



---

## SCRUTINY BOARD (NEIGHBOURHOODS AND HOUSING)

---

Meeting to be held in The Civic Hall, Leeds on  
Wednesday, 10th January, 2007 at 10.00 am

A pre-meeting will take place for ALL Members of the Board  
in a Committee Room at 9.30 am

---

### MEMBERSHIP

#### Councillors

J Akhtar	-	Gipton and Harehills
S Armitage	-	Crossgates and Whinmoor
D Atkinson	-	Bramley and Stanningley
P Ewens	-	Hyde Park and Woodhouse
R Finnigan	-	Morley North
A Gabriel	-	Beeston and Holbeck
G Hyde	-	Killingbeck and Seacroft
M Phillips	-	Garforth and Swillington
R Pryke (Chair)	-	Burmantofts and Richmond Hill
M Rafique	-	Chapel Allerton
D Schofield	-	Temple Newsam

---

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

---

**Agenda compiled by:**  
**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
**Telephone No:**

**Hannah Bailey**  
  
  
**247 4326**

**Principal Scrutiny Adviser:**  
**Sharon Winfield**  
**Telephone No: 247 4707**

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded.)</p>	
2			<p><b>EXCLUSION OF THE PUBLIC</b></p> <p>To identify items where resolutions may be moved to exclude the public.</p>	
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 13 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES OF THE PREVIOUS MEETING - 6TH DECEMBER 2006</b></p> <p>To receive and approve the minutes of the previous meeting held on 6<sup>th</sup> December 2006.</p> <p>(Copy attached.)</p>	1 - 6

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7			<p><b>MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE - 4TH DECEMBER 2006</b></p> <p>To receive and note the minutes of the Overview and Scrutiny Committee meeting held on 4<sup>th</sup> December 2006.</p> <p>(Copy attached.)</p>	7 - 12
8			<p><b>MINUTES OF THE EXECUTIVE BOARD - 13TH DECEMBER 2006</b></p> <p>To receive and note the minutes of the Executive Board meeting held on 13<sup>th</sup> December 2006.</p> <p>(Copy attached.)</p>	13 - 24
9			<p><b>MEMBERS' QUESTIONS</b></p> <p>To receive the report of the Head of Scrutiny and Member Development on the opportunity to raise questions and issues with the Director of Neighbourhoods and Housing.</p> <p>(Report attached.)</p>	25 - 30
10	Beeston and Holbeck; City and Hunslet;		<p><b>INQUIRY INTO REGENERATION IN BEESTON HILL AND HOLBECK</b></p> <p>To consider the report of the Director of Neighbourhoods and Housing providing the Scrutiny Board with a final report on progress with the regeneration of Beeston Hill and Holbeck.</p> <p>(Report attached.)</p>	31 - 38
11	All Wards		<p><b>AREA MANAGEMENT REVIEW</b></p> <p>To receive the report of the Director of Neighbourhoods and Housing detailing the context and background to the current area management review, the initial findings and proposed next steps.</p> <p>(Report attached.)</p>	39 - 50

Item No	Ward/Equal Opportunities	Item Not Open		Page No
12	All Wards		<p><b>SOCIAL ENTERPRISE FRAMEWORK AND ACTION PLAN</b></p> <p>To consider the joint report of the Director of Neighbourhoods and Housing and the Director of Legal and Democratic Services which sets out the key drivers for the development of the Social Enterprise Framework and Action Plan, identifies the benefits of developing a coherent corporate approach to promoting and supporting social enterprise and contains a summary of the key issues to be addressed.</p> <p>(Report attached.)</p>	51 - 82
13			<p><b>WORK PROGRAMME</b></p> <p>To consider the report of the Head of Scrutiny Support and Member Development on the Board's work programme.</p> <p>(Report attached.)</p>	83 - 90
14			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Wednesday 7<sup>th</sup> February 2007 at 10:00 am (pre-meeting for Board Members at 9:30 am.)</p>	

## SCRUTINY BOARD (NEIGHBOURHOODS AND HOUSING)

WEDNESDAY, 6TH DECEMBER, 2006

**PRESENT:** Councillor R Pryke in the Chair

Councillors J Akhtar, P Ewens, R Finnigan,  
G Hyde, M Phillips, M Rafique and  
D Schofield

### 55 CHAIR'S OPENING REMARKS

The Chair opened the December meeting of the Scrutiny Board (Neighbourhoods and Housing) by wishing those present a Merry Christmas. Members heard that performance management information from the Neighbourhoods and Housing department had been circulated for information. The Director of Neighbourhoods and Housing, Neil Evans, was in attendance at the meeting. The Chair therefore invited the Board to put any questions to the Director at this point in the meeting.

Brief discussion then ensued around the following topics:

- The department's various housing-based strategies and the need for these to work in conjunction with one another and not exist in isolation;
- The progress being made in the transition to the three new ALMOs;
- Performance management statistics for the department;
- Members' concern about the quality of some private rental properties used as temporary accommodation in the city.

The Board were informed that they were welcome to forward any information they received regarding poor quality temporary housing provision to the Director for further investigation by the department.

(Councillor Akhtar joined the meeting at 10:15 am during these discussions.)

### 56 DECLARATIONS OF INTEREST

The following Members declared personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 13 of the Members Code of Conduct:

Councillor J Akhtar – Declared a personal interest as a Member of Leeds East ALMO Board (Minute no's. 55 and 62 refer.)

Councillor P Ewens – Declared a personal interest as a Member of Leeds North West ALMO Board (Minute no's. 55 and 62 refer.)

Councillor G Hyde – Declared a personal interest as a Director of Leeds East ALMO Board (Minute no's. 55 and 62 refer.)

Councillor D Schofield – Declared a personal interest as a Director of South East Leeds ALMO Board (Minute no's. 55 and 62 refer.)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 10th January, 2007

**57 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Armitage, Atkinson and Gabriel.

**58 MINUTES OF THE PREVIOUS MEETING - 8TH NOVEMBER 2006**

**RESOLVED** – That the minutes of the previous meeting held on 8<sup>th</sup> November 2006 be approved as a correct record.

**59 MINUTES - OVERVIEW AND SCRUTINY COMMITTEE - 6TH NOVEMBER 2006**

**RESOLVED** – That the minutes of the Overview and Scrutiny Committee meeting held on 6<sup>th</sup> November 2006 be noted.

**60 MINUTES - EXECUTIVE BOARD - 15TH NOVEMBER 2006**

**RESOLVED** – That the minutes of the Executive Board meeting held on 15<sup>th</sup> November 2006 be noted.

**61 PRIVATE RENTED SECTOR HOUSING STRATEGY**

The Director of Neighbourhoods and Housing presented a report seeking the Board's endorsement of the Leeds Private Rented Housing Strategy. The strategy was appended to the report for information. Members heard that the strategy had been devised by a multi-agency group and was still a work in progress. It was intended to provide a partnership framework to support the work of the Council, in conjunction with private landlords, towards improving the quality and supply of private rented housing in the city.

Andy Beattie, Deputy Chief Environmental Health Officer, Neighbourhoods and Housing, attended the meeting to present the report and respond to Members' comments and questions.

The Board went on to discuss the following points in relation to the report:

- The need for the Authority to work closely with organisations such as UNIPOL and ensure that information is shared;
- The effect of the housing benefit Pathfinder scheme in restricting the choice available to claimants seeking to secure private rented properties;
- Moves being made, particularly through the new licences for Houses in Multiple Occupation, to ensure landlords take a degree of responsibility towards any anti-social behaviour occurring within their properties;
- Work currently being undertaken to produce a register of landlords, as part of the new licensing arrangements, and the benefits of this list in terms of tackling anti-social behaviour and poor landlords;
- The predicted increase in numbers of students living in purpose-built accommodation, the likely effect of this upon the private rental market and steps being made to address this surplus;

Following the discussion it was agreed that additional information be circulated to Members regarding the Pathfinder Housing Benefits scheme.

The Chair thanked Officers for their attendance and contribution to the meeting.

**RESOLVED** – That the Leeds Private Rented Housing Strategy be endorsed and a further report on the issue be brought to the Board in six months time.

## **62 LOCAL LETTINGS POLICY UPDATE**

The Director of Neighbourhoods and Housing presented a report from the Strategic Landlord Group updating the Board on the operation and review of Local Lettings Policies (LLPs) and their expected impact within the new ALMO structure.

Simeon Perry, Strategic Landlord Officer, Neighbourhoods and Housing, attended the meeting to present the report and respond to Members' comments and queries.

Members heard that LLPs were permitted under the Homelessness Act 2002 provided they do not discriminate, they are consistently applied and housing need is addressed. It was explained that some LLPs had always existed in Leeds but these had never before been formalised. However, in January 2005 Executive Board had approved the creation of LLPs, following which five ALMOs had stated their preference to implement LLPs. These would continue to function following the impending ALMO restructure.

The Board were informed that the most common type of LLP related to age preference, i.e. properties with poor sound insulation are often not suitable for housing younger people due to an inability to support their lifestyle. Around 12.3% of council stock was subject to such a policy. The second most prevalent form of LLP are those in place to ensure that people from a particular areas with proven local connections are able to be re-housed in high demand areas. Three area housing offices (Garforth, Kippax and Wetherby) currently operate such a policy, equating to 3.6% of the total Council housing stock.

Members discussed the following points arising from the report:

- The problems associated with applying LLPs requiring local connections to popular areas with low housing supply;
- The view that by applying LLPs to areas, not just specific buildings, a two-tier system which is not transparent has been created;
- The very small proportion of houses in popular areas that do become available for rent – since January 2006 it was reported that only six properties in Kippax had been advertised;
- The advantages of LLPs such as their contribution towards creating stable communities by housing extended families in particular areas;

Officers reported that the Department for Communities and Local Government had recently undertaken research on choice based lettings which had examined the situation in Leeds. It was agreed that this report would be circulated for Members' information.

The Chair thanked Officers for their attendance and contribution to the meeting.

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

**63 EASEL REGENERATION AREA - UPDATE**

The Director of Neighbourhoods and Housing submitted a report updating Members on the progress of the East and South East Leeds (EASEL) regeneration initiative. The Board heard that the programme had commenced in 2004, when the Council and the ALMOs had undertaken to attract a development partner to assist in bringing about change to the area, with a focus on housing market renewal. Following a competitive procurement process, Bellway Plc had been appointed as preferred bidder, although the report stressed that negotiations were still ongoing at this stage.

The report outlined the steps that had been taken to date to implement the initiative and informed Members that it was anticipated that work could begin on sites in Gipton and Seacroft in 2007, subject to the completion of successful negotiations with Bellway Plc. The Board heard that a Regeneration Investment Plan would need to be devised as part of the process. This would set out what the Authority and Bellway were committed to achieving within the first five years of the scheme, which was anticipated to run for around twenty-five years.

Phil Joyce, Project Development Manager, Neighbourhoods and Housing, attended the meeting to present the report and respond to Members' questions and comments.

The Board discussed the following points in relation to the report:

- The expected timeframe for concluding procurement negotiations with Bellway Plc;
- The areas identified for regeneration works and the need to ensure that all sites undergo early works to boost community confidence in the scheme;
- The need to focus on issues such as education and leisure provision, employment and the environment alongside the drive for housing market renewal;
- The benefits and disadvantages of embarking upon such an ambitious programme, spanning a wide geographical area;
- The need to improve consultation with local communities affected by the proposals and further raise awareness, particularly due to the scale of the project.

The Chair thanked Officers for their attendance and contribution to the meeting.

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



(Councillor Rafique joined the meeting at 11:15 am during consideration of this item.)

**64 LOCAL GOVERNMENT OMBUDSMAN'S ANNUAL LETTER**

The Director of Neighbourhoods and Housing presented a report on the Local Government Ombudsman's Annual Letter. The 2006 letter had previously been submitted to the Board, at which time the increase in Ombudsman complaints relating to housing had been noted and a further report requested.

The report provided an analysis of Ombudsman complaints relating to repairs and lettings received between April 2005 and September 2006, along with proposals for future action to address any emerging issues. It was acknowledged that improving communication with the customer was a priority, along with ensuring complaints were reported to officers with the authority to progress matters and a strengthening of governance arrangements with the ALMOs.

The Board discussed the contents of the report and possible reasons for the apparent rise in complaints relating to the department. In conclusion, Members acknowledged that there were improvements to be made to reduce the number of Ombudsman enquiries and that these were currently being actioned.

**RESOLVED** – That the information contained in the report be noted and the situation continue to be monitored and, if necessary, a further report to be submitted to a future Board meeting.

(Councillor Finnigan joined the meeting at 11:35 am, during consideration of this item.)

**65 WORK PROGRAMME**

The Head of Scrutiny and Member Development submitted a report which detailed the current work programme of the Board, including scheduled and unscheduled items.

Appended to the report for Members' information was a copy of the Forward Plan for December to March 2007.

The Board agreed that an issue raised regarding any corporate communications published by the Neighbourhoods and Housing department could be considered at the January meeting if possible. This was following a request from the Overview and Scrutiny Committee for individual Boards to investigate practices regarding publications within their departments. Two separate reports on prostitution and the Single Regional Housing Pot would be brought to the Board in February and March respectively.

Members discussed the issue of the effect of new planning guidance upon housing provision in the city and the numbers of one-bedroom flats being built in the city as opposed to family housing and suggested that further scrutiny of these matters be considered.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 10th January, 2007

**RESOLVED** – That the contents of the report and the revisions to the Work Programme be noted.

**66 DATE AND TIME OF NEXT MEETING**

Wednesday 10<sup>th</sup> January 2007 at 10:00 am (pre-meeting for Board Members at 9:30 am.)

(The meeting concluded at 11:45 am.)

## OVERVIEW AND SCRUTINY COMMITTEE

**MONDAY, 4TH DECEMBER, 2006**

**PRESENT:** Councillor G Driver in the Chair

Councillors B Anderson, J Bale,  
P Grahame, B Lancaster, T Leadley and  
R Pryke

### **50 Late Items**

The Chair gave notice that in accordance with his powers conferred under Section 100B(4)(b) of the Local Government Act 1972, he had agreed to accept as a late item of urgent business a request from Councillors Cleasby and Pryke for an investigation into the cost of internal Council publications, on the grounds that it would speed up the legitimate business of Council and tie in with other Board work programmes (Minute No 54 refers).

### **51 Declaration of Interests**

No declarations of interest were made.

### **52 Minutes - 6th November 2006**

**RESOLVED** – That the minutes of the meeting held on 6<sup>th</sup> November 2006 be confirmed as a correct record.

### **53 Matters Arising from the Minutes**

Further to Minute Nos 44 and 45, 6<sup>th</sup> November 2006, the Head of Scrutiny and Member Development reported that following consultation with Committee Members, arrangements were going ahead for a series of local working group meetings in connection with the 'Narrowing the Gap' Inquiry, on 11<sup>th</sup> December, 16<sup>th</sup> January and 13<sup>th</sup> February.

