon complaints/complaints received
- Make comparisons with similar organisations and professional disciplines

4.3 Review

This agreement will be formally reviewed on an annual basis by the Area Committee and subject to on-going review by client focus groups which will comprise of Area Management Teams and Area Forums. The Forums will discuss all aspects of service delivery, resolve problems and review opportunities for improvement and change.

Generally, the groups will be required to:-

- Review service performance against the obligations set out in this Agreement
- Review customer requirements
- Discuss and recommend any changes to customer requirements or future demands that Streetscene Services or the customer may have for additional services

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- Review the application of service levels and standards and consider any recommendations for change or improvement
- Share information with regard to departmental and Streetscene Services plans which may impact on service delivery
- Ensure that the service meets customer needs and expectations

5.0 Complaint/Compliment procedures

5.1 Complaints

Our aim is to deal with all complaints effectively and efficiently and to take immediate remedial action to resolve the complaint and to take steps to avoid a re-occurrence. The following procedure will be activated when a written complaint (i.e. via email or letter) is received.

Any matters of dispute or dissatisfaction, after having been addressed initially by the Principle Area Manager or Area Manager, regarding the services provided or standards described in this Agreement should be escalated as follows:

a) **First Level**

The matter, if unresolved, should be raised with the manager responsible for the service section who will review the matter within 3 working days. If the matter is complex and it is not possible to fully resolve within this timescale then an interim response will be made within the 3 working days, and the matter finally resolved within 15 working days.

Section	Person Responsible
NB - all staff quoted are on E mail system	
NORTH WEST	Vacant Post
NORTH EAST	Ray Johnson 2243349 or 07891 273728
SOUTH	Andrew Milnes 2478438 or 07891 273737
EAST	Vacant Post
WEST	Vacant Post
Enforcement	Steve Waterhouse 2476470

b) **Second Level**

The matter should be referred to the Head of Section who will review the issue and endeavour to resolve it within 3 working days or if complex within 15 working days as described in the first level.

**Area Management Service Level Agreement 2005
Streetscene Services**

Section	Person Responsible
NORTH WEST	Paul Sanderson 2146540 or 07891 273797
NORTH EAST	Glenn Maude 2243390 or 07891 273714
SOUTH	Paul Finnigan 2476277 or 07891 273723
EAST	Glenn Maude as above
WEST	Stephen Wetherill 2243349 or 07891 273826
Enforcement	Graham Wilson 3951501

c) Third Level

If the matter remains unresolved having exhausted all levels the issue, together with appropriate management and customer reports, should be forwarded to the Chief Streetscene Officer (or nominee if appropriate). A final review and response will be made to the complainant within 15 working days.

5.2 Compliments

Our staff are working extremely hard to look after the city and the Area Committee area and often compliments are taken for granted. As such,

We welcome:

- Constructive criticism and comments to enable us to improve our service in the future
- Compliments where they are well deserved because they are important in assisting with staff motivation

In respect of complaints and compliments generally,

We would like you to:

- Liase through the Helpdesk to resolve difficulties or pass on compliments
- Escalate your complaint to the appropriate member of staff as described in the complaints procedure
- Complete our customer satisfaction and/or complaints form so that we can monitor and identify trends
- Provide us with as much information as possible so that we can investigate your complaint thoroughly

Education and Awareness in Leeds 2005 – 2006



Contact:
Sheridan Hilton
Education and Awareness Officer
Tel: 0113 3950778

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Service Plan Summary

Leeds Education and Awareness Team Strategic Plan 2005 – 2006

Introduction

- Description of the service (purpose and function)
- Team Structure

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- Service Plan Brief

Budget Estimate

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Service plan Summary

Our vision

To promote environmental achievement through learning to all the people who live work and study in Leeds.

Strategic Priorities

Our priorities are contained in the table below. This table has been formulated in consultation with the Education Team, the Strategy and Development Manager and the Recycling and Waste Manager. The table is linked to the Integrated Waste Management Strategy.

Priorities	Objective 1	Objective 2	Objective 3
Reach a wide range audience across the City of Leeds	Improve and develop awareness opportunities to schools and community groups	Maintain excellent customer care and meet the needs of the community	Develop increasingly effective partnerships
Develop effective internal resources	Improve access to services including websites and downloadable resources	Develop high quality services and resources	Develop performance/ evaluation monitoring
Develop and maintain a good reputation with the public	Develop "One Brand"	Deliver clear and up to date message	Praise and promote the good work of Leeds Citizens

The Education and Awareness Service Plan will support each city wedge by integrating the District Partnership Implementation Plans. Joined up thinking will help raise awareness of environmental issues and help improve the quality of the built environment through partnerships with each wedge.

Monitoring Arrangements

The delivery of the service plan will be monitored at the Education Project Board Meetings. The Board is made up of officers from City Services and Development, who meet monthly to review performance and decide what action must be taken to improve. The education and

Awareness Officer manage the delivery of all action with the Education and Awareness Assistants and report the progress for each wedge. The members of the Board will monitor all projects/campaigns, plans and risks. Self – evaluation will be embedded into the monitoring process to continually improve the Education and Awareness Programme.

Sheridan Hilton
Education and Awareness Officer

Leeds Education and Awareness Team Strategic Plan 2005-2006

Leeds is a diverse and vibrant community with a growing population. As a local authority, part of our role is to help raise awareness of the issues and educate. We want people in their homes and at work to know what is happening and to participate in our initiatives. Education plays a central role in improving people's access to such initiatives. Being an included citizen is key to accessing the benefits of a modern society and this is what the service plan will aim to achieve.

We intend to achieve this by:

- Feedback
- Campaigns and publicity supporting the waste strategy
- Supporting our recycling initiatives
- Education programmes to Schools and Community Groups

Our vision

To promote environmental achievement through learning to all the people who live work and study in Leeds.

The Integrated Waste Management Strategy aims in part to “Change the culture and behaviour of the public and businesses to make a positive step towards waste prevention and recycling”. This aim is reflected throughout our strategic plan for Education and Awareness and will be delivered through a range of services. The targets and performance measures set out in the Education and Awareness Service Plan will be monitored through our performance management arrangements. We cannot do this without the support of schools community groups and partners in other agencies in the community.

We must be more aware of how our actions affect the people we interact with, the local and the global environment and the legacy we live for future generations long after we are gone. The role of the Education and Awareness Team must be to not only act on all of this by helping schools and community groups to be more environmentally aware, but to get the message across effectively and make it stick. Making sure that adults and children alike are aware that what they do in their day to day lives has huge implications for everyone in this country and the world; “Thinking Globally, Acting Locally” – enabling all the citizens of Leeds to exercise informed and responsible choices.

Strategic Priorities

Our priorities are contained in the table below. This table has been formulated in consultation with the Education and Awareness Team, the Strategy and Development Manager and the Recycling and Waste Manager. The table is linked to the Integrated Waste Management Strategy.

Priorities	Objective 1	Objective 2	Objective 3
1. Reach a wide range audience across the City of Leeds	Improve and develop awareness opportunities to schools and community groups	Maintain excellent customer care and meet the needs of the community	Develop increasingly effective partnerships
2. Develop effective internal resources	Improve access to services including websites and downloadable resources	Develop high quality services and resources	Develop performance/ evaluation monitoring
3. Develop and maintain a good reputation with the public	Develop "One Brand"	Deliver clear and up to date message	Praise and promote the good work of Leeds Citizens

The Education and Awareness Service Plan will support each city wedge by integrating the District Partnership Implementation Plans. Joined up thinking will help raise awareness of environmental issues and help improve the quality of the built environment through partnerships with each wedge.

Priority 1

The audience includes schools, community groups, the city at large and partners. School awareness is a key aim and is addressed through priority 2. In supporting schools, the wider community and partnerships the Education and Awareness Team endeavours to promote the cleaner, greener, safer message. Targets to increase the inclusivity of school, the wider community and to tackle areas of low awareness are measured through priorities 2 and 3.

Improve and develop awareness opportunities to schools and community groups

Developing a wide range of different projects is key if the team want to actively work with schools and the wider community of Leeds. It is important that both schools and community groups find the awareness opportunities useful to them. As a result, all school initiatives will be linked to the National Curriculum. These will include:

- **SORT IT:** Primary schools will be able to book recycling workshops and assemblies up to key stage 2. This programme is delivered through LCC, BTCV and Groundwork Trust - a three way partnership, is free of charge and available to book from 01/01/2005.
- **Teacher resources:** All primary and high schools will be able to access recommended teachers resource list and stats and facts pack (Q and A) for guidance in teaching recycling and waste with in the class room. These are going to be soon available on line.
- **HWSS visit:** Schools will be able visit their local Household Waste Sorting Site for a guided informative tour. A maximum of fifteen students are allowed on site in any one visit (limited due to H & S).
- **Litter education:** Schools will be able to receive guidance in setting up litter education. The Education Team will offer to facilitate stakeholder meetings and give assistance on the educational side. The aim of this exercise will be to encourage the school to take ownership of the litter problem, but also involve affected stakeholders (e.g. school, parents, residents) to find a common solution.
- **Community And City Pride:** Schools will be invited to participate in Community and City Pride, an innovative competition to reward those groups participating in activities that take care of the environment and neighbourhood, e.g. litter picks, recycling projects, reuse waste projects.
- **Other projects:** Other projects will be available (see programme).