### **54 Late Item - Council Publications**

The Chair indicated that Councillors Cleasby and Pryke had raised concerns regarding the nature, purpose and costs of internal Council publications and newsletters, e.g. the Development Department's 'X-Site' publication.

**RESOLVED** – That this matter be left to the discretion of individual Scrutiny Boards to investigate in respect of their respective areas of responsibility if they so wish.

### **55 Request for Scrutiny**

Draft minutes to be approved at the meeting  
to be held on Monday, 8th January, 2007

Further to Minute No 47, 6<sup>th</sup> November 2006, the Head of Scrutiny and Member Development submitted a report regarding Councillor Illingworth's request for an Inquiry, broadly regarding the Council's operation of the Freedom of Information and Access to Information rules, and appending a detailed report on the same subject received by the Scrutiny Board (Transforming Services) on 23<sup>rd</sup> March 2006 and that Board's Inquiry Report subsequently published on 27<sup>th</sup> April 2006.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the Committee receive a progress report at its February 2007 meeting regarding Section 4 of the March 2006 report and also the implementation of the recommendations of the Scrutiny Board (Transforming Services) as set out in its Inquiry Report dated 27<sup>th</sup> April 2006.

**56 Recommendation Tracking**

The Head of Scrutiny and Member Development submitted a report containing proposals for improving the method and effectiveness of tracking Scrutiny Board recommendations. The report also addressed the need for Scrutiny Boards to set clear recommendations with reasonable targets for the outcome of reviews and investigations.

**RESOLVED –** That the proposals contained in the report of the Head of Scrutiny and Member Development be approved.

**57 Local Government White Paper - Implications for Overview and Scrutiny**

The Head of Scrutiny and Member Development submitted a report outlining proposals for developing the role of overview and scrutiny committees and related matters, as set out in the Government's recent White Paper on Local Government.

In brief summary, the main areas of discussion related to :-

- Scrutiny and Community Leadership, and the possibility of more area-based scrutiny, perhaps around the so-called 'community calls for action';
- The emphasis at the same time on the greater use of overview and scrutiny in policy development, and allowing local perspectives to influence decisions;
- The proposed extension of the role of local authority overview and scrutiny committees to encompass other local service providers such as the Police, the Fire and Rescue Service, the Environment Agency and the Highways Agency;
- The potential structural implications for the Council in terms of both the number and responsibilities of Boards;
- Perhaps less concentration on issue based Inquiries and more emphasis on broader-based monitoring across a range of issues;

- The need to build up trust and relationships between the Council and these other service providers, in a similar manner to which had occurred in respect of Health and Adult Services Scrutiny Board and also with the development of the Children's Trust;
- Publicising the role of Scrutiny Boards;
- The possible role of Area Committees in the scrutiny process;
- The need to review and monitor the activities of District Partnerships and the various strands of the Leeds Initiative;
- How to develop the policy formulation aspect of the overview and scrutiny function, and develop relationships with the Executive;
- The lack of discussion of Scrutiny Board issues at Full Council meetings due to time constraints.

The Chair indicated that a number of interesting ideas and issues had arisen which could form the basis for a report to a future meeting when this subject was revisited. In the meantime, he would seek a meeting with the Leader of the Council to explore all the matters raised.

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

**58 Financial Health Monitoring 2006/07 - Half Year Report, Financial Plan Annual Review and Quarter 2 Performance Highlight Reports of the Corporate Priority Boards**

Further to Minute No 46, 6<sup>th</sup> November 2006, the Committee received and considered reports from the Head of Scrutiny and Member Development and the Director of Corporate Services, together with the Quarter 2 performance highlight reports submitted to the Council's officer Corporate Priority Boards.

- (a) Quarter 2 Performance Highlight Reports  
Marilyn Summers, Chief Executive's Department, attended the meeting, presented the Quarter 2 performance highlight reports and responded to Members' queries and comments.

In brief summary, the main areas of discussion related to:-

- Currently the reports were based on information submitted to the Corporate Priority Boards (CPB) but with effect from Quarter 3, Departmental information would form the basis of reports to individual Scrutiny Boards, and would provide timely, up to date information
- Modernising Our Council CPB – References made to indicators BV11a – The percentages of top 5% of earners that are women – and BV16a – The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce – and what was being done to address those two areas
- Thriving and Harmonious Communities CPB – The following indicators were discussed:-

BV174 – The number of racial incidents recorded by the authority per 100,000 population

BV212 – Average time taken to re-let local authority housing, and

BV66a – Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings

Councillors Anderson and Pryke stated that they intended to investigate such performance matters at their Board meetings.

- City Development CPB – The following indicators were discussed:  
BV109(a,b&c) Planning Speed Targets – The impact on Leeds CPA score and on Leeds' status as a Planning Standards Authority of not achieving these targets was recognised.  
BV204 – The percentage of appeals allowed against the authority's decision to refuse planning applications – again, the trend was worrying in terms of the Council's overall CPA score  
BVCP – CU50b – Visitors to the City's cultural facilities – Sport and Active Recreation – the effect of the closure of the Art Gallery on 23<sup>rd</sup> November was referred to.
- Health and Wellbeing CPB – The following indicators were highlighted:  
BV161 – The ratio of former care leavers in employment, education or training at age 19  
BV217 – Percentage of pollution control improvements to existing installations completed on time  
CP-EY50a and b – The number of families supported with childcare
- Children and Young People – positive feedback noted.

**RESOLVED** – That Overview and Scrutiny Committee's concern regarding the Council's planning performance be brought to the attention of the Council, and that the respective Executive Member and the Chairs of the three Plans Panels be invited to attend the Committee to discuss the situation.

(b) Financial Health Monitoring 2006-07 – Half Year Report and Financial Plan Annual Review

Alan Gay, Director of Corporate Services, Doug Meeson and Helen Mylan, Corporate Services Department, attended the meeting, presented the reports and responded to Members' queries and comments.

In brief summary, the main areas of discussion related to:-

- Projected overspends in the current financial year;
- The fact that as part of the new agreed process, Overview and Scrutiny Committee would in future receive quarterly monitoring reports. This would hopefully assist Overview and Scrutiny Committee to pick up any areas of concern and refer them to

individual Scrutiny Boards for consideration e.g. energy management;

- The fact that the process was attempting to link the Financial Plan more closely to the Council's corporate planning process, and to link corporate priorities to service planning and resource management;
- The Government trigger point in relation to the HRA referred to in Paragraph 4.1 of the Half Year Report – Doug Meeson undertook to supply Councillor Leadley with a detailed response to his query;
- The 'milestones' principle outlined in Paragraph 6.5 of the report and the Committee's previous suggestions regarding 'zero budgeting' exercises. Doug Meeson indicated that the Department was still developing its ideas surrounding this concept.

**RESOLVED** – That the report be noted and the officers be thanked for their attendance.

## **59 Work Programme**

The Head of Scrutiny and Member Development submitted the Committee's current work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract of the Council's Forward Plan of Key Decisions and a copy of the minutes of the Executive Board meeting held on 15<sup>th</sup> November 2006.

The Committee decided to invite the Executive Member (Development) and the Plans Panel Chairs to a future Committee meeting(s), and to invite evidence from Leeds Initiative at the January meeting in connection with the 'Narrowing the Gap' Inquiry. Consideration of the budget also needed to be added to the February meeting.

**RESOLVED** – That subject to the above amendments, the Committee's work programme be approved and accepted.

## **60 Dates and Times of Future Meetings**

Monday 8<sup>th</sup> January 2007

Monday 5<sup>th</sup> February 2007

Monday 5<sup>th</sup> March 2007

Monday 2<sup>nd</sup> April 2007

All at 10.00 am (pre-meetings at 9.30 am)

This page is intentionally left blank



## EXECUTIVE BOARD

WEDNESDAY, 13TH DECEMBER, 2006

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

Councillors D Blackburn, J L Carter,  
R Harker, P Harrand, M Harris, J Procter,  
S Smith, K Wakefield and J Blake

Councillor J Blake – Non Voting Advisory Member

### 115 Exclusion of Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of the exempt information so designated as follows:

- (a) The appendix to the report referred to in minute 127 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to prejudice the commercial interests of the Council.
- (b) The appendix to the report referred to in minute 131 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, by reason that it contains commercially sensitive information about consortia involved in a competitive procurement.
- (c) The appendix to the report referred to in minute 134 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that the continued operation of the organisation which provides a valuable service to the community, could be put at risk.
- (d) The appendix to the report referred to in minute 137 on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would, or would be likely to prejudice the commercial interests of the Council in any negotiations with operators, developers and funders of the proposed arena development.
- (e) The appendix to the report referred to in minute 140 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that it contains commercially sensitive information which, if disclosed, could be prejudicial to negotiations in respect of the disposal of these assets.

## 116 Late Items

There were no late items but the Chair did refer to supplementary information provided since the despatch of the agenda as follows:

- Minute 137 - A summary of the outcome of consultations on the key findings and recommendations contained in the PMP consultants report.
- Minute 138 - A supplementary report on a minor amendment to the Local Development Framework Annual Monitoring Report.
- Minutes 137 - A supplementary report on the public interest test to be applied to the exempt appendices.  
& 140
- Minute 140 - A decision of the NW (Inner) Area Committee taken on 7<sup>th</sup> December 2006 and relevant to this matter.

## 117 Declaration of Interests

Councillor Harris declared personal and prejudicial interests in the item relating to the Cemeteries and Crematoria Strategy (minute 128) in relation to Jewish community interests in this matter and the proposed multi purpose arena development (Minute 137) in relation to his personal commercial activities.

Councillors Blake and Harrand declared personal interests in the item relating to Making Leeds Better (Minute 129) as members of the Making Leeds Better project board.

## 118 Minutes

**RESOLVED** – That the minutes of the meeting held on 15<sup>th</sup> November 2006 be approved.

## NEIGHBOURHOODS AND HOUSING

### 119 The Future of Arms Length Management Organisations in Leeds

The Director of Neighbourhoods and Housing submitted a report providing feedback on the proposals for Area Panels as discussed at Executive Board in October 2006 and presenting proposals for the relationship between the new ALMOs and the existing ALMOs during the transition period.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007

**RESOLVED** – That approval be given to the proposals for establishing the new companies, the winding up of the old Boards and the proposal to make the new company Board members responsible for the old companies.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**120 Home Energy Conservation Act - 10th Annual Report**

The Director of Neighbourhoods and Housing submitted a report on the annual report as required by the Home Energy Conservation Act.

**RESOLVED** – That the report and the submission of the tenth annual Home Energy Conservation Act progress report to the Government Office for Yorkshire and the Humber be noted.

**121 Updated Supporting People strategy**

The Director of Neighbourhoods and Housing submitted a report seeking approval to the updated Supporting People Strategy.

**RESOLVED** – That the report be noted and that the updated Supporting People Strategy be approved.

**122 Burley Lodge - Group Repair**

The Director of Neighbourhoods and Housing submitted a report on the allocation of a capital grant of £7.18m by the Regional Housing Board for a long term housing market renewal programme, on the anticipated allocation of a further £6.39m and on the proposal to utilise £2.15m of the allocation on an external enveloping scheme, the purpose of which is to extend the life of 50 properties in the Burley Lodge area by 30 years.

**RESOLVED** – That approval be given to the injection into the capital programme of £2.15m of Regional Housing Board money and of £221,500 from owner occupiers, that scheme expenditure of £2,371,500 be authorised and that a report be brought back to a future meeting of this Board on progress of the scheme.

**CHILDREN'S SERVICES**

**123 Review of Primary Provision in Alwoodley Primary Planning Area**

Further to minute 57 of the meeting of the Board held on 20<sup>th</sup> September 2006 the Chief Executive of Education Leeds submitted a report on the outcome of consultation undertaken on the proposed closure of Fir Tree and Archbishop Cranmer Church of England (Aided) Primary Schools and the establishment of a one and a half form entry primary school, with a Children's Centre, on the Archbishop Cranmer site.

Reference was made to letters received by members from the governors of Fir Tree Primary School expressing support for the proposals and from

Councillors R D and Mrs R Feldman with regard to health provision in the area.

**RESOLVED –**

- (a) That a statutory notice be published to:
  - (i) close Fir Tree Primary School on 31<sup>st</sup> August 2007
  - (ii) close Archbishop Cranmer Church of England (Aided) Primary School on 31<sup>st</sup> August 2007
- (b) That it be noted that in line with statutory requirements, the Church of England Diocese will publish the notice to establish a one and a half form entry Voluntary Controlled Church of England Primary School on the Archbishop Cranmer site on 1<sup>st</sup> September 2007
- (c) That the Director of Children's Services be authorised to agree the text of Education Leeds response to any representations received before submission to the School Organisation Committee.
- (d) That the relevant Primary Care Trust be requested to consider the potential for improved health provision in the area arising from these proposals.

**124 Review of Primary Provision in Meanwood Primary Planning Area**

Further to minute 14 of the meeting of the Board held on 14<sup>th</sup> June 2006 the Chief Executive of Education Leeds submitted a report summarising the representations received in respect of the statutory notice to close Miles Hill Primary School and Potternewton Primary School in August 2007 and to establish a one and a half form entry primary school on the current Potternewton site in September 2007.

**RESOLVED –**

- (a) That having considered the representations received, authority be given to proceed with the proposal to close Miles Hill Primary School and Potternewton Primary School on 31<sup>st</sup> August 2007 and to establish a one and a half form entry school in the existing Potternewton building on 1<sup>st</sup> September 2007.
- (b) That it be noted that as a result of the representations the determination of the notice will fall to the School Organisation Committee.
- (c) That the comments prepared by Education Leeds and contained in the report be approved as the Local Authority's response to the representations received.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he voted against this decision).

**125 Review of Residential Children's Homes**

The Chief Social Services Officer and the Director of Children's Services submitted a report on the key focus, process, findings, recommendations and suggested actions for improvements arising from a review of children's residential homes in Leeds undertaken over 2005/06.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007

**RESOLVED –**

- (a) That the key issues arising from the residential review as set out in the submitted report be noted and that approval be given to the intention to develop an Improvement Plan based on the Improvement Priorities set out in paragraph 3.29 of the report.
- (b) That Holmefield Children's Home be closed at the end of February 2007, subject to alternative suitable care arrangements having been identified and secured for the young people who live there.

**LEISURE**

**126 Leeds Playing Pitch Strategy**

The Director of Learning and Leisure submitted a report on developments in the Playing Pitch Strategy since its adoption in 2003, the requirement to update the strategy, the issues currently impacting on the development of the strategy and service delivery and the financial input required to ensure its successful implementation.