Similar activities will be available to community groups:

- **Talks and presentations:** Community groups will be able to book presentations and talks for a wide range of subjects free of charge.
 - ‘Sustainable Waste Management’ - reduction, reuse, recycling and recovery energy from waste
 - ‘Real Nappies’ - the alternative choice to disposable nappies
 - ‘Composting’ - practical compost demonstration
 - ‘Community and City Pride’ - workshop on how to arrange a community clean up and what resources and support are available

All initiatives can be tailored to the target audiences and will be addressed through priority 2 through the development of quality services and resources.

- **HWSS visit:** community groups will be able to visit their local Household Waste Sorting Site for a guided informative tour. A maximum of fifteen people are allowed on site in any one visit (limited due to H & S).
- **Community And City Pride:** Community groups will be invited to participate in Community and City Pride, an innovative competition to reward those groups participating in activities that take care of the environment and neighbourhood, e.g. litter picks, recycling projects, reuse waste projects.
- **Road shows and information stalls:** The Education Team has resources to participate in and support community events with information stalls and a display caravan.

Maintain excellent customer care and meet the needs of the community

In order to maintain excellent customer care the Education and Awareness Team will need to evaluate and monitor the services provided. For all presentations/workshops and targeted projects there will be an evaluation form handed out. This will not only monitor the numbers targeted but will give an indication of:

- Learning level
- Enjoyment level
- Appropriate to the audience (was the decimation of information appropriate to the audience)
- Learning outcomes (specific to curriculum and schools)
- Areas for improvement and further comments
- Self assessment by LCC Education and Awareness Team Member

In order to meet the needs of the community, services such as talks/presentations and workshops will be tailored to meet the needs of the audience. This will be done through consultation with the audience before hand.

Develop increasingly effective partnerships

Working in partnership is important in establishing and maintaining best practice services to schools and community groups. The Education and Awareness Team will endeavour to work in partnership at every

opportunity to ensure the citizens of Leeds receive good quality services and maintain best practice. This will also allow the team to reach the widest audience possible and deliver services which can be tailored to meet the needs of the community.

Priority 2

The Education and Awareness Team aims to improve and develop effective internal resources in three key areas, Improve access to services including websites and downloadable resources, develop high quality services and resources and develop performance/ evaluation monitoring. A number of projects will be delivered to meet this aim over the period 2005-06 and the priorities will be used to measure our success. Access to education services can be improved for external customers, as our website resources come on line. Developing high quality services and resources is a key aim of the team. This will be achieved through partnership working (both in-house and externally) to deliver innovative projects and good customer care insuring the public are not only informed but also:

- Not alienated
- Get involved
- Spread the word

Within this priority, the Team has also identified performance management as a specific area of development. Another key area of improvement includes:

Improved use of information, communication and technology (ICT)

Improve access to services including websites and downloadable resources

The Education and Awareness Team will continuously promote all of its services to ensure the public know of them and how to access the services and the information they provide.

Develop high quality services and resources

Developing high quality services and resources are key to raising awareness effectively across the city. In order to reach the widest audience, the services and resources for the Education Programme will be tailored to different audiences:

Schools

- Presentations/talks and workshops will be Key Stage specific to fit the National Curriculum

- Teacher resource Packs will be developed to include general information on waste and recycling. The packs will contain facts/figures and ideas for follow up work to be carried out in the classroom. To complete the pack, there will be examples of lesson plans and worksheets to use in class.
- Teacher training days will be identified and delivered. These will educate teachers about waste and the environment and how to link it to Citizenship topics. These sessions will empower teachers to take action in school and include waste as a topic taught in school. There will also be opportunities for future links to local partners to further increase awareness.
- Various other projects discussing litter, composting using the media of art and the performing arts.
- The LCC website is to be updated to contain relevant information, contact links and downloadable resources.

Community Groups

- Presentations/talks and workshops will be targeted to fit the needs of the audience.
- Leaflets and other publications in various languages will be available to raise awareness of black landfill bins, green recycling bins, litter and other waste topics.
- The LCC website is to be updated to contain relevant information, contact links and downloadable resources.
- Road shows and information stalls: The Education Team has resources to participate in and support community events with information stalls and a display caravan.

Develop performance/ evaluation monitoring

In order to maintain excellent customer care the Education and Awareness Team will need to evaluate and monitor the services provided. For all presentations/workshops and targeted projects there will be an evaluation assessment form. This will not only monitor the numbers targeted but will give an indication of:

- Learning level
- Enjoyment level
- Appropriate to the audience (was the decimation of information appropriate to the audience)
- Learning outcomes (specific to curriculum and schools)
- Areas for improvement and further comments
- Self assessment by LCC Education and Awareness Team Member

An annual self-evaluation of the Education Programme will be undertaken which focuses on monitoring and reviewing achievements. This process will provide the Education and Awareness Team with appreciative information and the ability to spread good practice throughout the team.

Priority 3

Establishing a good reputation with the public is key if we want to maintain a high level of awareness across the city. By doing this we can effectively increase recycling rates through active participation because the public have the knowledge of how and why.

Develop “One Brand”

Branding of the Education and Awareness Team will allow for instant recognition of the Education Programme and the services it provides. Establishing a good reputation with the public will promote priority 1.

Deliver a clear and up to date message

This will allow the team to raise awareness effectively. We will do this by linking our waste management activities into the education programme. This will allow for a clearer understanding of what happens to Leeds waste through the stages of the waste hierarchy, This in turn will keep the public updated.

Praise and promote the good work of Leeds Citizens

The Education and Awareness Team will provide information on how well we are doing. This will show that we are working in partnership with the community. We will do this because it is important to tell the citizens of Leeds how well they are doing to encourage further effort.

Introduction

City Services Department employs an Education and Awareness Team in its Recycling & Waste Management section to promote recycling and reduce littering across the city. The team will consist of one officer and five assistants. Each assistant will be responsible to promote the work of the Education team in their designated wedge. The table below shows who is responsible for each wedge. The Education and Awareness Officer will cover the East wedge until the vacancy is filled.

Sheridan Hilton	Education and Awareness Officer
Kate Stanley	Education and Awareness Assistant (NE Wedge)
Vacancy	Education and Awareness Assistant (E Wedge)
Rachel Charlton	Education and Awareness Assistant (S Wedge)
Patricia Ogunbor	Education and Awareness Assistant (E Wedge)
Emma King	Education and Awareness Assistant (NW Wedge)

The purpose and function of the Education and Awareness Team is to promote the reduction of waste across the city. This will be carried out through various campaigns and initiatives targeted to a wide range of audiences. The aim of the varied initiatives will primarily be to promote an increase in recycling rates and a reduction of waste going to landfill. To achieve this, the Education and Awareness Team will deliver effective campaigns tailored to the needs of the audience of each particular wedge.

The Education and Awareness Team will also deliver campaigns to raise awareness of litter as well as composting.

Facts and figures

Recycling and composting of household waste targets for Leeds:

- 14% by 2003/04
- 22.7% by 2004/05 LPSA target (25% nationally)
- 30% by 2010
- 33% by 2015

(Source: Council Waste Strategy)

In order to meet these targets Leeds City Council must educate and raise awareness to allow the citizens of Leeds to make informed decisions about waste and the environment they want to live in.

Structure

City Services Department employs an Education and Awareness Team in its Recycling & Waste Management Department to promote recycling and reduce littering across the city. The team will consist of one officer and five assistants. Each assistant will be responsible to promote the work of the Education Team in their designated wedge.

Education and Awareness Officer

<u>Responsibilities</u>	<u>What does it mean</u>	<u>Action</u>
Strategy		
Assist Strategy and Development Manager	Liaise with Pippa, Graham W., Graham H. and Roger Foyle	Regular meetings, input for and feedback of Education work
Ensure delivery of Best Value Services	Monitor and evaluate	Develop evaluation system
Meet objectives of the Council Corporate Plan	Liaise with relevant clients: RCA, Streetscene, Enforcement	Sit on Education Project Board & Ops Board
Operational		
Develop, implement and monitor Education Programme	Make sure that overall objectives are met	Develop projects, raise profile of projects, set procedures for project work, evaluation and documentation
Develop partnerships with Schools, Businesses, Community Groups and other stakeholders	Make contact	Go to stakeholder meetings (city wide) and develop contacts database
Represent the Service	Represent the team externally and internally	Go to stakeholder meetings (city wide) Sit on board meetings, Education Project Board, Ops Board
Responsible for customer related issues	Implement customer care service	Deliver quality service
Management		
Management of assistants	Oversee development, training, sickness, absence, disciplinary, grievance	Support and promote assistants, take care of equal ops, H&S, organise workload
Management of budget	Plan and oversee budget activities	Budget plan written

Education and Awareness Assistants

<u>Responsibilities</u>	<u>What does it mean</u>	<u>Action</u>
<u>Strategy</u>		
Assist the Education & Awareness Officer in developing creative ideas	Develop creative ideas and projects for the Education Programme	Develop project proposals for the Service Plan
<u>Operational</u>		
Develop resource materials	Work together as a team to	Develop leaflets and campaign promotional material, posters etc
Assist in the implementation of Education Awareness Programme	Deliver aspects of projects for their respective wedges	Work with schools, community groups and other partners to deliver programme.
Monitor and evaluate projects	Use monitoring form to collect information about the audience and the quality of the service	Deliver evaluation monitoring form at the end of the project/session and complete the self evaluation section.
Responsible for customer related issues	Implement customer care service	Deliver quality service
Represent the Service	Represent the team externally and internally	Go to stakeholder meetings (city wide) Sit on board meetings, Education Project Board, Ops Board
Update Officer on progress of projects in respective wedges	Sit on monthly team meetings	Write progress report and discuss in meetings.

Education and Awareness Programme

The Education and Awareness Programme is split into several sections, all of which are detailed on the next page. Full details of all the projects can be found in the appendix.

The service plan has identified 3 delivery priorities within the Education and Awareness Programme.

Delivery Priority 1

Increasing participation in Recycling

The Education and Awareness Team will deliver the programme with a strong emphasis on the importance of recycling, taking ownership for our actions, living in a cleaner, safer, greener city and looking after our local and global environment.

Delivery Priority 2

Reducing contamination of Green Recycling Bins

Contamination of green recycling bins is around 200 tonnes as month. Through clear pictorial messages and simple presentations, the Education and Awareness Team will aim to reduce the amount of contamination.

Delivery Priority 3

Increase awareness of littering

Littering around schools has been identified as an issue that needs addressing as some residents living near schools have been sending in complaints. Through partnership working with both schools and residents, the Education and Awareness Team will strive to raise awareness of litter leading to direct action.

Service Plan Brief

Education and Awareness Campaign Plan					
	2005/6				
Event	Action	When	Partners	Targets/ Outcomes	Evaluation
LCC Staff	Council Staff				
	Staff newsletters (Grapevine etc)	As and when	LCC		
	Recycling and Waste Staff				
	Develop a staff notice board in the office	May-05	City Services	Change once a month	
	Develop Staff newsletter	May-05	City Services		
Primary Schools					
	"Sort It" Primary School Recycling Programme	April 05 - March 06	BTCV Groundwork Trust		
	School Paper Recycling Schemes and LCC School Recycling Awards	September 05 - March 06	Education Leeds/ONYX	25 schools	List of Schools participating and tonnages from each school (weight slips)
	5 Teacher Placement Days	September 05 - March 06	Education Leeds/EBP/ BTCV/GW	50 primary Schools, 50 teachers	Evaluation Form
	Aim to develop partnership to provide every primary school with free compost bin to compliment Healthy Schools initiative	September 05 - March 06	Contract out to tender	25 schools	Number of Schools with compost bin
	Aim to work in partnership with Env City and BTCV to develop primary school education strategy for composting	Awaiting successful bid	BTCV		CRED Bid in September round
Secondary schools					
	School Paper Recycling Schemes and LCC School Recycling Awards	September 05 - March 06	Education Leeds/ONYX	25 schools	List of Schools participating and tonnages from each school (weight slips)
	Litter Awareness Campaign for 25 High Schools	September 05 - March 06	Education Leeds/Theatre Group	25 schools	Evaluation Form
Primary and Secondary Schools					
	Update Web Site Primary & Secondary- Key information page, Teachers Resources to down load and useful links	Available from September	Env City		No of Hits and Downloads, electronic questionnaire for teachers
	Actively promote LCC Education Waste Programme to schools through Education Leeds	June 05 - March 06	Education Leeds,	30 High Schools	50% uptake

	Re-launch HWSS visits via Education Leeds bulletin e-mail and website	September 05 - March 06		25 schools	Questionnaire for schools
	Actively promote school recycling/re-use programmes i.e. mobile phones - CD's - computer games	April 05 - May 06	Recycloop		List of Schools participating and tonnages from each school (weight slips)
Universities					
	Book advertising space at universities IT dept at beginning of each term	Sept / Jan / April	University		
	Arrange information stalls for fresher fairs and exodus events	Sept / Jan / April	University		
	Student Focus Group Consultation	As and When	University		
City Wide Advertising Campaign					
	Library Bookmarks	April -May 2005	Community Press	20000 bookmarks sent out	Bookmarks delivered to Libraries
	SORT-IT Booklet-(Better Citizen, Sort bin HWSS, and Bulky Waste)	May-June 2005	Enforcement/ City print		
	Crime and Grime Leaflet	April - May 2005	Enforcement/ City print		
	Oops Sticker for Sort Bin	May-June 2005	Enforcement/ City print		
	Recycle Sticker for Black Landfill Bin	May-June 2005	Enforcement/ City print	All bins to get sticker	Stickers on Bins
	What goes in the Sort Bin Sticker	May-June 2005	Enforcement/ City print	All bins to get sticker	Stickers on Bins
	Dog Fouling Posters	October - November 2005	Env. Health, Enforcement		
Caravan					
	Revamp with professional promotional material	May - June	Springboard		
	Roll out to shopping, leisure centres, libraries	July - September			Questionnaires
Composting					
	Promote composting at home through demonstrations at HWSS				Still to decide what to do
Web Site - create/revamp pages on the following:-					
	Green Bin - cradle to grave	April -March06	Inhouse		
	Composting at home and HWSS				Record number of hits
	Waste minimisation schemes				Record number of hits
	Re-use schemes in Leeds				Record number of hits
	Recycling Facilities in general - HWSS Bring Sites				Record number of hits
	Schools				Record number of hits
	tonnage				Record number of hits

	Real Nappies	Jun-05			Nappy Week Evaluation
Businesses	E - Mail Out				
	How to be an better business leaflet -minimisation and recycling - cigarette waste	May	Enforcement, Environment City		Electronic questionnaire
Community / Housing / Voluntary Grps					
	Attend community group meetings as guest speakers to deliver presentation on Recycling and Waste	April - March	Wedge Mng	75 groups	Evaluation Form
	Attend Community Festivals/fairs	As and When		Attend 10	
	Invite community/housing/voluntary groups to HWSS visit	June/July/August	Wedge Mng	Invite 10	Evaluation Form
	Ethnic leaflets	May/June 05			
	Faith Groups and Asylum Centre	June - march 2005	Faith Groups/ Asylum Centre		
	Invite community/housing/voluntary groups to take part in clean up	June/July	Wedge Mng		
	Door Knocking				
	Target hard to reach groups through door knocking schemes - pilot project in Beeston. If successful to expand to Harehills and Hawksworth Estate	July - August for Beeston	Wedge Mng		
	Action Boxes				
	Arrange for boxes to be loaned out to community groups, summer activity groups etc providing resources and games and leaflets on environmental matters	April -March		10 requests	Monitor number of requests
	Press				
	Stories to be released all year - YEP. Local rags			1 per month	
	Release stories of interest to internal magazines i.e. grapevine, filter stories to ALMO's magazines				
Campaigns					
	City Wide Advertising Campaign				
	Evaluate previous advertising campaign and develop it further to ensure a better success rate i.e. backs of buses, bus shelters, insides of buses, sides of buses.	April - March	VOX POPS		
	Bin Wagons - change displays	September			
	Utilise advertising space on other Council vehicles i.e. dog patrol, enforcement vehicles	September			
	City Buses Campaign	September	Viacom		
	Cab advertising	September	Cabmedia		
	Develop a regional radio advertising campaign covering generic subjects of litter and recycling	September/December	WY Councils		

	Community and City Pride Campaign				
	Promotion	March - Sept	Private Waste Companies		No Uptake to previous yr.
	Arrange resources for clean ups	March - Sept	Private Waste Companies		
	Awards Night	Dec	Private Waste Companies		Feedback
	HWSS Information Improvement Campaign				
	Performance Boards	Ongoing (monthly)			
	Update leaflets - gas cylinder, chemicals, full recycle story	June - Dec			
	Christmas Campaign				
	Christmas collections (yellow stickers)	Dec			
	Tree collection, cards, bottles	Dec			
	Christmas green bin promotion -	Dec			
	HWSS promotion	Dec			
	Real Nappies Campaign				
	Nappy week (Napochinos at baby cafe)	Jun-05			Still to decide what to do
	Laundering service (start during Nappy week)	6 months pilot per child - to end march 2006			
	Litter - Food on the Go Campaign				
	Link in with Healthy Schools				



AGENDA ITEM NO.:
Originator: Munaf Patel
Tel: 0113 2776357

REPORT OF THE: Director of Neighbourhoods and Housing

MEETING: Outer South Area Committee

DATE : 12th September 2005

SUBJECT : Signpost Project

Electoral Wards Affected : Ardsley & Robin Hood City & Hunslet Ward	Specific Implications For : Ethnic Minorities <input type="checkbox"/> Women <input type="checkbox"/> Disabled People <input type="checkbox"/>		
Executive Function <input checked="" type="checkbox"/>	Council Function <input type="checkbox"/>	Eligible for Call In <input checked="" type="checkbox"/>	Not eligible for Call In (details contained in the report) <input type="checkbox"/>

EXECUTIVE SUMMARY

This report summarises the work undertaken by Signpost Project since it became operational in October 2004. It highlights many of the key achievements of the Project throughout this period and the impact it has had in tackling anti social behaviour amongst 9 to 14 years old within two particular communities in South Leeds.