**RESOLVED –**

- (a) That the designation and allocation of pitches on all Parks and Countryside sites be managed in accordance with the overall Playing Pitch Strategy for the City as a whole.
- (b) That in respect of Education Leeds sites, all spare additional capacity, over and above that required for school use (including school team activities), be reserved for community use and allocated in accordance with the Playing Pitch Strategy; only where community groups show no interest should third party use be promoted.
- (c) That the Director of Learning and Leisure be instructed to include an update on the impact on sports provision both on and off school sites when subsequent Business Cases for the Building Schools for the Future programme are considered.
- (d) That the proposed pilot project to promote an increased community use of facilities provided through the Combined Secondary School PFI project through the Playing Pitch Strategy team be noted.
- (e) That the estimated cost of refurbishment of sports pitches and changing facilities across the City be noted and that Council officers and external funding bodies be encouraged to prioritise grants and external funding to outdoor sports facilities.
- (f) That the significant capital funding gap which will inevitably increase without investment be noted and that a further report on developments be brought to this Board towards the end of 2007.

**127 Swimming and Diving Centre, John Charles Centre for Sport**

The Director of Learning and Leisure submitted a report on the current budget shortfall in respect of the above development and on action taken and proposed to be taken to meet the current shortfall.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3) and was circulated at the meeting.

Following consideration of the exempt appendix in private at the end of the meeting it was

**RESOLVED** – That the recommendations identifying funding to make up the current budget shortfall, as contained in the exempt appendix 1 to the report, be approved.

**128 Review of the Cemeteries and Crematoria Strategy - Cemetery Provision for East and North East Leeds**

Referring to minute 247 of the meeting held on 22<sup>nd</sup> March 2006 the Director of Learning and Leisure and Director of Development submitted a joint report on a review of the Cemeteries and Crematoria 50 Year Strategy in relation to cemetery provision in East and North East Leeds.

**RESOLVED** –

- (a) That negotiations continue for the acquisition of Green View Mount and extension of Harehills Cemetery, and that £40,000 be realigned from the current capital scheme to fund site investigation and feasibility studies.
- (b) That an option appraisal and feasibility study into the suitability of Killingbeck Site A be undertaken and that £40,000 to undertake this work be allocated from the current capital scheme; the areas of investigation to include access to Foundry Lane, negotiations with the Killingbeck developer and the impact on the adjacent flood plain.
- (c) That the Whinmoor Grange site should accommodate a 5 acre cemetery which will allow for burials in North East and East Leeds for the next 25 years.
- (d) That a working group be established to examine the feasibility of a Trust for the Muslim part of the Cemetery and that the Member Management Committee be requested to determine the members representatives on the group.
- (e) That a report be brought back to this Board on completion of the feasibility studies for Green Mount View, Killingbeck Site A and Whinmoor Grange to confirm the course of action to be taken.

(Having declared a personal and prejudicial interest, Councillor Harris left the meeting during consideration of this matter).

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**ADULT HEALTH AND SOCIAL CARE**

**129 Making Leeds Better - Strategic Services Plan**

The Director of Adult Social Services submitted a report on the progress towards preparing the Outline Business Case and the statutory public consultation under the Making Leeds Better programme and on widespread consultation and engagement which has led to the identification of six key themes, which will require addressing prior to formal public consultation.

Draft minutes to be approved at the meeting to be held on Wednesday, 24th January, 2007

**RESOLVED –**

- (a) That the position outlined in section 2 and appendix 1 of the report with regard to the proposals for Making Leeds Better be noted.
- (b) That the six themes which the Making Leeds Better team have identified through an analysis of the initial phase of consultation be noted.
- (c) That the implications for social care and other City Council responsibilities with regard to the six themes be noted.
- (d) That the Leeds Health and Social Care Scrutiny Board in partnership with the Scrutiny Boards of adjoining authorities be requested to continue their oversight of the consultation process.

**130 Star Rating for Adult Social Care Services**

The Director of Adult Social Care Services submitted a report on the assessment of the Council's performance, under the Department of Health Performance Assessment Framework, from the Commission for Social Care Inspection.

**RESOLVED –** That the report and the attached Performance Review Report from the Commission for Social Care Inspection for adult social care services be noted.

**131 Independent Living Project - Ground Investigation Survey**

The Chief Social Services Officer and Director of Development submitted a report outlining the current position with regard to ground investigation surveys in the Independent Living Project.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That officers be authorised to negotiate with Bidders to agree that only in the event of the City Council withdrawing from the procurement, and provided that the full benefit of the ground investigation surveys passes to the Council, that the Council reimburses costs incurred by Bidders in relation to ground investigation surveys.
- (b) That the Deputy Chief Executive be authorised as Chair of the Project Board, and with the concurrence of two of the Board members, to agree the final terms of the agreement and take any other necessary action to conclude the agreement.
- (c) That the resource implications as outlined at point 5.2 of the report be noted.

## **CENTRAL AND CORPORATE**

### **132 Provisional Local Government Finance Settlement 2007/08**

The Director of Corporate Services submitted a report on the provisional Local Government Revenue Support Grant Settlement for 2007/08 which was announced on 28<sup>th</sup> November 2006.

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

### **133 Strong and Prosperous Communities White Paper**

The Chief Officer Executive Support submitted a report summarising the contents of the White Paper and recommending that more detailed reports examining the implications of the White Paper for Leeds are prepared for the Executive Board.

**RESOLVED** – That a series of more substantive papers be brought to this Board and other relevant committees identifying the implications for Leeds City in the key areas outlined in the White Paper.

### **134 Hunslet Hawks RLFC**

The Director of Corporate Services and Director of Learning and Leisure submitted a joint report on a proposal to offer financial support and guidance to Hunslet Hawks RLFC.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED** – That, in recognition of the community work provided by the club, a grant of £30,000 be authorised.

### **135 Annual Report on Corporate Risk Management Arrangements**

The Director of Corporate Services submitted a report on the Council's risk management arrangements in line with the corporate policy which was approved in February 2005.

**RESOLVED** – That the report be noted together with the progress made in implementing and embedding risk management within the management culture of the Council.

### **136 Corporate Community Engagement Policy and Toolkit**

The Chief Officer Executive Support submitted a report presenting the Community Engagement Policy and the Community Engagement Toolkit for approval and adoption. The policy sets out the Council's overall approach to community engagement and is complemented by the toolkit which is a comprehensive guide to good practice, both being key components of the Council's strategic approach towards joined-up consultation and engagement.



## **RESOLVED –**

- (a) That approval be given to the principles set out in the Community Engagement Policy and that it be adopted.
- (b) That the Community Engagement Toolkit be approved and adopted as the key point of reference and good practice for council staff and members when carrying out effective community engagement and consultation.

## **DEVELOPMENT**

### **137 Proposed Multi Purpose Arena Development**

The Director of Learning and Leisure and Director of Development submitted a joint report on proposals to progress the proposed multi purpose arena development in Leeds. The Director of Development presented a summary of the consultation undertaken with the Leeds Chamber of Commerce, Leeds Chamber Property Forum Steering Group and Leeds Civic Trust on the key findings and recommendations in the PMP consultants' report and on the recommendations made to this Board.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

## **RESOLVED –**

- (a) That the findings and recommendations contained in the PMP consultants' report on the proposed funding and procurement of a multi purpose arena and associated facilities be supported.
- (b) That approval be given to the proposed delivery plan to be pursued by the City Council to select an operator and developer/funder for the development of a multi purpose arena and associated facilities.
- (c) That the requirement for up to £20m as the public sector investment limit needed to facilitate the development of a multi purpose arena in the City be acknowledged.
- (d) That authority be given for the ongoing appointment of PMP Consultants to project manage the implementation of the detailed delivery plan to select a preferred operator and developer/funder to develop a multi purpose arena and associated facilities.
- (e) That authority be given for an injection of up to £235,000 into existing Capital Scheme No 12589/ARE and the incurring of expenditure of up to £535,000 for the appointment of consultants and internal City Council fees to project manage the detailed delivery plan.
- (f) That the project governance arrangements to be established to guide, manage and control the successful delivery of the next phase of the project to procure an operator and developer/funder for the development of a multi purpose arena be noted.
- (g) That the Director of Development respond to the parties referred to in the consultation in the terms now discussed.

**138 Leeds Local Development Framework Annual Monitoring Report**

The Director of Development submitted a report presenting the Local Development Framework Annual Monitoring Report for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

A supplementary report with regard to a minor amendment to the monitoring report had been circulated in advance of the meeting.

**RESOLVED** – That, subject to the inclusion of the minor amendment contained in a supplementary report, the Local Development Framework Annual Monitoring Report 2006 be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

**139 New Horizons School**

Further to minute 56 of the meeting of the Board held on 21<sup>st</sup> September 2006 the Director of Development submitted a report on options in respect of the Council owned property, Newton Hill House, Chapeltown and on the proposed disposal of the site to the trustees of the New Horizons school at less than best consideration.

The report examined the options of the Council seeking to take possession of the building on the basis of the rent arrears outstanding, of seeking to complete the lease agreement with the trustees as previously approved by this Board or of seeking to dispose of the freehold of the building to the trustees.

**RESOLVED** –

- (a) That, should the trustees of the New Horizons School agree to acquire the freehold of Newton Hill House from the Council for the sum of £465,000, then officers be instructed to expedite the disposal with each party meeting its own legal and surveyor costs and that current rent arrears of £15,000 to be written off under this option.
- (b) That, should the trustees of the New Horizons School not agree to acquire the freehold of Newton Hill House from the Council for the sum of £465,000, officers be instructed to seek immediate repayment of rent arrears outstanding and the signing of the lease and should this fail, to take any recovery action appropriate in the circumstances.

**140 Headingley Primary School**

The Director of Development submitted a report on a proposal to market Headingley Primary School for disposal to support the Capital Receipts programme.

The report addressed issues raised through the evaluation of a request from Headingley Development Trust that the disposal should be postponed whilst the Trust further develops its business case and seeks funding to support an application for the ownership of the property to be transferred to the Trust at nil or less than best consideration.

The report recommended that the request should be declined because of the loss of the envisaged capital receipt, the questions about the extent to which the Headingley Development Trust's business case can be delivered and because of the risks to which the Council would be exposed.

Reference was made to the decision of the North West (Inner) Area Committee of 7<sup>th</sup> December 2006.

Appendix 1 to the report was designated exempt under Access to Information Procedure Rule 10.4(3).

Following consideration of the exempt appendix in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That the Headingley Development Trust be advised that by 30<sup>th</sup> June 2007, it must submit to the Director of Development final proposals and business case demonstrating to the Council that all the necessary capital funding for its proposal has been secured and that the proposals make no assumptions which would carry with them revenue budget consequences for the City Council.
- (b) The Board notes that funding previously allocated to the Primary School Review will now be delayed or foregone and requests the Director of Corporate Services to review the Capital Programme accordingly and to make recommendations as to how the impact of this can be mitigated.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this decision).

**141 Request to Commence CPO Proceedings at Hall Farm , Micklefield**

The Director of Development submitted a report seeking authority to make a Compulsory Purchase Order (CPO) to acquire a strip of land to deliver a tree belt adjoining a residential development at Hall Farm, Micklefield.

**RESOLVED –**

- (a) That subject to the prior completion of appropriate indemnity and development agreements and the identification of an alternative funding stream, the Council makes a Compulsory Purchase Order under the provisions of Section 226(1)(b) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of land within the area shown on Plan No 1 attached to the submitted report for the purpose of securing the planting of a tree belt.

- (b) That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including:
- (i) the publication and service of all notices and the presentations of the Council's case at any Public Inquiry
  - (ii) approving the acquisition of interests in land within the compulsory purchase order either by agreement or by way of compulsory powers
  - (iii) approving agreements with land owners setting out terms for the withdrawal of objections to the Order, including where appropriate seeking exclusion of land from the Order and/or making arrangements for relocation of occupiers
  - (iv) to authorise officers to enter into negotiations and to provisionally agree the terms of an appropriate indemnity agreement and any other agreements required to facilitate the scheme on detailed terms to be approved by the Director of Development.

**142 Refurbishment of Mid Albion Street**

The Director of Development submitted a report on a proposed scheme for the refurbishment of the mid section of Albion Street to a comparable standard to the Briggate refurbishment.

**RESOLVED** – That the scheme design as outlined in the report be approved and that the release of scheme expenditure in the total sum of £1,382,000 be authorised.

DATE OF PUBLICATION: 15<sup>TH</sup> DECEMBER 2006  
LAST DATE FOR CALL IN : 22<sup>ND</sup> DECEMBER 2006 (5.00 PM)

(Scrutiny Support will notify relevant Directors of any items Called In by 12.00 noon on 27<sup>th</sup> December 2006)

---

## Report of the Head of Scrutiny Support and Member Development

### Scrutiny Board (Neighbourhoods and Housing)

Date: 10<sup>th</sup> January 2007

### Subject: Members' Questions

---

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1.0 INTRODUCTION

- 1.1 Members of the Board have requested the opportunity to discuss relevant questions and issues with the Director of Neighbourhoods and Housing at the Scrutiny Board meeting.
- 1.2 As part of this discussion, the Chair has received a referral from the Overview and Scrutiny Committee regarding two performance indicators relevant to the department and has therefore requested further detail on **BVPI 66a** 'Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings' and **BVPI 212** 'Average time taken to re-let local authority housing'. This information is attached at appendix 1.

## 2.0 RECOMMENDATION

- 2.1 That the Board identifies any issues for further scrutiny arising from the Members' Questions session.

This page is intentionally left blank

## PERFORMANCE MONITORING

### Referral from Overview and Scrutiny Committee to Scrutiny Board (Neighbourhoods and Housing) Quarter 2 - 2006/07

<b>CPB:</b>	<b>Thriving and Harmonious Communities</b>
<b>REF:</b>	<ul style="list-style-type: none"> <li>• <b>BV 212 – Average time taken to re-let local authority housing</b></li> <li>• <b>BV66a – Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings</b></li> </ul>
<b>Comments:</b>	<ul style="list-style-type: none"> <li>• <b>BV 212 (formerly BV68) – Average time taken to re-let local authority housing</b></li> </ul> <p>Lower threshold = 52 days; upper threshold = 26.7 days 2005/6 - Leeds took 63 days. This indicator was also qualified.</p> <p>This is a CPA threshold indicator and therefore performance in this area can impact on the council's overall CPA score.</p> <p>There has been a long standing issue relating to performance in this area and particular in relation to the quality of the data collected for this indicator, and as such performance in 2005/06 resulted in this indicator having a reserved judgement by the auditors, the outcome of mediation will be announced in January 07.</p> <p>2006/7 quarter 2 performance was 47.1 days to re-let a home. Overall performance in all ALMOs except Leeds South homes is showing good progress. The best performing ALMO (Leeds West homes) re-let homes in 23.8 days, whilst the Leeds South Homes re-let them in 94.9 days. If Leeds South homes performance is removed from the city total then the overall city performance is improved by 15 days, resulting in amid threshold position.</p> <p>Strategic Landlord has raised their concern to Leeds South homes regarding their performance. Leeds South homes made a decision in April to establish a centralised Void and Allocation team. One of the teams' first actions was to revise their void procedures. As a result, a decision was made to re-let many homes requiring extensive repairs rather than consider disposal or demolition. Therefore, some properties are reported as void for over 200 days, resulting in a significant impact upon the ALMOs re-let performance. Strategic Landlord is very closely monitoring Leeds south performance over the next quarter.</p>

In addition, Strategic Landlord has undertaken a mock external audit in November to ensure that ALMOs fulfil the audit process. The initial results show that there are some procedural issues to address. Strategic landlord will report these results to each ALMO senior management teams.