The report also acknowledges some of the key decisions faced by the Partnership about the continuation of the service beyond March 2006.

1.0 Purpose of report

1.1 This report serves to update members about the progress made by Signpost Project, since it became operational in October 2004.

2.0 Background

2.1 The project seeks to reduce anti social behaviour in the worse effected neighbourhoods by targeting young people (aged 9 to 14 years) who are causing the most problems. The Project seeks to intervene where the young people may have been served with an ASBO or Anti-Social Behaviour Contract. The Project has also been set up with a view to intervening prior to such legal intervention been pursued.

2.2 The key objectives of the Project are:

- To reduce reported incidents of anti-social behaviour with the targeted areas.
- To enable families to maintain tenancies and live alongside neighbours in a socially acceptable manner.
- To reduce the levels and severity of anti-social behaviour as perceived by members of the community.
- To improve the life chances of the referred young people by diverting them from criminal activity and promoting their education, health and positive leisure opportunities.
- To avoid family break up/ disruption by reducing requests for the accommodation of young people into local authority care.
- To reduce incidents of young people being excluded from school.

2.3 The Project comprises of 4 core staff, a Social Worker/Coordinator, Youth Worker, Educational Welfare Officer and Administrator (part time). In addition through negotiations with a local voluntary organization, (South Leeds Health For All) the project has recruited and employed sessional staff with youth engagement skills who are available to work evenings and weekends.

2.4 Signpost Project is part of Neighbourhoods & Housing Department and is line managed by the Area Management Team in South Leeds. The Project is a Partnership between Neighbourhoods & Housing Department, Leeds Youth Service, Education Leeds and South Leeds Health For All.

2.5 Signpost has been set up as a pilot and initially funded until March 2006, by Leeds City Council, the Neighbourhood Renewal Fund and the Home Office. The annual budget for Signpost is £250,000. The Neighbourhood Renewal Fund and the Home Office have contributed £102,000 and £100,000 respectively and Leeds City Council have contributed a further £48,000.

2.5 The Project covers two areas within South Leeds, Beeston Hill within the inner wedge and the Eastleigh area of West Ardsley within the outer wedge. **(see appendix 1)**

2.6 The Project has adopted a multi-disciplinary approach to tackling anti social behaviour, and our work falls into 3 strands:

- I. **Family Support:** (including Social Worker Support, Parenting Programmes, Family Therapy, counselling support etc)
- II. **Educational Support:** (includes Re-engaging young people into education, assist transition from primary to secondary school, advise/support families on schooling issues)
- III. **Access to Leisure & Recreational Activities:** (includes supporting young people to access existing leisure and recreational provision, one-to-one Key Worker support for young people, activities during school holidays).

2.7 Since its inception Signpost has received a total of 44 referrals from a range of agencies, and actively worked with 31 families.

2.8 The following table provides a breakdown of the total number of users of the Signpost project and which of the two targeted neighbourhoods they currently reside in.

Neighbourhood	Number of Signpost users
Beeston Hill	29
Tingley	12
Total	31
Source: Signpost Project	

2.9 The table below illustrates the number of referrals being made to the Signpost project by partner agencies in South Leeds. Over a third of young people were referred by police officers either at Holbeck, Morley or Rothwell Police stations.

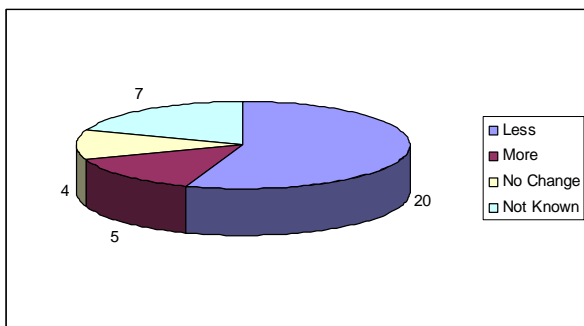
Name of referral agency/organisation	Number of referrals made
West Yorkshire Police (Holbeck, Morley and Rothwell Police Stations)	11
Leeds Anti-Social Behaviour Unit	3
Local Schools (Blackgates Primary School, Hillside Primary School, Hugh Gaitskell School, Morley High School, South Leeds High School, Woodkirk High School)	7
MART (Multi-Agency Response Team)	1
Education Welfare Officer	5
Social Services Department	3
Family Member	1
Total	31
Source: Signpost Project	

2.10 Overall, feedback from the families has been extremely positive with parents/carers emphasising that Signpost have made an impact with their family where other services have tried and failed. In addition, some of the families referred to Signpost have agreed to our involvement based on feedback they have received from other families within the neighbourhood. **(see case study - appendix 2)**

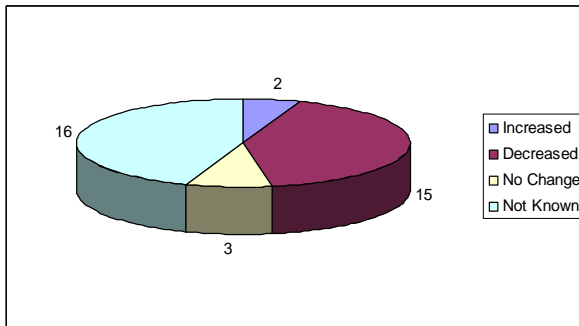
3.0 Outcomes

3.1 Offering the young people and their families a holistic package of support has resulted in significant reductions in incidents of offending and anti social behaviour amongst those individuals, some of the key outcomes achieved by signpost includes:

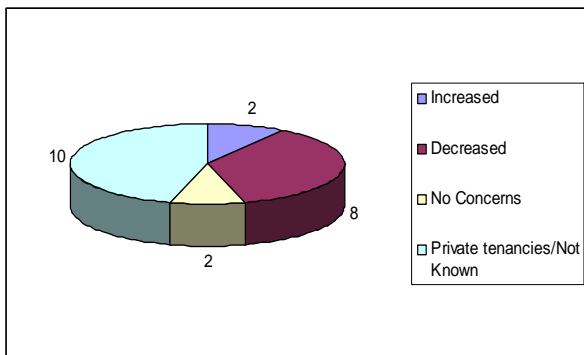
- 75% reduction in the number of offences committed by young people who are involved with Signpost.
- 55% reduction in the number of occasions, the young people were involved with the Police.
- 40% reduction in the number of instances, when the young people were being reported to the Anti Social Behaviour Unit.
- 37% reduction in the number of incidents of anti-social behaviour reported to Housing, amongst families referred to Signpost.



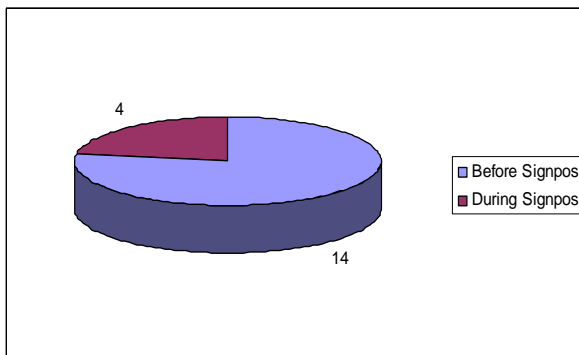
Levels of Police involvement with young people since Signpost started working with the family



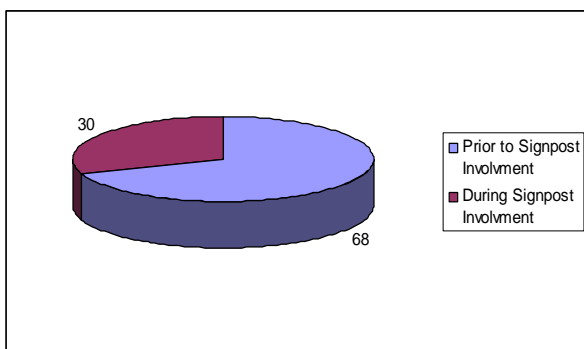
Young people involvement with Anti-Social Behaviour Unit since Signpost started working with the family



Families involvement with Housing on account of ASB



Offences committed by young people leading to Youth Offending Service Involvement



Incidents of Offending/Anti Social Behaviour

4.0 Other significant achievements

- 4.1 Signpost, in partnership with Leeds Youth Service, Hamara Health Living Project and Groundwork Leeds have been involved in organising and delivering a summer activity programme at Cross Flatts Park, **(see appendix 3)**. This programme is proving to be very popular and numbers of children and young people who attend has been consistently high.
- 4.2 Similarly Signpost in partnership with St Lukes Youth Project and Leeds Play Network have been involved in delivering a play scheme in West Hunslet which has been attended by many of the young people that have been referred to Signpost.
- 4.3 A further team of play workers delivered a range of play in West Ardsley (by The Crescent). They commenced on 15th August and operated from Monday to Friday between 10.30 am and 3.30 pm for the final three weeks of the school holidays.
- 4.4 Signpost also collaborated with St Lukes Youth Project, Education Action Zone and Area Management to run a holiday programme for children from Hillside Primary and

Greenwood Primary, as both these schools broke up a week early for their summer holidays. This programme was significantly benefited from the additional funding approved by Members from the Well Being budget.

5.0 Evaluation

- 5.1 In independent evaluation of Signpost has been undertaken by Leeds Metropolitan University. The evaluation recognises the positive impact that Signpost had made with some fairly troubled families within South Leeds, and advocates that the services offered by Signpost continue beyond March 2006, and consideration be given to expanding the geographical area served by Signpost. A copy of the evaluation report is available to members by contacting the Project

6.0 Funding

- 6.1.1 Whilst the overall feed back about the work of Signpost, from young people and their parents/carers, partner agencies and other stake holders has highly positive, the future of the Project remains uncertain as the service is only funded until March 2006. Over the coming weeks, consideration will be given at a strategic level about the future direction of the Project, whether it should continue beyond March 2006, in making such a decision the Signpost Steering Group will consider:
- I. Whether the involvement of Signpost Project has resulted in a reduction of anti-social behaviour amongst young people/ families referred to the service.
 - II. Whether the services delivered by Signpost are cost effective and offer value for money.
 - III. Should the Project continue to operate within the current geographical communities, or should it operate in other areas.
 - IV. How will the Project continue to be funded beyond March 2006.

7.0 Recommendations

- 7.1 The Area Committee is requested to note this report, and comment as appropriate.

Case Study

Family Composition

Mother	Hannah	aged 35	white	
Son	Martin	aged 15	white	Local High School
Son	Liam	aged 12	white	Local High School (excluded)

(NB All names have been changed to protect the identity of the family)

Other Agencies involved

Social Services, Education Welfare, South Leeds Homes, West Yorkshire Police, Anti Social Behaviour Unit

Presenting Situation

The family was referred to Signpost in November 2004 by the Education Welfare Service at Woodkirk High School. Both boys were known to the Police for being involved in anti social behaviour within the neighbourhood and associating with local gangs. Hannah was working very long hours and the boys were left unsupervised at home, resulting in groups of young people congregating in the house/garden. The family had come to the attention of the Anti Social Behaviour Unit, South Leeds Homes and the police on account of the boys' behaviour in the area. In November 2004 Liam was served with an ASBO Warning following a series of incidents culminating in him being spotted throwing stones at a passing bus. The boy's school attendance was almost non-existent. During this period, Hannah was experiencing mental health problems and drinking very heavily. South Leeds Homes, in response to complaints by local residents about the boys' anti-social behaviour, as well as the general condition of the garden were considering taking action against the family and agreed to refrain from this, on the basis that Signpost would be working with them.

Family Support

- Fulltime Signpost workers proved to be invaluable in supporting Hannah. They spent in the region of 50 hours over a period of six months, supporting Hannah on issues including, counseling and emotional support, practical support to apply for benefits, liaising with other agencies including mental health services and housing, and attending school meetings and acting as advocates for the family.
- Hannah has completed the Signpost commissioned, Escape parenting course which ran for half a day a week over 7 weeks.
- Hannah has had a family therapy sessions with Liam and Martin, where the relationships and dynamics within the family were explored, and strategies for managing the boys anti social behaviour were devised.

Educational Support

- This included supporting Liam to be reintegrated back into school following a lengthy period of truancy
- Negotiating an alternative timetable for Liam
- Supporting Hannah during meetings with school

Access to leisure and recreational activities

- Both Liam and Martin were allocated a sessional key worker who supported them to access leisure and recreational activities such as boxing, DJ workshops, car mechanics, cooking, football and school holiday activities.
- Between November and May the sessional worker called for Liam 31 times, and successfully completed sessions on 27 occasions. These sessions ranged from two to four hours and included him attending Hunslet Boys & Girls club.
- These trips were only allowed to happen in exchange for certain behavioural targets being achieved. Over the months the sessional worker noticed Liam developing in self-esteem and confidence, but also she has recorded a real reduction of Liam's involvement in ASB and nuisance behaviour in the area, which has also been confirmed by neighbours.

Prospects for the future

The key to Liam's further improvement must lie in his schooling and the capacity of his mother to reinforce this and the other positive ideas and activities Signpost has shown them. Time and money have been spent on capacity development and on empowering the family, and they are now facing the future with a degree of optimism they have not felt for years.

Cost of interventions

Type of Intervention	Total
Session Worker Involvement 33 sessions @ 3 hours per session	£1,485.00
Parenting Programme including staff support	£ 660.00
Family Therapist	£ 100.00
Staff support including attending meetings, liaising with other agencies, travel expenses etc	£1,200.00
Social Worker Involvement	£ 500.00
Management Support	£ 460.00
Activities	£ 250.00
Administration time	£ 300.00
TOTAL	£4,995.00

Impact of Signpost interventions

1. The Project has received very positive feedback from Hannah, Martin and Liam about the impact our involvement has had with the family. The family has addressed the vast majority of issues initially presented at the onset of our involvement.
2. There have not been any reported incidents of anti social behaviour for some months and the state of the garden and house has improved enormously.
3. Feedback from other agencies (Police, ASBU, Housing) suggests the family no longer pose same concerns for them.
4. The Project has received feedback from other families in the neighbourhood who have commended Signpost staff for their ability to address the concerns that was being voiced about Hannah and her children, so much so that other families who have subsequently been referred to Signpost have agreed to our involvement on the back of the changes they have witnessed in Hannah and her boys.



Appendix 3
Cross Flatts Park
Summer Programme
July 2005-August 2005



<i>Day/Date</i>	<i>Time</i>	<i>Venue</i>	<i>Activity</i>	<i>Age</i>	<i>Staff</i>
Tuesday 19 th July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 20 th July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 21 st July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Tuesday 26 th July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 27 th July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 28 th July	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Tuesday 2 nd August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 3 rd August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 4 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Friday 5 th August	3pm -5pm	Cross Flatts Park	Football, Cricket, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Monday 8 th August	3pm -5pm	Cross Flatts Park	Football, Cricket, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Tuesday 9 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 10 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 11 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Friday 12 th August	3pm -5pm	Cross Flatts Park	Football, Cricket, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Monday 15 th August	3pm -5pm	Cross Flatts Park	Football, Cricket, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Tuesday 16 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 17 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 18 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Friday 19 th August	3pm -5pm	Cross Flatts Park	Football, Cricket, Multi-Sports, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Monday 22 nd August	3pm -5pm	Cross Flatts Park	Football, Cricket, Multi-Sports, Arts & Crafts etc.	8+	Hamara, Groundwork, Sign Post, Youth Service
Tuesday 23 rd August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Wednesday 24 th August	3pm-5pm 6.30pm-8.30pm	Cross Flatts Park Cross Flatts Park	Football, Cricket, Arts & Crafts etc. Football, Cricket, Arts & Crafts etc.	8+ 13-19	Youth Service, Sign Post, Hamara, Groundwork
Thursday 25 th August	TBC	Cross Flatts Park	Barbecue	ALL	Hamara, Groundwork, Sign Post, Youth Service
Friday 26 th August	TBC	TBC	Trip	ALL	Youth Service, Sign Post, Hamara, Groundwork

Contact details	Starr Zaman Hamara Healthy Living Centre 277 3330	Abu Bokkar Leeds Youth Service 277 8224	Parvez Hussain Groundwork 238 0601	Sign Post One Stop Centre 277 6357
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AGENDA ITEM NO.:
Originator: Gerry Shevlin
Tel: 3951658

REPORT OF THE: Director of Neighbourhoods and Housing

MEETING: Outer South Area Committee

DATE : 12th September 05

SUBJECT : Community Safety in outer south Leeds

Electoral Wards Affected :

Ardsley and Robin Hood, Morley North,
Morley South and Rothwell

Specific Implications For :

- Ethnic Minorities
- Women
- Disabled People

Executive Function	<input checked="" type="checkbox"/>	Council Function	<input type="checkbox"/>	Eligible for Call In	<input checked="" type="checkbox"/>	Not eligible for Call In (details contained in the report)	<input type="checkbox"/>
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EXECUTIVE SUMMARY

This report outlines the key achievements of the Holbeck Divisional Community Safety Partnership in 04/05. It covers actions carried out to address anti-social behaviour, burglary, vehicle crime, violent crime and substance misuse. The report contains a summary of information about the Cava operation that has taken place in West Ardsley. It provides details of performance against targets in key crime areas.