- **BV66a – Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings**

Lower threshold – 96.18; upper threshold – 98.2  
2005/6 Leeds collected 96.15%

This is a CPA threshold indicator and therefore performance in this area can impact on the council's overall CPA score.

Quarter 2 performance (95.6%) of this indicator is below the lower CPA threshold. (96.8%). That said, at 2006/7 quarter 2 one ALMO, Leeds East homes performed above the lower threshold at 96.44%

Since 2002/3 the average performance has been 96.06%. The highest performance year was 2002/3 with 96.3%.

The Department monitors ALMO performance through:

- Quarterly performance meetings with each individual ALMO. At these meetings ALMOs are held accountable for their housing management performance
- The performance penalty / incentive scheme. This scheme is based on a sliding scale; the greater the number of CPA indicators in upper quartile the greater the incentive. ALMOs could potentially gain £70,000 in their Management Fee dependent upon their size. Conversely, a poor performing ALMO could lose this amount. This financial incentive scheme and greater profile by the Department has ensured that greater prominence of rent collection is given by the ALMOs.

Despite this, the Department have not seen significant performance improvements. Therefore, in October 2006 the Department has set up a Focus Group, involving all ALMOs and key teams in the Department – Finance, IT and Strategic Landlord. This group will undertake an intensive piece of work to produce the following by April 07:

- Strategic Landlord will evaluate the strengths and weaknesses of each ALMO rent collection process, and promote good practice.
- Performance fluctuates during the year due to payment cycles, particularly direct debits. Greater clarity of the reasons for performance fluctuations during the year due to payment cycles will be undertaken to improve year end forecasting.
- Greater analysis of methods of payment will be undertaken, to



	<p>evaluate impact upon performance.</p> <ul style="list-style-type: none"><li>• Learn lessons from other high performing authorities, such as Barnsley and Kirklees.</li><li>• Explore incentives for tenants to pay rent</li><li>• Further develop strategic links with Leeds Benefit Service so that changes to housing benefit can be analysed to evaluate the impact on rent collection. In addition, to gain greater access to the Benefit computer systems in ALMOs and assess the impact of housing benefit recovery on rent collection.</li></ul>
--	--

Date: **December 13<sup>th</sup> 2006**

This page is intentionally left blank

## Report of the Director of Neighbourhoods & Housing

### Neighbourhoods and Housing Scrutiny Board

Date: 10<sup>th</sup> January 2007

**Subject: Regeneration in Beeston Hill and Holbeck – the role of the private sector and complementary service delivery and environmental factors**

<p><b>Electoral Wards Affected:</b></p> <p>Beeston and Holbeck</p> <p>City and Hunslet</p>	<p><b>Specific Implications For:</b></p> <p>Ethnic minorities <input type="checkbox"/></p> <p>Women <input type="checkbox"/></p> <p>Disabled people <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
--	--

### Purpose of Report

- 1.1 The purpose of this report is to provide Members of Scrutiny Board with a final report on progress with the regeneration of Beeston Hill and Holbeck. This supplements a previous tour of the area and two reports at the Board's September and November meetings.
- 1.2 This report specifically addresses the following and remaining topics from the agreed terms of reference for this investigation:-
  - The role of the private rented and development sectors. In relation particularly to this issue, the Board is asked to welcome Mr. Frantzis, a private landlord who owns properties in Beeston Hill, and to receive comments from Mr. Frantzis on his views of how the area has changed over the last few years.
  - Complementary improvements to service delivery and environmental factors

### 1.0 Background

- 2.1 Members of Scrutiny received an initial report at their September meeting. This outlined, amongst other things, statistical information on the area; gave a historical perspective; provided information on recent major developments, housing investment and raised the difficulties with the scale of back-to back housing. A tour of the area preceded Members' consideration of this report. In November a second report assessed partnership work and infrastructure, and funding and resources and Mr. Steve Williamson from re'new gave evidence on the partnership issue.

- 2.2 As part of the Board's agreed terms of reference for this topic, the final issues to be considered are complementary improvements to service and environmental factors; and the role of the private rented and private development sectors.

## **2.0 The role of the private rented sector**

- 3.1 A study by Sheffield Hallam University in 2000 showed that Beeston Hill had a transient population, was an area of low demand for housing, with a high turnover, high void levels and a market in decline. There was also likely to be an increase in the transient nature of the population with 49.5% stating they were likely to move out of the area over the next 5 years. The reasons for this were issues of antisocial behaviour, crime, poor quality housing and physical environment.
- 3.2 In 2000 there was a private rented sector level within Beeston Hill of 26%. Over the following years this level has increased to approximately 42% with a similar reduction in the level of owner occupation. Whilst there is no evidence to substantiate why this has occurred, anecdotally it has been suggested that as house prices have increased and owners have come out of negative equity, they have sold up and moved out of the area – although many people have only moved to other parts of Beeston. The main buyers in the market have been the private rented sector hence the increase in their stake in the area. The last census information showed that the private rented sector accounted for over 20% of the housing market within the whole of Beeston Hill and Holbeck. Within the older housing stock where most of the sector is located it is estimated to be approximately 32% (1750 properties). The city average for the private rented sector is 10%
- 3.3 The original Beeston Hill Housing Strategy identified the need to address the rising private rented sector. As part of the SRB4 programme the Beeston Hill Private Rented sector project was created. This was a joint SRB4 and Neighbourhood Renewal Fund project. Its aim was to work with the good landlords and target the poor landlords to improve the standards within this market and the project was developed in conjunction with landlords. It created the Beeston Hill Accreditation Scheme, an agreed enforcement methodology, financial assistance for members and the targeting of non accredited landlords to improve standards or drive poor landlords out of the market. The accreditation scheme standards were set above those of the Leeds Landlords' Accreditation Scheme (LLAS). Both the landlords and their properties were accredited. Grants were available in conjunction with other regeneration activities in the area to improve their properties to the legal decency standard. Also as part of the scheme a local landlords' forum was created. This was a means of involving the private landlords in the regeneration of the area.
- 3.4 Since its inception the project has had varying successes. Initially the localised accreditation scheme had 25 members covering 96 properties, which was approximately 10% of the private sector market. Unfortunately, despite promotional activity, it has not been possible to significantly increase the number of members. Whilst new members were attracted, existing members were removed from the scheme following inspections and enforcement action. Membership is currently 26 members covering 126 properties. This is now approximately 6% of the private rented stock. However, the forum has provided successes in improving the dialogue with the sector and involving them in the future regeneration thinking. Also, by proactively targeting the sector, there has been increased enforcement activity in the area. Since the commencement of the scheme the project officers have taken a total of 14 successful prosecutions. The last prosecution resulted in a £7,000 fine for two breaches of the House in Multiple Occupation Management Regulations. All these

successes have been published in various forums. The feedback from the sector is that the targeting of the poorer landlords is welcomed.

- 3.5 Empty properties have been an issue for the private rented sector within Beeston Hill and Holbeck as well. In 2000 the void rate within the area was just under 15% of the total stock. 60% of the long term (greater than 6 months vacant) empty properties were within the private rented sector. This resulted in the creation of an Empty Property Strategy, initially funded via SRB4 monies. A strategy was developed which targeted empty properties and encouraged owners to return them back into occupation. The strategy was eventually rolled out across the City and formed the basis of the Authority's current empty property strategy. Within the area the void rate has dramatically reduced over time. The current rate is 2.4%, which is actually below the city average. Even so, 61% of the remaining long term voids are within the private rented sector. To complement the Empty Property strategy for the area the team have targeted long term voids and have directly contributed to the return of 21 hard to resolve long term empty properties to occupation and a further number are in the process of being sold to third parties who intend to renovate the properties for reoccupation. At present, as part of the Intensive Neighbourhood Management initiative, privately owned long term voids are being targeted with a view to returning them to occupation.
- 3.6 Overall the activity of the team has so far resulted in the direct improvement of over 200 properties and has improved the confidence of the sector in the area. Unfortunately as of April 2007 the external funding for the project will cease and an exit strategy will be developed to ensure the successful completion of the project. Discussions have begun as to how best to incorporate the Beeston Hill Landlords Accreditation scheme within the LLAS. Consultation has commenced with the members as to how best to continue the forum, its format, and how they wish to continue to have an important input into the future regeneration of the area. All enforcement activity is likely to be incorporated into the activity of the south area team's day to day workload
- 3.7 At present Beeston Hill and Holbeck is being considered as a potential area for selective licensing, which is a discretionary power introduced by the Housing Act 2004. This is not seen as a replacement for the above project as it does not incorporate any powers to ensure an improvement of housing standards as per mandatory House in Multiple Occupation licensing. However by ensuring all private rented properties are licensed it will allow the identification of the poorer properties so that targeted enforcement may occur. Guidance on the business case and what is expected within any application to the Secretary of State for consideration has just been released by DCLG. Works will be undertaken now to examine any potential business case and the implications of such a scheme for the area. This will involve extensive consultation with various stakeholders including the private rented sector.
- 3.8 As the focus of this part of the report is the private rented sector it was felt that Members of the Scrutiny Board may wish to have the opportunity to meet and discuss the issue with a local landlord. Mr Frantzis is a local landlord of many years standing. He was involved in the consultation and development of the original scheme and has been a member since its inception. His main area of focus for his portfolio is Beeston Hill and Holbeck. He has been in the area for a considerable length of time and has seen the changes that have affected the area.

### **3.0 The role of private developers**

4.1 Another key aspect of evidencing progress in regeneration would be a growing private developer interest in Beeston Hill and Holbeck to offer new build accommodation. Over the last 2-3 years this has become more evident and three sites are listed as examples, which do indicate that private developers are becoming more interested in investing in the area:-

- The “Royal Flush” development (so called because that was the name of the shop that previously operated on that site) at the junction of Dewsbury Road and Admiral Street just as traffic comes over the motorway bridge out of town, was completed in 2005 at an estimated cost of £4 million and did not involve any public subsidy. This provided 43 one and two bedroom apartments and appears to be a sustainable development with properties initially marketed for sale at around £120,000. The development includes parking and secure access. Public art in the form of a new clock that reflects a previous use of the site was also a part of the scheme. This was the first independent private sector development of this scale in the area for a generation.
- Shaftesbury House, the former hostel on Beeston Road, has been the subject of developer interest for some time and the current position is that the Council is awaiting confirmation that contracts have been signed and development can begin. The scheme would provide 172 one and two bedroom apartments and incorporate a gym, restaurant, underground car parking and would seek to be a highly efficient carbon neutral building. If this development progresses then another significant landmark will be improved, again without direct public funding.
- The Hunslet Hall Road shops site has recently been marketed and a good number of offers and proposals received, which are currently being assessed by officers and which will necessitate further discussions. Residential accommodation, however, is a feature of a majority of the proposals and, if seen through to completion, will enhance the image and reputation of the area as being one to invest in.

4.2 One of the issues for the area is the lack of available space on which to build without either considering greenspace or having to demolish existing properties, however work that has been undertaken to support the PFI bid to Government has considered various potential sites and soft market testing has indicated that the private sector would be interested in being able to bid for development opportunities and work with the Council on wider regeneration benefits.

## **5.0 Complementary improvements in service delivery and environmental factors**

5.1.1 Some reference was made in the initial report to Members regarding complementary progress in non-housing related service delivery issues and in environmental improvements. This report gives more details on a number of these individual successes and also indicates where further progress needs to be made. The first consideration should be given to some of the quantitative data that can be easily compared because the basis on which the statistics are determined has remained consistent. For the Beeston Hill and Holbeck area this includes the following:-

- The numbers of people receiving a Council benefit has reduced from 51% in 2001 to 43% in 2005

- In 1998 / 99 there were 368 non - domestic burglaries and 938 domestic burglaries. For 2005 / 06 this had reduced to 182 and 242 reported burglaries respectively
- IN 1998 35% of pupils from the area entered achieved level 4 in English at Key Stage 2 and 21% achieved the same level in Maths. In 2005 these figures stood at 73% and 66% respectively
- In 2001 15% of sixteen year olds in the area achieved 5 A\* - C grades at GCSE. By 2005 this had increased to 32%.
- In 2000 some 15% of properties stood void. The latest figure puts the total at under 2.5%.
- There are now seven neighbourhood or area residents' forums compared with two five years ago.

5.2.1 Complementary service improvements have sought to target the wide range of issues prevalent within a disadvantaged community so the agenda has focused on a mixture of work using both mainstream and any available external funding, which has included Single Regeneration Budget (SRB), Neighbourhood Renewal Fund and Objective 2 European funding. The following would be some of the headline issues and developments:-

5.2.2 Community safety – police officers who were dedicated to Beeston Hill and Holbeck operated under the SRB Round 4 funding period and this has transposed into the current neighbourhood policing initiatives. Whilst overall crime has reduced by around a third in the last six years, concerns around anti-social behaviour have increased, so current projects such as the Signpost scheme working with 9-14 year olds involved in asb and the recently appointed Neighbourhood Safety Liaison Officers, who liaise with victims, agencies and have a small resource budget to react positively to individual victims' needs, are attempts to respond on this issue. In addition, following comments made at the previous meeting in November, confirmation has been received from the Police that they feel that the prostitution issue in Holbeck, whilst not completely removed, has been significantly and positively addressed and a number of ASBOs have recently been obtained to support the holistic approach being taken using outreach workers.

5.2.3 Streetscene issues – the general state of the streets in the area, given the high density of housing, has always been an issue for residents and remains so with a constant need to keep on top of litter, flytipping, graffiti, and general grounds maintenance issues. Over the years improvements in these areas have fluctuated as different initiatives have been tried, but there does seem to be currently a sustainable improvement that is now visible, partly due to the responsiveness of Departments and other agencies that work in this field, but also through the work of community sector organisations that are consistently putting out the message about taking pride in the area.

5.2.4 Unemployment and skills – this is one of the most difficult areas to see trends that go against national or citywide averages. Partly this may be because the nature of housing in the area does not yet offer enough diversity to encourage people who get jobs, or indeed better jobs, to stay and commit long-term; partly because the image of the area is still one that is relatively transient and so the “revolving door” factor means that sustained reductions in worklessness are particularly difficult to evidence; or

partly it may be due to the barriers faced by residents, particularly those from BME communities, whether in terms of career ambitions, language difficulties or indeed institutionalised obstacles to getting a foothold in particular areas of work. Projects have been developed over the years to seek to address these issues, notably the establishment of the City's first neighbourhood job shop, a one million pound plus European funded project called ASPIRE, and a Learning and Skills Council funded scheme aimed at re-connecting people back into learning and training.

5.2.5 Involvement of the private sector – the private sector can be helpful in ways other than simply property issues and close work has taken place over the last couple of years to try and engage the skills of the private sector more actively with priority regeneration areas like Beeston Hill and Holbeck. Notably these would include the Leeds AHEAD organisation which has brokered the use of private sector knowledge and skills as opposed to hard cash to support voluntary and community groups in a number of different ways from legal to organisational to business planning. Similarly Leeds Community Foundation has now launched a “Leeds 11 Fund” which has secured £100,000 to be spent on offering grants to groups in that postcode area which are focusing on social enterprise initiatives, and particular support for the fund has come from businesses in the Holbeck Urban Village community. Finally, it is planned to develop a formal strategy that will tie together the agencies who are developing the regeneration of the Urban Village and the Beeston Hill and Holbeck area into agreeing key outcomes that will help bed in strong links between the two neighbouring areas, which could be in terms of job and training opportunities, mutual promotion of facilities or access to affordable housing.

5.2.6 Especially given the limited space available for children and young people to play, environmental factors are vitally important in an area like Beeston Hill and Holbeck with the nature of some of the terraced housing. Since the concerted regeneration work began in 1999 various sites have been developed or upgraded. Within a list of the most notable of these would be:-

- Cross Flatts Park, which has seen significant investment in new and refurbished facilities and the Friends of Cross Flatts Park group is a model example of how the community sector can both campaign for and actively undertake improvements.
- Holbeck cemetery. Again a Friends of group has helped in developing schemes and ideas for this space.
- Brickfield Park is a new and now well used greenspace, converted from disused allotments and borders some of the densest terraced areas
- A new skateboard park was opened last year.
- Smaller schemes such as use of goalends; attractive boulders to prevent access by cars on to greenspace; and improvements to a number of the playgrounds in the area through SRB4 funding have all improved certain sites.
- Beyond specific greenspace areas a main connecting underpass is currently being improved between Holbeck and Beeston Road.
- Upgrades to former toilet yards, now often used as binyards have taken place in some areas and a more extensive scheme is now underway in Beeston Hill supported by the Area Committee.
- Use of the Safer and Stronger Communities Fund through the Intensive Neighbourhood Management Programme in parts of the area will also bring in smallscale but nevertheless important improvements that make residents feel safer, more confident about their area and improve its image with people passing through.



However, it is the continuing success of groups like Beeston in Bloom and Holbeck in Bloom, and the on-going support of agencies such as Groundwork Leeds that will ensure that the environmental agenda is kept at the forefront and continues to be prioritised to an appropriate level. In terms of major areas that need further investment and attention, Holbeck Moor would be one that is likely to be a priority over the coming months.

- 5.3 Service delivery and environmental factors have improved in the area – any genuine assessment of the situation five or six years ago compared with the situation today will come to that conclusion. But in many senses, although the area has probably now caught up with similar comparable inner city areas, there is work still to be done to continue the upward trend and make improvements sustainable. Key priorities in service delivery will be to maintain the focus on crime and antisocial behaviour and bring figures that have increased during this policing year into line with the downward trends of the last few years; also to address cohesion issues with young people both within the area and between young people from Beeston Hill and Holbeck with neighbouring communities; and to sustain the message that is present locally, but not always recognised beyond the area, that the real Beeston Hill and Holbeck is not accurately reflected by the image given to it over the last 18 months since 7/7.

## **6.0 Conclusion**

- 6.1 This report has assessed some of the developments within the private rented sector in Beeston Hill and Holbeck during the last few years and taken evidence from a current stakeholder landlord. The report has identified that private developers are becoming more interested in the area and that some sites are developable and sustainable without public subsidy. In terms of service delivery and environmental improvements the report concludes that much has been achieved but there is a long way to go to get to the point where the focus on the area can be eased and ultimately withdrawn. This may happen as the housing market starts to change more significantly.

## **7.0 Recommendations**

- 7.1 Members of the Board are asked to:-

- a) Note and comment on the report in relation to section 3.0, the role of the private rented sector in Beeston Hill and Holbeck
- b) Take evidence from and ask questions of Mr Frantzis, a private landlord, who has properties in the area, on this issue
- c) Note and comment on the report in relation to sections 4.0 and 5.0, the role of private developers and complementary improvements to service delivery and environmental factors
- d) Agree any recommendations arising from consideration of this report and to agree that a final report is drawn up to summarise the main conclusions from the scrutiny of the regeneration work in Beeston Hill and Holbeck and to make any appropriate recommendations.

This page is intentionally left blank



Originator:  
Martyn Stenton  
Tel 50647

---

## Report of the Director of Neighbourhoods and Housing

### Neighbourhoods and Housing Scrutiny Committee

Date: 10 January 2007

Subject: Area Management Review

---

#### Electoral Wards Affected:

All

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1.0 PURPOSE OF REPORT

The report details the context and background to the area management review which is currently underway. It then outlines initial findings and proposed next steps.

## 2.0 CONTEXT FOR THE REVIEW

2.1 The review of Area Management in Leeds is taking place at a time of considerable change both within the Local Authority and within key local partners. This includes:

- Children's Services and Adult Services developments,
- The development of the Leeds Local Area Agreement, with a focus on improving key service outcomes,
- Structural Change in a number of key partner organisations – the Police, PCT and ALMOs,

2.2 There are also further anticipated changes for the public sector arising from the implementation of the recent Local Government White Paper and the forthcoming Lyons Review of Local Government.

2.3 The Council's review of Area Management commenced at the start of the year with an external audit of Area Management by KPMG. The proposed review of Area Management was discussed at CMT and at a meeting of the Area Committee Chairs and Area Managers. At the Area Committee Chairs' meeting Cllr Andrew Carter emphasised that:

'...the review will enable the Council to decide how to develop area working over the next three years...I believe that area management has cross party support...the review will allow an opportunity to take stock and look at what further services and budgets might be appropriate to be transferred to Area Committees...'

Cllr Andrew Carter  
Area Chairs Meeting, Feb 2006

2.4 From considering the direction of travel for Area Management and the terms of reference for the KPMG audit, a number of issues for the review were highlighted:

- How is area management helping the council to deliver its corporate plan?
- How is area management improving the co-ordination of services and service outcomes for local neighbourhoods?
- How are local views and needs being taken into account through area working?
- Are there elements of existing area management work which could be delivered more effectively?
- Should area management take on further services and responsibilities?
  - what services
  - what timescale
  - how do we do the assessment
- What are the implications for area management of changes in other partners structures and planned change within the council?
- Where is area management now being implemented effectively in other areas and what key lessons and opportunities are there for Leeds?
- Should we change the level and type of control over services devolved to areas? How would this best be achieved to take account of local and corporate considerations?
- How do we measure the added value of having area management?
- How can we achieve better clarity on the role of area management, area committees and district partnerships?
- What are the implications of the Local Area Agreement for area management?

2.5 An Area Management Review Board was established in August 2006 to look at KPMG's audit findings and take this work forward. It is chaired by Neil Evans, Director of Neighbourhoods and Housing<sup>1</sup>.

### 3.0 BACKGROUND

3.1 This section provides an overview of the recent history of Area Management in Leeds. It covers the Community Involvement Teams and the work done to establish Area Committees and Area Management.

---

<sup>1</sup> Area Management Review Board Terms of Reference and Membership are available on request.

### 3.2 Community Involvement Teams (2000/2001 – 2004)

The Council agreed to establish Community Involvement Teams (CITs) in 2000 as part of its modernisation agenda which also covered the introduction of a Leader/Cabinet model and the establishment of Scrutiny Committees.

16 CITs were established by the middle of 2001 involving one, two or three council wards. All elected members were on the CITs and they also had a range of co-optees.

Strengths of the CITs included:

- They provided a good picture of community priorities
- They enhanced community involvement and there were examples of strong community effort and commitment in some areas
- They helped the working relationships between departments and partners at a local level
- They established a clear process for all elected members to work together at a local level
- They highlighted where services were falling short of local needs and expectations
- They helped the council to move on, in terms of modernisation and provided a good starting point for the further development of area working

Lessons learned from the CIT experience cover:

- Purpose and role – there was a degree of confusion about their role in relation to community development, leadership, regeneration, service co-ordination and their relationship with the rest of the Council and corporate issues.
- They had limited budgets and limited ability to influence council services.
- Long inception period and limited central resources – it took approximately 18 months from agreeing to have CITs up to the point when they were all fully operational. Clear processes and support arrangements were not all in place before they went live. There were insufficient resources for central co-ordination and policy direction.
- 16 was not sustainable – services found it difficult to organise themselves around and respond to 16 different areas. Managing and co-ordinating activity across 16 different areas was sometimes time consuming and cumbersome.

The CITs continued to meet until Spring 2004 when new ward boundaries were introduced and new Area Committee arrangements were brought in.

### **3.3 Towards Area Management and Area Committees (2002- 2004)**

Detailed work and widespread consultation took place between 2002 and 2004 which led to the establishment of the current Area Management arrangements. This included discussions with elected members from all parties, consultation with the CITs, key partners (such as PCTs, Police, and Leeds VOICE), community representatives, council departments and all households in Leeds (through a CIT household survey).

This work was done alongside a Periodic Electoral Review of ward boundaries and the implementation of a new officer structure in the Council which embraced area working and improved the integration of services. Consideration was made of what the Council was allowed to do under the Local Government Act 2000 as well as what other Local Authorities were doing or proposing to do.

In October 2003 the council's Executive Board received a detailed report on area management and approved a series of recommendations aimed at allowing Area Management and Area Committees to be up and running from June 2004.

#### **Objectives**

The stated objectives of area management were:

- To ensure the continuous improvement of council services
- To integrate and improve the co-ordination of services at a local level
- To allow locally based decision making and accountability to ensure that council services better address local issues and locally determined priorities

The proposals looked to significantly expand the role and powers of local members, building on the experience of the CITs.

#### **Area Boundaries**

Following the exploration of various options for area boundaries, a consensus emerged that five operational areas with ten area committees was the best option for Leeds at the time. This received cross party support from Members and was broadly supported by others consulted.

This produced five operational areas with a critical mass capable of sustaining an area management structure and close ties to the operational boundaries of major partners.

It allowed for the sub division of the areas to create an inner and outer Area Committee. These were based as far as possible on wards of a broadly similar character to each other leading to a commonality of interests and challenges within each area.

#### **District Partnerships**

Alongside the development of the council's proposals for Area Management, 5 District Partnerships were established with Leeds Initiative partners. The 5 'wedge'

partnerships model reflected the operational boundaries of major partners in Leeds at the time.

### **Area Management Officer Structure**

A new officer structure was put together to support Area Management which was established to:

- Have a Senior Officer presence in each area to co-ordinate services better and develop positive relationships with senior officers across the Council and in other related organisations such as the Police and the PCTs
- Support service planning, management, monitoring, partnership work and project work
- Support the workloads of the Area Committees and area based partnerships
- Support neighbourhood based community engagement activity
- Lead on and provide support for neighbourhood renewal and regeneration projects

### **The Role of the Area Committees**

The role of the Area Committees was described in terms of:

- Discretion over certain services within an overall framework
- A performance management role which would include Area Committees being able to monitor the standard of service delivery for all services provided within their area
- An influencing role involving having a right to be consulted on all major policies and strategies which may have an impact on the area
- A listening role encompassing being a forum for hearing deputations on local issues and responsibilities for community consultation and involvement
- Working in partnership, including work with District Partnerships, Regeneration/Renewal Boards and ALMO Boards.

### **Incremental Approach**

It was agreed that an incremental approach to the implementation of area management would be taken. It was anticipated that Area Committees would initially be responsible for the following services:

- Streetscene – including street cleansing, waste management, highway services (street lighting and highways maintenance)
- Youth Service – discretion over youth work provision and the roll out of the Youth Council model to areas

- Community Safety – including anti-social behaviour programmes, neighbourhood wardens, and local CCTV schemes.

In terms of budgets, it was anticipated that the former CIT budgets would be rolled up to provide new resources for Area Committee priorities. In addition to this, an initial analysis of total service budgets was undertaken and this showed that for those services where Area Committees would hold managers to account for their budgets (through a discretion and/or performance management role) the expenditure budgets were in the order of £200 million.

### **3.4 Implementation of Area Management (2004)**

#### **Area Teams**

Area Managers were appointed in the Autumn of 2003 and were all in post by early 2004. The officer structure to support area management was substantially in place by the Summer of 2004.

#### **Area Committees**

At the Council AGM in June 2004 changes to the Council's constitution were approved that established the ten Area Committees and how they could operate. This included the composition, boundaries and roles of Area Committees, Terms of Reference and Area Committee Procedure Rules along with arrangements by which Executive Functions may be exercised by the Committees. As part of these arrangements, every year each Area Committee is required to prepare an Area Delivery Plan for endorsement by the Executive Board after the Council's budgets have been set.

The first Area Committee meetings were held in July 2004 and Chairs were elected for each of them at those meetings.

#### **Area Functions**

The first Executive Functions were delegated to the Area Committees after agreement at Executive Board in September 2004. These functions were then reported to the Area Committees in their meeting cycle in October 2004. They were developed on the following basis:

- That the authority to exercise those functions will be held concurrently by the Executive Board, Area Committees and relevant Directors (within their scheme of delegated authority).
- That accountability for Area Committee Functions will rest ultimately with the Executive Board.
- That Area Committees will be required to exercise Area Committee Functions so as to achieve at least specified minimum service standards and performance targets and to contain spending within the available resources.

The first set of schedules approved for delegation related to the following specific functions:

Community Safety	- Public Reassurance (Wardens & PCSOs)
	- CCTV



Streetscene

- Waste Management – Bring Banks
- Public Conveniences

Children & Young People

- Youth Service

Some initial work was also done on a number of other services for possible delegation to the Area Committees as part of an incremental approach to build up their service responsibilities over time. On closer examination, a number of these services were undergoing, or about to go through, significant changes which meant it was not a suitable time to delegate them to Area Committees. For example, refuse collection and street cleansing were going through a route rationalisation exercise and street lighting was being transformed through a major Private Finance Initiative scheme.

Services relating to Anti-Social Behaviour, Burglary Reduction, the Roads and Street Works Act (RASWA) and Streetscene Enforcement Initiatives also received further consideration, but were considered unsuitable for delegation at the time due in part to the largely reactive nature of the services involved. It was not proposed to delegate budgets in relation to the Local Transport Allocation (relating to strategic network requirements) as it was felt this may mitigate against the ability of the Council to plan this service at a city wide level.

In addition to service responsibilities, the Council also gave Area Committees a responsibility to promote the social, economic and environmental well being of their areas. A well being budget was delegated to the Committees to support this function. It covered a three year capital allocation (£3.5 million) and an annual revenue allocation (£1.9 million). A minimum revenue and capital allocation was made at the Council's AGM in June 2004 which ensured the Committees had spending powers at the outset. Following the consideration of options, the final split of the allocation to each area was agreed at Executive Board in September 2004 and was based on a 75% population, 25% deprivation indicator split.