This paper is for information and discussion.

1.0 Background

- 1.1 The Holbeck Divisional Community Safety Partnership is responsible for delivering actions to reduce crime and disorder in the south wedge. It is made up of representatives from key statutory agencies. It oversees a series of problem solving groups for anti-social behaviour (ASB), burglary, substance misuse, violent crime and vehicle crime. Each group has an action plan with individual responsibility for making sure actions are delivered.
- 1.2 The problem solving groups use information provided by the Police to agree priorities across the wedge. This information is based on calls to the Police and reported crimes. The Strategic Intelligence Assessment (SIA) gives information about hotspot areas where the highest numbers of crimes are reported. It also shows the most frequent times when crimes are likely to take place, the profile of victims and the

nature of the offending behaviour. The SIA data alone does not give a full picture of crime across the wedge. So other agencies are asked to bring information to the problem solving groups about problems in their areas which may not be reported to the police. By bringing information together like this, agencies are in a better position to make decisions about where the priorities for action should be.

2.0 Burglary

- 2.1 The number of burglaries in the Division has fallen to 1287 for 04/05 compared to 1837 in 03/04 – a reduction of 29.9%
- 2.2 A range of activities have been carried out by the partnership that have contributed to this decrease in crime. The key ones are described below:
- 2.3 Smartwater property marking has been carried out in over 58 properties in the Tingley area between April and June 05. The aim of Smartwater is to deter burglary and to make it easier to return recovered property to its rightful owners. Since this work started, there have been no burglaries in Smartwatered properties.
- 2.4 Distraction burglary. A presentation was given to a group of young people at Woodkirk High School. The aim was to raise their awareness of this form of crime. It was delivered by Figment Theatre Company with support from Leeds Distraction Burglary Community Initiative. Feedback on the day was positive.
- 2.5 Crime reduction information has been distributed by PCSOs, Wardens and in publications such as the Area Committee newsletters. A quarter of burglaries are due to insecure or unlocked windows and doors, so getting these messages to the public is becoming more important.

3.0 Anti-social behaviour

- 3.1 Performance against targets: 04/05 has been a baseline year and there is some difficulty in extracting accurate and reliable data from the ASBU case and management system which will be examined in 05/06. It is not possible at this stage to show accurate figures for the inner south area. However, in south Leeds there were:
 - 52 ASBOs issued between April and Dec 04 with 102 breaches reported.
 - 25 ABCs issued between April and Dec 04.
- 3.2 A Dispersal Order has been in place in the Tingley/West Ardsley area since April 2005. There were 7 arrests in the first week for non compliance. However, officers report that since then young people are complying with the order and moving on when asked. There has been an 18% reduction in crime in that area for the first three months of the order when compared with the previous three months.
- 3.3 The Signpost project has been set up and works with five families involved in anti social behaviour in the West Ardsley/Tingley area. More information about the work of the project is contained in a separate report on this agenda.
- 3.4 Victim Support are now running regular surgeries for victims of crime in the Morley area. This was identified as a need as part of the Neighbourhood Improvement Plan for Newlands and Denshaws.

3.5 There was a Community Safety Day as part of the Rothwell carnival organised by the Area Management Team. Agencies involved were Victim Support, The Police Bus, information from ASB Team and Neighbourhood Watch

4.0 Substance misuse

4.1 South Leeds Community Drugs Treatment Service was established in October 04 to provide 210 treatment slots for drugs users in south Leeds. The position on the 11/7/05 was as follows:

- Number in treatment: 213
- Waiting list: 117 + unknown quantity of people awaiting transfer from the Drugs Intervention Program (DIP) + 5 people waiting initiation of prescribing for Drug Treatment and Testing Order (DTTO).

4.2 Additional funding was found by the DAT to employ an extra Therapist in July 2005 and an additional therapist was appointed and commenced employment. This additional funding increased the capacity of the service to 270 and there was an expectation that some criminal justice work would be taken on in addition to the SLA.

4.3 Funding has been secured by St Anne's and Hamara from Comic Relief for two part time young persons drugs workers. The male drugs worker started work in July 05. The female worker has been appointed and is awaiting CRB checks. Both workers will link in with the CDTS to support young people from BME backgrounds and to work with community groups to improve their knowledge and awareness of drugs issues.

4.4 Morley Drugs Action Group has been set up. A group of local councillors and residents meet regularly and have developed an action plan. A key project on the plan is a partnership between St Anne's Drugs Project and the Youth Service. The aims are to: research needs of drug users in Morley, to engage with drug users, to raise awareness of young people at risk of drug use and to refer into services where appropriate. The results from the St Annes / Youth Service Project will hopefully serve to make recommendations as to if other services should be provided in the Morley area for people affected by drugs. Other achievements for the group are the Teen challenges Bus hopefully coming to Morley and a directory being produced for drug services in Morley and City wide

5.0 Vehicle crime

5.1 The theft from motor vehicle target of a 25.5% reduction when compared with 2003/04 has been achieved.
The Theft Of Motor Vehicle target of a 42.5% reduction when compared with 2003/04 has been achieved.

5.2 The main hotspots for theft of and from vehicles occur in the city centre. In residential areas, the main focus of attention is distributing crime reduction messages to owners of cars.

5.3 Rothwell Inter Agency Group produced a "Which one would you prefer?" leaflet which was delivered by Police in vehicle crime hotspots.

6.0 Violent crime

- 6.1 The violent crime target has not been achieved. There has been a 6.6% increase when compared with 2003/04.
The robbery target has been achieved. There has been a 43.3% reduction when compared with 2003/04
- 6.2 Once again, the hotspot for the Division is in the city centre. There has been an increase in proactive policing with officers working longer shifts to cover the times and places when alcohol related violence is likely to occur. As there are more officers, they are dealing with more incidents and this could account for the increase in crimes being reported. The introduction of the DPPO has also helped in dealing with alcohol related violence.
- 6.3 The domestic violence problem solving group has adopted key actions from the city wide strategy to deliver in south Leeds. It concentrates on awareness raising, training for staff and sharing good practice.

7.0 Operation Cava

- 7.1 Cava is a crime and grime initiative that aims to reduce crime/ASB and clean up targeted areas. There have been three Cava operations in south Leeds so far with one of these being in outer south (West Ardsley). The outputs are as follows:
- 7.2 West Ardsley – 11th April to 17th June
- 13 tenants spoken to about rent arrears (Leeds South Homes)
 - 4 appointments made for home safety assessments (Fire Service)
 - 11 sites cleared of rubbish and fly tipping (City Services)
 - Leafletting by ASBU, Neighbourhood Watch and information delivered on fly tipping and bulky item collection
 - 2 search warrants and 1 arrest for drugs related matters, Over 90 properties Smartwatered and “footprint” leaflets delivered (Police)
 - Dispersal Order lead to 5 arrests and 50 people being asked to leave the area (Police).
 - Community clean up – attended by one resident (Area Management Team)
 - Community fun day – attended by over 300 residents (Area Management Team)
 - Adult education classes set up to begin in September (Joseph Priestley)
- 7.3 Although the activity has been closely monitored it is more difficult to work out what effect this has had and what local residents views are about this. Future operations will make sure that views of residents are included in the formal evaluation next to agency information about changes in the areas as a result.

8.0 Planned actions for 05/06

- 8.1 The Divisional Community Safety Partnership has reviewed the structure of problem solving groups and agreed to move to an area based rather than thematic approach. This means that the Outer south area will have an action group and action plan that covers the priority crimes in that area. This change will allow ongoing actions to be monitored at a local level. New actions will be agreed by consulting with local communities and analysing the crime statistics/agency data.
- 8.2 Deliver a Cava operation in priority area of the division in each quarter.

9.0 Recommendations

9.1 The Outer South Area Committee is asked to note the contents of this report.



LEEDS
CITY COUNCIL

AGENDA ITEM NO.:
Originator: Steve Burt
Tel: 0113 2883520

REPORT OF EDUCATION LEEDS' AREA MANAGER: SOUTH WEDGE

MEETING: Outer South Area Committee

DATE : 12th September 2005

SUBJECT: Horticulture/ Construction Project

Electoral Wards Affected :	Specific Implications For :
ALL	Ethnic Minorities <input type="checkbox"/> Women <input type="checkbox"/> Disabled People <input type="checkbox"/>

Executive Function <input checked="" type="checkbox"/>	Council Function <input type="checkbox"/>	Eligible for Call In <input checked="" type="checkbox"/>	Not eligible for Call In (details contained in the report) <input type="checkbox"/>
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EXECUTIVE SUMMARY

This report provides the Area Committees with information on the progress made towards the provision of alternative curriculum pathways for 14 – 16 year old students through partnership work in South Leeds.