## 4.0 TAKING STOCK

4.1 In the two years since the Council's current Area Management arrangements were established, progress and achievements include:

<b>Area Management Progress and Achievements 2004 – 2006</b>
All the Area Committees have met regularly since July 2004 and are well attended and supported
Annual Area Delivery Plans have been prepared, endorsed by the Executive Board and implemented locally
Well being resources are being allocated to locally important capital and revenue projects and local services across the 10 areas
Significant external resources are being accessed as a result of the activities of the area management teams – for example an exercise undertaken in Inner East Leeds in 2005 showed that £3.5 million of additional funding was coming into the area to support a range of local regeneration priorities

The five District Partnerships are in place, they agreed District Partnership Action Plans in 2005, have reviewed them in 2006 and are implementing the range of actions in them to support the regeneration of their areas
A range of town and district centre regeneration schemes are being developed across the City
Service co-ordination and specific neighbourhood management and improvement work is taking place in partnership across the City
Regular multi agency initiatives are making an impact on 'crime and grime' in priority neighbourhoods through operations Apollo, Arrow, Banrock and Cava
Comprehensive regeneration schemes are being progressed to transform neighbourhoods e.g. Beeston Hill and Holbeck, Little London, Chapeltown Road, EASEL, West Leeds Gateway
Neighbourhoods and Housing Department are extending the area remit of a number of services – community centres, community safety and environmental health

4.2 Whilst significant progress has been made in the last two years and Area Committees are generally viewed as working well and performing an important function, there are a range of views about the successes and shortcomings of Area Management. A number of key issues relating to this were captured in the KPMG audit.

### 4.3 KPMG Review of Area Based Working

4.4 KPMG undertook a review of area based working earlier in 2006 as part of the Council's external audit plan. The review involved an extensive review of documents, interviews with Officers supporting Area Management, Area Committee Chairs and a cross section of staff from other services/agencies working with Area Committees.

4.5 The review underlined the progress made by Area Management to date, the scope to bring more clarity and performance management to area working as well as opportunities to further extend area working in Leeds.

### 4.6 Key findings of the review were:

- Area Committees have developed Area Delivery Plans which are coherent with the Vision for Leeds and the Council's corporate plan and contain a significant number of local actions
- Community engagement and assessing area profiles takes place to identify the needs of areas, however, the Area Delivery Plans do not clearly document how this feeds into the actions in the plans
- There is evidence to suggest there has been a significant level of increased local knowledge as a result of Area Committees
- Area Committees have not been able to demonstrate how they have significantly tailored local services within Streetscene and Youth Services. Whilst in Community Safety there has been clearly more closer working arrangements established
- Area Committees do not receive performance information which is tailored to their areas

- 82% of the actions in the Area Delivery Plans in 2005/06 were completed showing significant delivery on the ground
- The Council and Area Committees have not developed a performance framework to review whether Area Management is a success or not. Further to this Area Committees do not review performance against the initial strategic objectives of Area Management.

4.7 Key learning points from the audit were:

- The Area Committees need to formally evaluate the community engagement activities that have taken place to identify whether it is sufficient
- The Area Committees need to consider the mix of services they receive from Streetscene and Youth Services and consider if this is adequate to meet local needs
- Area Committees and Council Services must continue to work together to identify and produce key performance indicators which can be reported on an area basis
- The Council and Area Committees need to develop a performance framework to measure the success of Area Management. This framework should also consider the strategic objectives of Area Committees.

4.8 The Area Management Review Board agreed a management response to the audit in October 2006 and a number of strands of its work are linked to the key findings from the audit. Officers in the Area Management teams are currently compiling an action plan to take this work forward and link it to elements of the Area Management review<sup>2</sup>.

4.9 Particular issues to be addressed are:

- Clarity on the role of Area Management teams and Committees in relation to neighbourhood based community engagement activity and mechanisms for evaluating local engagement activity
- Improving the clarity and meaning of delegated functions
- The development of Area Management performance indicators as well as meaningful local performance indicators for key services
- Improving Area Delivery Plans so that targets and intended outcomes are better quantified

4.10 In addition, a number of Officers from other services have commented that existing structures and ways of working can put pressures on services when trying to respond to the needs of 10 different Area Committees. It is believed that there isn't sufficient infrastructure or multi agency working in some services to effectively deliver better outcomes at a local level. The recent developments in Children's Services were highlighted as good practice here – through a lower 'centre of gravity' with more emphasis on locality working there was evidence starting to emerge that services were working better together on the ground and that this was delivering better outcomes for children and families.

4.11 At the Area Management Review Board there was a view that Area Management has an important role to play in managing and co-ordinating service and political

---

<sup>2</sup> A copy of the full KPMG audit and management response is available on request.

relationships at a local level and assisting in achieving a good balance locally between political dimensions and operational circumstances. Through area management there are opportunities for the Council to develop better means to handle local responsiveness in services, bring about regeneration at a neighborhood level and ensure better outcomes.

- 4.12 The move to Area Management, and the introduction of Neighbourhood Management in some areas, is leading to a greater emphasis on having more resources for front line services and an improvement in the authority's ability to lever in additional resources for targeted improvements. There is a concern, however, that a number of these targeted resources are from short/medium term external funding sources (e.g. NRF, SSCF) which may not be available to Leeds in the future.
- 4.13 At the Review Board there was a consensus on the benefits of moving towards more locality working and the various drivers for this as indicated in the context section above. Issues about the capacity and skills to take the agenda forward both within area teams and services were raised. A key challenge will be how we organise services better at a locality level and engage better with the public. This is linked to capacity, resources, service efficiency and consistency considerations.

## **5.0 NEXT STEPS**

- 5.1 The Review Board will oversee work on the following strands and will link them to the Council's Corporate Change Programme where appropriate:
- The development and subsequent implementation of an action plan to address KPMG's audit findings;
  - The development of a framework for locality working in Leeds which takes account of different service arrangements and the anticipated direction of travel for the Council. This would ensure clarity and consistency across different services and different parts of the City and outline the role of the Area Committees and where they can add value;
  - Work on proposed service management levels for area management and the development of selection criteria for services. This would help to identify whether services should be centrally or locally managed (or commissioned) and the benefits/disbenefits of a particular approach. For example, it is anticipated that facilities such as the central library and Roundhay Park would remain centrally managed as they are resources of city wide significance, whereas services such as neighbourhood wardens would remain locally managed and be further integrated into locality working in particular neighbourhoods.
  - Alongside this, City Services are undertaking some work to develop a possible locality working model for neighbourhood environmental services. This will consider the scope for locality working for services such as street cleansing services as well as options for a number of environmental enforcement services;
  - The consideration of locality working issues in Children's and Adults Services and options for Area Committees to influence the commissioning of these services in their areas;

- Consideration of the area infrastructure and functions which will be required to effectively deliver the area management agenda as it develops. For example, this may include developing the Area Delivery Plans and linking them more closely to the Leeds Local Area Agreement, reviewing the composition and roles of area management teams and their relationships with Area Committees and District Partnerships;
- Reviewing partnership working through the District Partnerships and the role and engagement of local elected members in area based partnership work. This will take account of the changes in operational boundaries of other public sector partners such as the PCT, Police and ALMOs and work being done on the development and review of other Leeds Initiative structures.

## **6.0 RECOMMENDATIONS**

Members of the Scrutiny Committee are asked to:

- a. note the work which has taken place to date, and
- b. give views on any aspects of the Review which will then be fed back to the Review Board.

This page is intentionally left blank



Originator: Martin Green

Tel: 2478108

**Report of the Director of Neighbourhoods and Housing and the Director of Legal and Democratic Services**

**Scrutiny Board (Neighbourhoods and Housing)**

**Date: 10 January 2007**

**Subject: Social Enterprise Framework and Action Plan**

**Electoral Wards Affected: All**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**Executive Summary:**

The report sets out the rationale for supporting and developing the capacity of social enterprise organisations to enable their involvement in the delivery of public services. The report identifies the national, regional and local policy drivers encouraging local authorities to;

- support the growth of social enterprise,
- develop their capacity to deliver best value services and community benefits, and
- explore social enterprise as a potential model for the delivery of existing mainstream Council services where doing so would produce better outcomes for customers.

The Social Enterprise Framework and Action Plan sets out how the Council will support and develop social enterprises that have the potential to contribute to a mixed economy of provision and deliver service efficiencies. The report summarises some of the key opportunities and challenges that arise from implementing the Framework and Action Plan.

The Thriving Communities Scrutiny Board is asked to comment on and support the approach set out in the Social Enterprise Framework and Action Plan.

## 1.0 Purpose of the report

1.1 The report sets out the key drivers for the development of the Social Enterprise Framework and Action Plan. The report identifies the benefits of developing a coherent corporate approach to promoting and supporting social enterprise and a summary of the key issues to be addressed.

## 2.0 Background

2.1 A Social Enterprise is a trading organisation which:

- is enterprising in its approach
- has clear social objectives set out in a constitution
- has a structure which ensures social ownership and accountability
- does not distribute profit to private shareholders

Social enterprises aim to deliver economic and social benefits either by delivering public services directly to communities or through seeking trading opportunities elsewhere and reinvesting any surplus generated to support these local communities. The Framework provides a number of examples from Leeds and other areas, of successful social enterprises delivering economic and community benefits.

2.2 The Social Enterprise sector has grown considerably in terms of its percentage of the UK economy as a series of policy drivers and considerable investment from the public and private sector has produced the conditions in which a growing number of social enterprises have prospered.

2.3 Social enterprise policy drivers include:-

- The National Procurement Strategy (October 2003) which identified the need for public bodies to link procurement strategies to their Corporate Plans and explicitly highlighted the need to link procurement to local social, environmental and economic objectives.
- The Small Business Friendly Concordat, March 2005, to which Leeds City Council is a signatory, offers case studies on incorporating community benefits into tenders and engaging social enterprise in procurement.
- The Local Government Act 2000 which enables local authorities to promote the economic, social and environmental well-being of their communities and includes working with suppliers to realise community benefits through procurement.
- The Regional Economic Strategy 2006-2015 also identifies actions to support the development of social enterprise under 3 of its 6 key objectives – to support the specific needs of social enterprises through mainstream business support; developing NHS, local authority and other public sector procurement policies to enhance local business opportunities; and to utilise and build the capacity of the Voluntary, Community and Faith sector (VCFS) and social enterprises to deliver appropriate mainstream services.
- The Government's Social Enterprise Action Plan: Scaling new Heights aims to raise awareness of what Social Enterprises can achieve and encourages people to make a difference either by getting involved with or investing in Social Enterprises.
- The 4<sup>th</sup> block (Economic Development and Enterprise) of the Leeds Local Area Agreement and particularly the work programmes focusing upon addressing financial inclusion, tackling worklessness and supporting enterprise.

2.4 Government and Regional Funding programmes have sought to embed these policies in practice through funding support for Social Enterprise. Business Link provides business



support and start-up grants to social enterprises and Regional Development Agencies and Government Offices have provided national and European resources to support the development of social enterprise. Yorkshire Forward has recognised the contribution of social enterprise in the RES and has provided support for policy development through the Regional Forum and the Government Office for Yorkshire and the Humber have provided funding for social enterprise support projects aimed at the VCFS through the European funded Objective 2 programme.

### **3.0 The Social Enterprise Framework and Action Plan**

3.1 The Social Enterprise Framework and Action Plan appended to this report aims to provide a coherent and co-ordination approach to support social enterprise in the City to enable the Council to fulfil its commitment in the Council Plan to diversify service delivery arrangements where it is appropriate to do so.

3.2 The action plan has been constructed around four key objectives to address the key challenges and maximise the opportunities in engaging with social enterprises. These are to:-

- raise the profile of social enterprise and promote a mixed economy of service provision across the Council
- define a strategic corporate approach to achieving community benefits through procurement.
- provide support to social enterprises, including the development of capacity in the VCFS to deliver public services.
- work with new and existing partners on innovative ways to deliver services and develop thriving communities

3.3 Work to be taken forward will include interventions to assist both the commissioners and procurers of services and potential service providers:-

- Promoting the framework to raise awareness of and champion social enterprise
- Providing training for those procuring services to engage with social enterprises
- Identifying further procurement opportunities for social enterprises
- Developing an information resource that identifies social enterprises, the services and community benefits they deliver aimed at those procuring services
- Developing model contracts for use with social enterprises
- Producing guidance and training on specifying and quantifying community benefits for inclusion in tender specifications and evaluations
- Establishing a network of social enterprise advisors and mentoring programmes targeted to key areas of service delivery
- Identifying and promoting the resources available to provide seamless support to social enterprise at different stages of development particularly in disadvantaged areas
- Working with other public sector and agencies partners to harness and target resources and further develop this approach

### **4.0 Key Opportunities and Challenges**

4.1 There are a number of existing models and planned activities that are informing the way forward. In summary these are:-

- The Keeping House initiative developed by Social Services Department to provide VCFS groups with the capacity to deliver social care and domestic services for vulnerable adults. Keeping House demonstrates how groups can develop and

charge for domestic services that the client group regularly demand and find difficult to access. The project has employed advisors who work with the groups to constitute themselves as trading social enterprises and to assist them with business planning and marketing. Keeping House demonstrates how the Council can develop different models of delivery for services that are in demand and that residents are willing to pay modest amounts for.

- The Sports Trust model of delivery broadly meets social enterprise criteria and provides a useful template whereby the delivery of a mainly “charged for” service is enhanced by being delivered at arms length from the Council. The Trust model of delivery benefits from significant tax, borrowing, legal and human resource advantages and enables the organisation to operate in a more flexible and enterprising manner than previously.
- The Leeds Credit Union similarly provides a good model of a successful and expanding social enterprise delivering key regeneration benefits through a mixture of income generation, grant support and contract delivery.
- The Sustainable Futures Project based in Neighbourhoods and Housing Department is working with City Services Department and a range of community based recycling groups and to put in place contracts for the recycling of specific materials. There is potential for such groups to make a significant contribution to the achievement of the Council’s Waste Strategy.
- The successful Leeds Local Enterprise Growth Initiative (LEGI) bid includes the development of Catalyst Centres to be established in deprived communities. The Centres, located in community venues, will be operated as social enterprises providing business support services for entrepreneurs operating for profit and for social benefits. Income raised from their services would be ploughed back into the centre and the community to address the below average levels of enterprise found across the City.

4.2 There are a number of significant challenges to be addressed in providing effective support to social enterprise :-

- The enterprise deficit within the City is significant with levels of self-employment and business start up below national and regional averages. Encouraging greater levels of enterprise is a cross cutting priority that requires greater collaboration and coherence in the Narrowing the Gap and Going up a League agendas of the Leeds Initiative. The Council has a key role to play in this in terms of how it procures and delivers its services and in the influence it can bring to bear upon partners, contractors, investors in the City and major developers. The framework and action plan will enable the Council to contribute to activity to stimulate enterprise in the City and the growth and increased capacity of social enterprises.
- Work is underway within the Corporate Procurement Unit (CPU) to assist in the specification and assessment of “community benefits” in contracting opportunities. This challenging work is essential in providing social enterprises with competitive equity and is a significant element of the framework and action plan.
- There is the potential to develop the methodology for the assessment of “community benefits” and embed this in a methodology for assessing requests for the transfer of assets to VCFS groups. This would need to be combined with the establishment of clear guidelines and criteria regarding the management capacity

and business plans of groups requesting transfers.

- Whilst the framework and action plan concentrate on the activities of the Council, it also recognises the need for the Council, in its community leadership role, to encourage other partners to work towards the development of social enterprise in a planned and coordinated manner.
- There is also a need to manage expectations about the extent to which social enterprise can deliver best value public services or solve some of the funding issues affecting the VCFS. Social enterprises need ultimately to be successful, sustainable businesses.

## **5.0 Implications for Council Policy, Governance and Resources**

5.1 The implementation of the framework and action plan can be undertaken within existing policy, governance structures and resources. Proposals arising from the action plan that have cost / benefit implications will be judged on a case by case basis within the context of Departmental Service Plans and budgets.

## **6.0 Conclusion**

6.1 The Social Enterprise Framework and Action Plan provides the Council with a mechanism to coordinate support to Social Enterprise to :-

- develop and build their capacity to deliver economic and social benefits.
- procure services from social enterprises, and
- re-engineer service delivery where appropriate and where the existing service would benefit from the freedoms and flexibilities that a social enterprise model would allow.

6.2 The Action Plan will be monitored and reviewed as policy, practice and new interventions emerge and will inform engagement with other public sector agencies in the City.

## **7.0 Recommendation**

Scrutiny Board members are asked to comment on and support the approach outlined in the report and the attached Framework and Action Plan.

This page is intentionally left blank

# **A Social Enterprise Framework for Leeds City Council**

## **FOREWORD**

Leeds City Council is committed to promoting and supporting existing and emerging social enterprises as part of a mixed economy of providers delivering quality services for residents across the City. This framework compliments and further develops activity already being undertaken by the Council to maximise the social, environmental and economic impact on communities when procuring services.

Many social enterprises are already delivering services in deprived neighbourhoods and by encouraging these groups to develop private sector approaches to social problems, we hope to encourage them to plan for the future and to develop as sustainable organisations.

This Framework is one of a series of initiatives that the Council is developing in order to help support a healthy and robust range of organisations able to deliver the Council's Narrowing the Gap priorities.

## **1. WHAT WILL THIS FRAMEWORK ACHIEVE**

This framework sets out the Council's approach to supporting the development and growth of Social Enterprise in Leeds. The framework establishes the rationale and benefits to be derived from supporting and developing a more enterprising culture in some of the most deprived wards of the city. The following are the four overarching aims to be achieved:

- Promote a mixed economy in service provision across the Council and raise the profile of the Social Enterprise sector in Leeds.
- Define a strategic corporate approach to achieving community benefits through procurement.
- Provide support to Social Enterprises, including the development of capacity in the Voluntary Community and Faith Sector (VCFS) to deliver public services.
- Work with new and existing partners on innovative ways to deliver services and develop thriving communities.

The audience for the Framework includes council staff in all service areas and at all levels and especially those with a procurement remit or with an interest in regeneration and economic development, as well as those working with and supporting VCFS groups and Social Enterprises themselves. More broadly, the framework will inform the councils approach in working with other partners

to support the development of social enterprise.

**For the purposes of this framework the following definition of Social Enterprise will be used:**

A Social Enterprise is a trading organisation which:

- is enterprising in its approach
- has clear social objectives set out in a constitution
- has a structure which ensures social ownership and accountability
- does not distribute profit to private shareholders (unless as a Community Interest Company)

Social Enterprises can range from small-scale community enterprises, such as cafes and shops, through to national companies operating in the open market. The benefits to the VCFS of a Social Enterprise approach include a focus on the customer, a move away from reliance on grant funding and towards more sustainable trading models, the opportunity to learn from mainstream business thinking and flexibility and responsiveness to market forces.

## **2. THE RATIONALE**

### **Why Buy from Social Enterprise?**

The *National Procurement Strategy for Local Government* sets out a range of strategic objectives and milestones for better local government procurement. The vision in the *National Strategy* is that by 2006 all local authorities will have adopted 'world class' practices in procurement, not least by:

- realising economic, social and environmental benefits for their communities through procurement activities
- operating a mixed economy of suppliers, including small firms, Social Enterprises, minority businesses and VCFS groups; and
- stimulating markets and using buying power to drive innovation

These messages have been reinforced in related guidance developed as a result of the *National Strategy*, including the 'Small Business Concordat', developed by the Office of the Deputy Prime Minister and the Local Government Association, '*Think Smart...Think Voluntary Sector!*' developed by the Home Office and Office of Government Commerce and the Voluntary Sector Compact and Codes of Practice jointly developed by the National Council of Voluntary Organisations and the Home Office Active Communities Unit.

*'Social Enterprises can be a highly effective vehicle for local authorities looking to achieve the vision in the National Procurement Strategy and get more for their money.'*

*(More for Your Money, Social Enterprise Coalition)*

Developing procurement activity with Social Enterprises is not just about meeting the requirements of central government. There is also considerable concern about the current shortage of some key skills in the workforce and the

capacity of some sectors of the economy to satisfy the spending requirements of local authorities and others. In order to protect the future achievement of best value, it is essential to take steps now to address these issues.

Encouraging a thriving, mixed economy in the city is a mechanism for bringing excluded groups into the labour market which raises skill levels. Increasing future employability in turn improves the quality of life for the individuals concerned and their families and helps to secure the sustainability of communities.

### **What are the Benefits of Social Enterprise to the Local Economy and to Local Communities?**

Public bodies are increasingly required to achieve additional social and environmental benefits through their procurement function to further their corporate objectives. There is scope for going even further by integrating 'additional benefits' into a core contract specification.

Whether delivering a recycling contract while tackling long-term unemployment, or cross-subsidising community transport with profits from mainstream bus services, Social Enterprises frequently deliver multiple outcomes across a wider range of objectives than a traditional, narrower approach to service delivery. Some local authorities have recognised that this kind of joined-up approach to service delivery can also offer genuine value for money.

Liverpool City Council's waste management contract with Bulky Bob's; a Social Enterprise offering bulk waste collection and recycling services, enabled the Council to get more efficient service while developing local jobs, promoting social inclusion, and saving the Council money. While the award-winning Hackney Community Transport runs three mainstream London bus routes that are consistently rated in the top three of all London bus route operators. The company ploughs the profits from these into its community transport services that operate across nine London boroughs.

*'In most cases, it is in the interests of both the public body and the Social Enterprise to recognise and reward any additional benefits within the contract itself. It is perfectly legal to do so but lateral thinking is needed on both sides of the equation.'*

*(More for Your Money, Social Enterprise Coalition)*

By widening the role of procurement to achieve regeneration objectives and engaging small businesses in deprived communities, the Council can encourage an enterprise culture in those communities in which the benefits of Leeds' burgeoning economy are not currently fully realised.

### **Where Can Social Enterprise Add Value for the Public Sector?**

There are specific areas of added value that Social Enterprises can deliver in addition to core product or service delivery such as:

---

- established links with the community
- specialist knowledge and experience of the local market
- independence and freedom from institutional pressures
- innovation and responsiveness
- operating in niche markets
- delivering services in areas of market failure

Social Enterprises have a strong track record in innovation and developing new markets – whether it's moving fair trade into the mainstream or pioneering new methods of service delivery. However, stimulating innovation and new markets requires an imaginative and proactive approach from public bodies as well as the Social Enterprises themselves. The national procurement strategy urges Councils to *'Stimulate markets and use their buying power creatively to drive innovation in the design, construction and delivery of services'*

In some cases, Social Enterprises may simply have a competitive advantage in the delivery of particular goods and services. Examples where this may be the case include: where the service meets the need of a specific group who are hard to reach or would particularly benefit from a high level of trust between provider and user; or where it is very hard to specify the softer nature of the service in a contract (such as in the support for disabled people and elderly care).

Many Social Enterprises have particular knowledge of, sensitivity to, and expertise about the communities in which they work. As a result, they may be much better placed than competitors to engage with people from disadvantaged or excluded communities. The SME Concordat recognises this competitive advantage, suggesting for example that Social Enterprises and those operating in the VCFS, may have better access to hard to reach customer groups.'

The Tower Hamlets Community Recycling Consortium illustrates how contracting with a consortium that includes local residents has enabled the local authority to meet recycling targets despite the problems associated with doorstep recycling services for high-rise housing. (*More for Your Money, Social Enterprise Coalition*)

In areas such as social care, childcare, health and leisure, Social Enterprises delivering high quality, user-focused services are particularly visible. Many involve both users and staff members in the way that projects are managed and services developed. Any surplus generated is reinvested directly back into service provision, more effective staff training or the achievement of social objectives as stated in the constitution. The social objectives of Social Enterprise may be the direct result of the services they deliver to disadvantaged groups or may be objectives that are funded out of surpluses generated through trading.



Leeds and Moortown Furniture Store (LMFS) collect unwanted furniture and white goods from homes and household waste sites across Leeds and where necessary make them good for use by either renovation or repair, city services make payments for this waste diversion. As well as providing a standard package of furniture and appliances to socially and economically disadvantaged people moving into social housing under a contract with the ALMOs, LMFS also provide employment and training opportunities to people in socially excluded groups, they divert waste away from landfill and they sell furniture at affordable prices in a furniture store to generate income to subsidise the organisation. The community benefits over and above the basic services that they deliver under contract with the ALMO are clear as is the scope for further contract opportunities.

Sunderland Home Care Associates provides personal care and domestic services to hundreds of people in need. It promotes independence and enables older, frail and disabled people to stay in their homes for as long as possible. Since it was set up in 1994, SHCA's hours of service have grown from 400 hours per week to 3,500 and its turnover is now more than £1.5m a year. The 160 employees own the company, share in some of the profits and participate in decisions. The result is an amazingly low staff turnover of just 3.5%. SHCA is building on the success by replicating the model across the north of England. *(More for Your Money, Social Enterprise Coalition)*

### **3. WHAT IS THE COUNCIL DOING ALREADY?**

Within Social Services and Neighbourhoods and Housing Departments there are three support programmes targeted at fledgling Social Enterprises in addition to the support provided by the Corporate procurement Unit.

#### ***Keeping House***

In 2005/06 Social Services Department launched the three year Keeping House partnership programme (with a 3 year investment totalling £900,000), to develop and support Social Enterprises which provide domestic services to older and disabled people. These enterprises will charge people for work such as cleaning, shopping, gardening etc. Keeping House support includes promotion of this new way of meeting demand for services, grants and investments, advice, consultancy and training for new and would-be providers. Most importantly, it is working on quality assurance, and the development of services which are at the same time affordable and sustainable as social businesses. Consultation with older people and disabled people is central to the whole programme. In addition to older and disabled people's representation, partners on the Keeping House Board include West Yorkshire Social Enterprise Link, public health, and voluntary and Social Enterprise sector representatives.

In 2005/06 the first 3 enterprises supported by Keeping House started trading. Fifty one grants were invested. These included 6 for start-ups; 16 for business planning, marketing and development; 20 towards testing out or expanding the sustainability of existing voluntary sector schemes; 4 for materials and equipment. In this first year, over 1600 older and disabled people benefited from the services supported. However, this is only the start. It has been just as important to put in place the 'building blocks' for solid and sustainable growth.

For further information, see [www.keepinghouse.org.uk](http://www.keepinghouse.org.uk)

#### ***Mental Wealth Project***

The Leeds Social Business Centre is a training, meeting and business centre providing ongoing training, advice and mentoring to people who wish to set up a social business. The Centre provides a non-threatening setting for people to call in to talk to qualified and experienced staff about their business idea who will offer the resources and advice to progress that business idea right through to start-up.

The Centre will also provide start-up premises – that will include personal space within an open plan office that is furnished with desk, chair, PC, telephone etc (phone lines and ISDN lines are also available). The Centre will provide access to experts in the start-up business field including representatives from Business Link, solicitors and banks in a friendly setting that takes away the "fear factor" of setting up a business. Clients will be helped in writing the all important business plan that will help you run your business as well as being given access to many development grants.

The project will work hand in hand with established organisations and partners include Leeds Primary Care Trust, Social Services Department, Leodis, IMBY, Business Link, Touchstone, MIND and West Yorkshire Social Enterprise Link (WYSELink).

### ***Sustainable Futures***

In March 2006, the Neighbourhoods and Housing Department Regeneration Service launched Sustainable Futures an ERDF funded project working across the Objective 2 Priority 3 areas of the city. The project offers support to VCFS organisations wanting to explore trading opportunities and more sustainable income streams , including contracting with the public sector. Sustainable Futures employs two advisers and has £100k in small grants of up to £5k to award by Dec 2007. The project also employs a project manager tasked with driving this framework and action plan forward.

### ***Corporate Procurement Unit (CPU) Initiatives to Support Social Enterprise in the Procurement Process.***

Guidance on Community Benefit clauses will be developed and training with procurement officers within CPU will be delivered.

Training in tendering is offered to small businesses including social enterprises as an ongoing service by CPU to a range of groups and in a range of areas, including pre qualification procedures, the tender process and use of the online Supplier Contract Management System (SCMS).

The SCMS system has a range of categories defining VCFS, social enterprises and other non profit distributing organisations. The system enable organisations to respond to see what contract opportunities are available and to submit tenders electronically.

## **4. ENGAGING SOCIAL ENTERPRISE IN PROCUREMENT: WHAT ARE THE CHALLENGES AND OPPORTUNITIES?**

### **Key Opportunities Faced By Commissioners and Service Providers**

The benefits that result from encouraging the growth of Social Enterprise are important for the long term growth of the economy, the narrowing of the gap between prosperous and deprived communities and the improvement of public service delivery. Many of the benefits have been outlined in section 2. The key areas of opportunity are:

- establishing more stable funding arrangements for VCFS and Social Enterprise organisations delivering key services to hard to reach groups
- reducing the grant dependency of VCFS organisations
- stimulating enterprise activity in areas of market failure
- ensuring that local people benefit from growth sectors of the Leeds economy such as health and social care and tackling climate change
- addressing skills shortages in sectors of the economy
- developing innovative solutions to meet public sector targets e.g. waste management
- achieving a mixed economy of suppliers
- achieving regeneration objectives through procurement activity
- opening up new areas of procurement traditionally not available to Social Enterprise

### **Challenges Faced by Service Providers**

The Social Enterprise sector has identified a number of difficulties in engaging in trading activity. There may be many opportunities for Social Enterprises to trade both with the public sector and within their local economies. The challenges are associated with a significant change in culture from grant funding to trading and operating on a more commercial basis. These challenges are:

- clarity on the support available to develop Social Enterprise
- accessing appropriate support that takes account of the organisation's social aims and community ownership and governance
- accessing the finance and support needed to develop capacity and build a sustainable business
- a lack of expertise in pricing goods and services
- difficulty in demonstrating and costing community benefits that are delivered above and beyond the core contract requirements
- a lack of understanding of public sector procurement processes
- the complexity of tender documentation
- a lack of sufficient resource to engage in a tender process
- the lack of a demonstrable track record in service delivery
- the short duration of contracts and funding arrangements
- large contracts that exclude small suppliers from bidding
- payments made in arrears
- lengthy intervals between payments

- a lack of information about forthcoming contracts and spending programmes
- not knowing who to approach in the Council or other public sector bodies

### **Challenges Faced by Commissioners**

Procurement officers and commissioners face challenges which limit their capacity to engage with Social Enterprises who could potentially deliver Council contracts. These are:

- knowing when it may be appropriate to include community benefits in addition to a core contract
- specifying and quantifying community benefits
- defining weightings for community benefits in contract evaluation
- knowledge of established and potential Social Enterprises and the capacity that exists within them to deliver services
- identifying where Social Enterprise can fill gaps in service provision
- making a links between achieving the objectives of the Vision for Leeds, The Corporate Plan and the Regeneration Plan through the procurement of services
- exploring collaborative procurement with other Council departments and with other public agencies
- maintaining a level playing field and complying with legislation
- meeting efficiencies in tandem with pursuing the Social Enterprise agenda
- assessing penalty clauses in contracts and how appropriate these are in higher risk areas where there has been market failure
- developing tailored contracts that are proportional to the size of contract and the organisation's capacity to bear risk
- making information on contracts of between £10k and £100k more openly available to Social Enterprises without opening up the process to the extent that procurement officers workload becomes disproportional to the value of the contracts let



## ACTION PLAN

Increasing the profile, potential and performance of the Social Enterprise sector requires the involvement of many parties within the Council and beyond. The Action Plan is structured to meet the 4 key aims that emerged as the key areas of support needed to develop the role that Social Enterprise can play in delivering local services and creating thriving communities across the city.