The Report invites Elected Members to propose dates and projects where students could actively be seen to make a positive contribution to environmental improvements in South Leeds e.g. the ‘... in Bloom’ initiative. LCC Area Management is willing to assist with the submission of requests and help to co-ordinate activity across the wedge.

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BACKGROUND

1.1 Mike Johnson of Community Sustainability Limited had been working on a Groundwork Enterprise Scheme to develop and submit a European Funding bid for £400K. Unfortunately the appraiser was of the view that the primary beneficiaries of the scheme would be young people aged 14 – 16 who are ineligible to access monies from European Regional Development Funds.

1.2 From September 2004 there has been a statutory requirement that all young people should experience some work related learning at key stage 4 (age range 14-16 years). For some students an extended period of work experience will enable them to gain valuable work-related learning that is suitably accredited. In addition to this, the 14-19 strategy demands new forms of partnership and collaboration

between schools, colleges and employers to collectively meet the needs and aspirations of all local students. In addition, this qualification is intended to address the issue of the higher than average number of students with no accredited qualifications across the South Area (Source: South Area Committee Delivery Plans 2005/2006)

AREA COMMITTEE SUPPORT

- 2.1** Outer South Area Committee has allocated 20K p.a. for two years from the Wellbeing Budget and Inner Area Committee has allocated 25K p.a. for a similar period from the same pot to assist in the creation of an innovative Horticulture and Construction Scheme for 14 – 16 year old students in South Leeds.
- 2.2** Education Leeds in conjunction with Leeds City Council, South Leeds Homes and Joseph Priestley College are to work in partnership to provide high quality training for those students who are kinaesthetic learners.

3.0 Construction Programme

3.1 Year 11 (15/16 years) September 2005

As a pilot year, Leeds South Homes will be working in collaboration to support high quality vocational training. This will be made available to year 11 students. They will take a BTEC Introductory Certificate in Construction, which is a one year course. The academic units of the qualification will be taught by Joseph Priestley College. It is proposed that the vocational elements of the qualification (Painting and Decorating) will be met through placements with Leeds South Homes. Placements are to take place on Thursday mornings from January 2006 until the end of May 2006. Prior visits to sites in October and December 2005 are to be arranged to both show students a current working environment and to brief them on health and safety in context prior to starting their placements.

3.2 Years 10 / 11 (14 – 16 years) September 2006 - 2008

Students will take a BTEC Introductory Diploma in Construction. The academic units of this qualification will be taught by Joseph Priestley College (at the Morley, Beeston and Rothwell sites) with the vocational requirements met through placements with Leeds South Homes. This will take the form of whole day placements over a set period, or continuous half day placements over the two years. This qualification is supported by the Sector Skills Council as an introduction to the construction industry. It is designed to develop the practical and personal skills that learners need in order to develop confidence in their ability to work and provide a stepping stone into employment in the construction industry where some previous experience is advantageous to gain initial employment.

3.3 Long term benefits

As part of the longer term workforce planning strategy, working with schools / colleges can aid local students in developing progression pathways to become future employees in an industry which is currently experiencing a workforce deficit.

Each area has a different set of criteria to address in their sector of the city. Working with Education Leeds in supporting these qualifications will help to address the local priorities of providing cleaner and safer neighbourhoods, involving young people, regeneration and improving neighbourhoods in need.

4.0 Horticulture

4.1 Year 10 (14/15 years) September 2005

As a pilot year, Leeds South Homes will be again be working in collaboration to support high quality vocational training for Year 10 students. They will take ASDAN qualifications which are a one year course. The academic units of this qualification will be taught by Groundwork. The vocational elements of this qualification will be met through placements with Leeds South Homes and by undertaking environmental work across South Leeds including the '...in Bloom initiative. Councillors are invited to submit. Placements are to take place initially on Fridays from October until December 2005 and then will expand from January 2006 until the end of July 2006.

4.2 Years 10 / 11 (14 – 16 years) September 2006 - 2007

Students will take a full programme of ASDAN qualifications. The academic units of this qualification will be taught by Groundwork with the vocational requirements met through placements with Leeds South Homes and at sites identified by South Leeds Councillors. The programme is designed to develop the practical and personal skills that learners need in order to develop confidence in their ability to work and provide a stepping stone into employment in the horticulture and landscape industry where some previous experience is advantageous to gain initial employment.

4.3 Long term benefits

As part of the longer term workforce planning strategy, working with schools / colleges can aid local students in developing progression pathways to become future employees in the horticulture and landscape industry. Again these qualifications will help to address the local priorities of providing cleaner and safer neighbourhoods, involving young people, regeneration and improving neighbourhoods in need. Successful students who are interested in setting up in business in this industry will be eligible to apply for financial support from The Prince's Trust.

5.0 Recommendations

5.1 Members area asked to note this report.

5.2 The Report invites Elected Members to propose dates and projects where students could actively be seen to make a positive contribution to environmental improvements in South Leeds e.g. the '... in Bloom' initiative. LCC Area Management is willing to assist with the submission of requests and help to co-ordinate activity across the wedge.



AGENDA ITEM NO.:
Originator: Jackie Ingham
Tel: 0113 3951656

REPORT OF THE: Director of Neighbourhoods & Housing Department

MEETING: Outer South Area Committee

DATE : 12th September 2005

SUBJECT : TOWN CENTRE MANAGER FOR MORLEY AND ROTHWELL

Electoral Wards Affected :		Specific Implications For :	
Rothwell		Ethnic Minorities	<input type="checkbox"/>
Morley North		Women	<input type="checkbox"/>
Morley South		Disabled People	<input type="checkbox"/>
Executive Function	<input checked="" type="checkbox"/>	Council Function	<input type="checkbox"/>
		Eligible for Call In	<input checked="" type="checkbox"/>
		Not eligible for Call In (details contained in the report)	<input type="checkbox"/>

EXECUTIVE SUMMARY

The report provides information on progress towards the recruitment of a Town Centre manager for Morley and Rothwell.

It includes a draft job description and person specification for the post and seeks members' views on these.

1.0 Background

- 1.1 The Outer South Area Committee meeting of 18th October 2004 received an information report on town centre management initiatives, and approved the development of a proposal for a town centre management initiative for Morley and Rothwell town centres.
- 1.2 Since then both Morley Town Centre Partnership and Rothwell Town Partnership have been consulted on the potential for such an initiative, and both have indicated support in broad terms for the further development of such an initiative.
- 1.3 A further report to Area Committee of 25th April 2005, set out potential models for the delivery of town centre management for Morley and Rothwell. Area Committee Members sought the further development of a proposal that would employ one full time manager to be employed to cover the town centres of both Morley and Rothwell, and the proportion of the full time post to be allocated to each town centre to be further considered as part of the further development of the proposal. It was agreed

that given grades allocated to comparator town centre manager posts, the post would likely be graded at PO 4, and that there would be a requirement for the postholder to have access to a development budget .

- 1.4 Indicative costs for this model were set out as £67, 270 for year 1 , made up of £37,270 staff costs and £30,000 development budget. There was approval to the proposal that the post be recruited for an initial period of three years. The grade and the three year period should help attract quality candidates for the post.

2.0 Job Description, proposed Next Steps, and Estimated Timescales

- 2.1 A draft job description and person specification is attached as appendix 1 to this report. These are based on job descriptions and person specifications for town centre managers covering similar sized town or towns, and with a remit to address issues similar to those it is anticipated a manager for Morley and Rothwell would have as priorities.

- 2.2 At the request of both the Morley and Rothwell Town Centre Partnerships, a questionnaire has been sent out to the traders of both towns seeking their views on priorities for a town centre manager. A copy of the questionnaire is attached at appendix 2. The results from these questionnaires will be reported to and discussed at the next Partnership meetings.

- 2.3 A small project steering group would be established involving a representative from each of the key stakeholders in the two town centres:

- Area Committee x 2
- Morley Town Centre Partnership
- Rothwell Town Partnership
- Morley Town Council
- Morley Chamber of Commerce
- Rothwell Community Forum
- Support and co-ordination from the South Leeds Area Management Team

The steering group would consider and agree governance and management arrangements and other conditions in relation to the post. The steering group could form the basis for the membership of a management subgroup/board or subgroups/boards for the post.

- 2.4 The steering group would meet until the end of the recruitment process, and until agreement is reached on governance, funding, management , and indeed all issues pertinent to the post. Advice and support would also be sourced from the Association of Town Centre Management.

- 2.5 Advice and approval for creation of the post is being sought from Leeds City Council Human Resources, and from Neighbourhoods & Housing Regeneration Management Team. The 25th April 05 Area Committee ring fenced up to £67,270 revenue toward the Year 1 costs of the initiative. An application is to be made to Morley Town Council to contribute up to £15,000 revenue per annum toward the overall annual running costs of the initiative.

3.0 Timescale for next key Steps

The following are the proposed next key steps in the recruitment process, and indicative timescale for each:

- Initial steering group meeting- week beginning 19th September- consider outcomes from traders questionnaires, potential governance arrangements, draft job description, management and sources of funding.
- Advice and approval from Human Resources and Neighbourhoods & Housing RMT- by 23rd September .
- Request to Morley Town Council for Revenue support for post- to be considered at Town Council by 30th September
- Draft Job description, person specification, governance, management, recruitment and accommodation issues to be agreed in steering group meeting in week beginning 3rd October
- Job description, person specification, advert and recruitment arrangements all to be agreed with Human Resources and finalised by 7th October
- Advert appears in week beginning 17th October – 3 weeks for applications by e.g. 9th November
- Interview week beginning 21st November
- Aim successful candidate in post by early/mid January 2006.

4.0 Recommendations

4.1 The Area Committee is asked to:

- i) consider the draft job description and person specification for the post of Town Centre Manager for Morley and Rothwell, and to comment on them, and
- ii) to note and comment on the proposed next key steps and indicative timescale toward recruitment of the post.

Appendix 1 Draft Job Description

POST TITLE: Town Centre Manager (Morley and Rothwell)

GRADE/SCALE: PO 4

PURPOSE OF POST

To assist the Morley Town Centre Partnership and the Rothwell Town Partnership in delivering effective town centre management services.

The person will be responsible for providing town centre management services, aimed at maintaining and improving the economic viability and vitality of the two towns of Morley and Rothwell in South Leeds.

KEY AREAS

1. The Provision of Town Centre Management Services for Morley and Rothwell.
2. Financial Management systems.
3. Corporate Policies

DUTIES AND RESPONSIBILITIES

1.0 The Provision of Town Centre Management Services for Morley and Rothwell.

- 1.1 To support the development and sustainability of Morley Town Centre Partnership and the Rothwell Town Centre Partnership.
- 1.2 To prepare annual work programmes and action plans which support the business communities of both towns with clear targets and performance indicators to measure the effectiveness of agreed programmes.
- 1.3 To review the benefits and opportunities available to local businesses.
- 1.4 To develop systems for productive and efficient liaison between the business community, the Council and key organisations to ensure high level of information, consultation and in facilitating good management processes.
- 1.5 To prepare, on behalf of the two town centre partnerships and wider business communities, plans for the marketing and promotion of the towns.
- 1.6 To prepare copy, press releases and editorial material for the effective promotion of the towns.
- 1.7 To support a programme of events and promotional activity in liaison with local organisations or as a result of strategic priorities established.

- 1.8 To advise the town centre partnerships on any issues pertinent to the improvement and development of the towns.
- 1.9 To support the two town centre partnerships and any sub groups on any issues of opportunity or concern which impact on the economic health of the towns.
- 1.10 To support initiatives to improve levels of community safety and perception of crime within the town centres in liaison with the police and appropriate Council services.
- 1.11 To support the improvement of customer services to ensure the expectations of visitors to the towns are being met.
- 1.12 To link advice and support services to individual businesses and to provide assistance to potential town centre investors.
- 1.13 Assist in creating links and liaison with other groups, regional organisations and the Association of Town Centre Management, in order to establish common ground, gain practical knowledge and ensure best practise.
- 1.14 To act as a focus for the public and media on issues aimed at improving the image of the towns.
- 1.15 Ensure adequate Health and Safety management for all activities undertaken.
- 1.16 To undertake such other duties and responsibilities of an equivalent nature, as may be determined from time to time, in consultation with the postholder.

2.0 Financial Management Systems

- 2.1 To maintain effective management systems on behalf of the Association in respect of its membership subscriptions, income and expenditure, VAT and auditing.
- 2.2 Assist in the preparation of budget forecasts, monitoring and expenditure of the Council's financial contribution and in advising the Board of the Association of financial implications with regard work programmes

3.0 Corporate Policies

- 3.1 To undertake such other duties and responsibilities of an equivalent nature, as may be determined by the postholder's supervisor from time to time, in consultation with the postholder.
- 3.2 The postholder's duties must at all times be carried out in compliance with the Council's Equality and Diversity Policy and other policies designed to protect employees or service users from harassment.

- 3.3 It is the duty of the postholder not to act in a prejudicial or discriminatory manner towards service users or employees, including those who may be for example from minority ethnic communities, women, disabled or older people, lesbians or gay men. The postholder should also counteract such practice or behaviour by challenging or reporting it.
- 3.4 Ensure the Health and Safety of all staff and resources within the postholder's area of responsibility, i.e. delegated responsibility in relation to the nature of the postholder's duties and personal responsibilities as per Section 7 and 8 of the Health and Safety at Work Act 1974.
- In addition to this the Management of the Health and Safety at Work Regulations 1992 detail the following:
- Employees must inform their employer or supervisor of any work situation which might present a serious and imminent danger to Health and Safety.
 - Employees must inform their employer or supervisor of any shortcomings in the Health and Safety arrangements even when no danger exists.
- 3.5 To undertake training and development as agreed between the postholder and their Manager in accordance with the Performance Management framework.
- 3.6 To carryout the above duties in compliance with the Council's Environmental Policy at all times. In addition, the postholder shall endeavour to prevent pollution, comply with all relevant regulatory requirements regarding the environment and aim for continuous improvement in their environmental performance.

RESPONSIBLE TO:

JD Reference No	
JD Amended/Prepared By	
JD Amended On	
JD Graded On	
Refers to Estab(s)	

Appendix1a
POST TITLE:

DRAFT
Town Centre Manager (Morley & Rothwell)

ATTRIBUTES	RELEVANT CRITERIA	HOW IDENTIFIED	RANK
1 RELEVANT EXPERIENCE	1.1 Experience of Town Management in comparable towns or experience of working at a senior level within or closely with the private sector in a town centre environment.	Application Form/ Selection Process	A
	1.2 Knowledge of local government service provision and other public organisations.	Application Form/ Selection Process	A
	1.3 Experience in managing targeted work programmes on behalf of public/private partnerships.	Application Form/ Selection Process	B
2 EDUCATION AND TRAINING ATTAINMENTS	2.1 An appropriate degree preferably in marketing or management related disciplines or proven abilities to an advanced level in the above fields.	Application Form	A
	2.2 A related professional qualification or proven levels of in depth training.	Application Form	A
3 GENERAL AND SPECIAL KNOWLEDGE	3.1 Knowledge of working practises of the retail industry or related business.	Application Form/ Selection Process	A
	3.2 An understanding of the processes and procedures of local government.	Application Form/ Selection Process	A
	3.3 Understanding of and commitment to Equal Opportunities issues.	Application Form/ Selection Process	A
	3.4 Basic awareness of Health and Safety practices.	Application Form/ Selection Process	B

4 SKILLS AND ABILITIES	4.1	Effective verbal and written communication skills, including copywriting and dealing with the media.	Application Form/ Selection Process	A
	4.2	Proven marketing and negotiation skills.	Application Form/ Selection Process	A
	4.3	Proven organisational and co-ordination skills to enable public/private partnership working.	Application Form/ Selection Process	A
	4.4	Self motivation and enthusiasm to co-ordinate a wide range of projects.	Application Form/ Selection Process	A
	4.5	Ability to develop and prioritise work programmes and action plans.	Application Form	B
	4.6	Ability to monitor and provide effective management of budgets, with basic knowledge of auditing and taxation systems.	Application Form	B
	4.7	Knowledge of Information and Communications Technology including application of word processing, database and spreadsheet packages.	Application Form/ Selection Process	A
	4.8	Willing to work outside normal office hours for meetings etc.	Application Form/ Selection Process	A
5 ANY ADDITIONAL FACTORS	5.1	Need for political sensitivity and understanding	Application Form/ Selection Process	A
	5.2	Commitment to further personal training and development	Application Form/ Selection Process	A

Morley and Rothwell Town Centre Manager
Role & Priorities

Below is a list of typical tasks undertaken by Town Centre Managers. Could you please indicate to what degree, if any, you consider these to be priorities you would like to see on an agenda for a Town Centre Manager in Morley and Rothwell.

	Low	Medium	High
Environmental Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Safety (inc. crime & Anti Social Behaviour)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing & Promoting the town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attracting investment & new business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing events & attractions for residents/visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging retailer participation In Town Centre Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other, please give details

If you have any additional comments you would like to make about the employment and role of a Town Centre Manager for Morley and Rothwell please use the space below.

(Please see over leaf)

Your response may remain anonymous, but if you would like to provide your name and contact details please complete the below section which will allow us to keep you personally updated on progress.

Name: _____

Business: _____

Address: _____

Telephone No: _____

Email: _____

The information provided in this form will be stored on a database for use by South Leeds Area Management and may be shared with partner organisations.

- Please tick if you DO NOT want information to be stored on our database
- Please tick if you DO NOT want information to be shared with partner organisations

**Please return your completed questionnaire to South Leeds
Area Management by Friday 16th September 2005
in the pre-paid envelope provided.**

Thank you for you time.

(Please see over leaf)