### Aim 1 - Promoting Social Enterprise across the Council and Raising the Profile of the Sector in Leeds

Actions under this aim outline a commitment to raising awareness amongst Council officers of the potential opportunities and benefits of contracting with Social Enterprises. In particular awareness raising will focus on the benefits to the local economy, local communities and the quality of service provision.

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>1.1</b>	Information on social enterprise needs to be accessible, clearly stating the services and community benefits that groups deliver.	With better access to information on the scope of social enterprise, it will be easier for procurement opportunities to be identified and progressed.	Develop an accessible information resource that details the services and community benefits delivered by social enterprises.	Sustainable Futures VCFS, West Yorkshire Social Enterprise (WYSE) Link	01/07
<b>1.2</b>	There is the need to address the over reliance on discretionary funding grants in the VCFS.	Council officers require support to innovate and be proactive in procuring services from social enterprises.	Develop a programme of awareness raising and training for Council officers based around this framework.	Sustainable Futures	12/06
	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>

1.3	The success of the Social Enterprise Framework is dependent upon its approach being embedded in the work programmes of Council services and officers.	The framework needs to be widely promoted with officers across the Council on an ongoing basis.	<p>Establish a training module for officers involved in procurement which includes social enterprise issues</p> <p>Hold a workshop event for all Council Departments to promote the framework and action plan.</p>	<p>Sustainable futures, Corporate procurement unit and Departmental Leads</p> <p>Sustainable Futures</p>	<p>03/07</p> <p>01/07</p>
-----	---	---	--	--	---------------------------



**Aim 2 - Defining a strategic corporate approach to achieving community benefits through procurement.**

Actions identified under theme 2 will support the approach that the Council will take to contracting with Social Enterprises in future. These include a corporate commitment to making Council procurement processes more accessible to Social Enterprises and require action by the Corporate Procurement Unit (CPU) and service departments.

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>2.1</b>	A more focused and tailored approach is needed to support procurement from social enterprise to achieve the objectives detailed in the Procurement Strategy and The Compact for Leeds.	A social enterprise framework needs to identify actions that will enable delivery of the objectives within the broader strategies defining the Council's support for the social enterprise sector.	The Framework and action plan clearly defines the actions required to support the delivery of the procurement Strategy and the Compact for Leeds.	Regeneration Strategy, Sustainable Futures, VCFS Issues Group	On going
<b>2.2</b>	Whilst procurement arrangements with social enterprise do exist, the Council needs to establish a better understanding of the value and number of contracts in place.	A baseline is needed in order to measure progress.	Quantify current procurement activity with social enterprises through the SCMS.	Corporate Procurement and Departmental Leads	05/07
<b>2.3</b>	The Council has supported Social Enterprise through grant funding and service level agreements with limited service delivery under contract.	While contracts may provide sustainable income streams for social enterprise the process of taking on a contract is often too onerous for a social	Establish a pilot model contract that addresses barriers to contracting and that could be used with social enterprises across the Council.	Corporate procurement, Sustainable Futures and Departmental Leads	12/06

		enterprise.			
	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>2.4</b>	Forthcoming contract opportunities need to be matched to appropriate social enterprises where delivery is feasible.	To identify appropriate contract opportunities for social enterprise there needs to be more effective information sharing and planning with social enterprises.	Establish contract calendars for the Council and identify potential opportunities for social enterprise. Cascade the information to the sector.	Corporate Procurement, Sustainable Futures and Departmental Leads	05/07
<b>2.5</b>	Procurement from social enterprise would be enhanced by efforts from the Council to engage social enterprise in procurement processes.	Support is needed for procurement officers in identifying and progressing opportunities where social enterprise can contribute to the Council's wider strategic objectives through procurement.	Undertake a series of supported tender processes with social enterprise and Council departments drawing on learning from the pilot.	Corporate Procurement, Sustainable Futures and Departmental Leads	05/07
<b>2.6</b>	Council officers have limited experience of incorporating costed community benefits into tender specifications.	Officers need to know when and how to include community benefits in a tender specification.	Produce good practice guidance for procurers and potential bidders on what 'added community benefits' means, and how to secure them through contracts. Cascade this information.	Corporate Procurement Unit, Departmental Leads and Sustainable Futures	04/07

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>2.7</b>	The Contracts Procedure Rules (CPRs) provide for the advertising of contracts between £10,000 and £100,000 on the electronic tendering system.	The advertising of lower value contracts is inconsistent across the authority and as a result limits the ability of social enterprises to tender for contracts they are most able to deliver.	Training for Departments is needed on the implementation of the CPR's and processes need to be reviewed for the lower value contract advertising.	Sustainable Futures & Departmental Leads Corporate Procurement Unit	11/07

**Aim 3 - Providing support to Social Enterprises (including developing the capacity of the voluntary and community sector to deliver public services).**

Actions under this aim will assist in developing an overview of the current role of the Council in supporting Social Enterprises and how this is likely to develop in the coming years. It will highlight the support provided across departments.

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>3.1</b>	There is limited communication between social enterprises and Council departments around procurement opportunities. However there are numerous support projects and infrastructure agencies that could assist social enterprises to share knowledge around contracting.	The range of contract opportunities and support for social enterprises is diverse and not as well coordinated as it could be.	Establish and support 4 themed networks of social enterprises and procurers in appropriate areas of service delivery.  Identify forthcoming contract opportunities for each network.	Sustainable Futures, Social Enterprise Support Centre, WYSE Link, Leeds Voice and Voluntary Action Leeds, Keeping House.	03/07
<b>3.2</b>	Support for the development of social enterprise is delivered by different groups and agencies with limited coordination.	Coherent information should be made available on the support initiatives that are available to develop social enterprise and learning should be shared amongst advisers.	Support and training to be provided on submitting tenders.  Establish a network of advisers supporting the development of social enterprise across the city.  Publish a guide for Council and VCFS groups on the resources available to support social enterprise.	WYSE Link, Sustainable Futures, Keeping House  Sustainable Futures, WYSE Link VOICE and VAL	Comp.  11/06

**Aim 4 - Work with new and existing partners on innovative ways to deliver services and develop thriving communities.**

Action under this aim sets out how the Council will work with other providers of Social Enterprise support to co-ordinate the currently fractured and inconsistent provision of support in Leeds. There is a need to ensure effective sign-posting and a seamless transfer of Social Enterprises from one provider to another as they develop. This includes how the Council will link with and complement provision from organisations such as WYSE Link, the Social Enterprise Support Centre (SESC) and others within Leeds and the sub-region.

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>4.1</b>	A survey of the VCFS was conducted to establish social enterprise support needs in 2005.	The support needs of social enterprise will continue to change as policy and funding regimes change.	Identify gaps in the support provided to social enterprise and work with partners to fill the gaps as the sector matures	Sustainable Futures and WYSE Link	01/07
<b>4.2</b>	Public agencies are increasingly undertaking joint commissioning exercises.	Social Enterprise may deliver a service to one public agency and subsequent community benefits may accrue for another agency. Partnership working across agencies could offer opportunities for social enterprise.	The Council will lead work to inform a partnership approach to social enterprise support across public sector agencies in the City.	Sustainable Futures and Corporate Procurement Unit	11/07

	<b>Position Statement</b>	<b>Issues</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
<b>4.3</b>	Whilst SEs may not be able to respond to contract opportunities, there may be potential to seek opportunities through subcontracting	It would be beneficial to encourage more subcontracting to social enterprises and local businesses.	Guidance will be developed for procurement officers and prime contractors on engaging local businesses and social enterprises throughout the supply chain and establishing sub contracting opportunities that deliver community benefits.	Corporate Procurement Unit	03/07

## THE POLICY FRAMEWORK

### National

The **Social Enterprise Unit** (SEU) was established in 2001 within the DTI as a focal point for policy making and support for the development of Social Enterprise. In 2006 the Unit became part of the Cabinet office and Ed Miliband was appointed Minister for the Third Sector in the Cabinet Office, with a newly formed Office for the Third Sector, including social enterprise. The remit for the office's work around social is as follows:

Act as a focal point and coordinator for policymaking affecting social enterprise.

Promote and champion social enterprise.

Take action needed to address barriers to growth of social enterprises.

Identify and spread good practice

**The Department of Health** is to establish a Social Enterprise unit at the Leeds head office to tackle issues that have previously prevented Social Enterprises from getting involved in the health sector, such as pensions and IT. A report on the barriers facing Social Enterprises in the Health Sector will be published later in 2006.

**The Compact** is an agreement between the VCFS and government to improve their relationship for mutual advantage. A specific code of practice around funding and procurement relationships with the sector highlights key principles that should be applied. There is a Leeds Compact and codes of practice, detailed below.

**Strong and Prosperous Communities – The Local Government White Paper, October 2006** highlights the need to bring in the third sector as a key deliverer of public services as part of a drive to encourage a mixed market, to engage local communities in service delivery and improvement and to take innovative approaches to cross cutting themes such as climate change, social exclusion and anti social behaviour.

**2006 Addition to EU Procurement Legislation:** Article 19, provides that Member States “may reserve” the right to participate in public contract award procedures to sheltered workshops or provide for such contracts to be executed in the context of sheltered employment programmes in certain specified circumstances. As such, its relevance to Social Enterprises will be limited to those which fulfil the sheltered definition.

The **Small Business Friendly Concordat, March 2005** offers good practice guidance to Local Authorities around how they can frame and deliver their procurement strategies in accordance with the principles of the Concordat. The Concordat is a statement of principles that Local Authorities can deliver in ways that suit their local circumstances including case studies on incorporating community benefits into tenders and engaging Social Enterprise in Procurement.

**The National Procurement Strategy October 2003.** The National Strategy, which requires public bodies to link their procurement strategies to their overall community goals (for example those set out in Vision for Leeds and the Corporate Plan), explicitly highlights the need to link procurement to local social, environmental and economic impact. It encourages local authorities to: *'...submit optional, priced proposals for the delivery of specified community benefits which are relevant to the contract and add value to the Community Strategy.'*

In the progress report published on the strategy in August 2006, seven areas of action are highlighted for local authorities, one of which specifies the need to improve relationships with the third sector.

**The Role of the Voluntary and Community Sector in Service Delivery; A Cross Cutting review, September 2002** sets out guidance for public agencies on engaging with the third sector and working to the guidance of the Compact. At a Third sector summit in 2006, Phil Woolas, Minister for Local Government, launched a framework for strengthening the third sector's role in local public service delivery. The framework sets out further guidance on creating a level playing field for the third sector in procurement, ensuring that there is access to sustainable funding for the third sector the need for local authorities to approach partnership working with the third sector as the norm.

**The Audit Commission's 2002 Report *Competitive Procurement*.** The report states that: *'...it is important...to take account of outcomes that are genuinely of strategic importance to the authority, so as to ensure that the outcomes sought from procurement are fully consistent with the authority's broader aims and objectives. These may include environmental and social concerns, so long as these are not handled in a way that discriminates against potential suppliers or are invested with disproportionate importance.'*

### **Local Government Act 2000**

Under the Act Councils are required to prepare a community plan and are granted the powers to promote the economic, social and environmental well-being of their communities. Provided there is compliance with the EU public procurement regulations, and Best Value, Councils can work with suppliers to realise community benefits through their procurement activities.



## Regional

**The Regional Economic Strategy (RES)** revised draft May 2006 identifies actions to support the development of Social Enterprise under three of its six objectives.

*Objective One : More Businesses that Last*

B ii) Support specific needs of new Social Enterprises through mainstream business support.

*Objective Two: Competitive Businesses*

Fii) Develop NHS, local authority and other public sector procurement policies to enhanced local businesses opportunity.

*Objective Four: Connecting People to Good Jobs*

Di) Utilise and Build Capacity of the VCFS and Social Enterprises to deliver appropriate mainstream services.

## Sub-regional and local

**The Leeds Compact.** Written in Feb 2003, the Leeds compact signs up the Council to key principles that guide relationships with the VCFS. Alongside the compact are codes of practice, one of which is entitled 'Encouraging People to use Resources Effectively'.

The Code provides Leeds Initiative Partners and VCFS service providers alike with a number of principles by which to work and responsibilities that they will undertake by signing up to the Compact. The following elements of the code will support the Social Enterprise and procurement agenda:

- Develop a procurement strategy with the VCFS
- Provide an opportunity for the VCFS to contribute to designing the programme to ensure that the needs are clear
- Provide funding agreements and contracts which last more than one year if it is sensible and practical to do so, to improve long term planning.

The code also asks that amongst others the following principles apply in a funding relationship (including contracts).

- Processes should be as simple as possible and in proportion to the amount of money involved.
- Allowing time for planning, decision making and action is important so organisations can have real effect.
- Organisations should make informed decisions about spending priorities and make sure that funders, those paying for services and the VCFS learn from previous work.

**The Council Procurement Strategy 2005-2008.** The strategy highlights three main procurement aims: Socially Responsible Procurement, Efficient and Effective Procurement and Managing Suppliers.

Implementation of the following areas of the strategy could support the development of social enterprises and support the social enterprise framework :

#### *Socially Responsible Procurement*

The aim of this section includes:

To reduce the negative effect on the environment of the products and services that we buy. We will achieve this by considering the effect of our decisions and by working with suppliers to make sure that they have a similar commitment.

To promote procurement practices and policies which contribute to our priorities on equality and diversity by providing information on equality issues and making sure that we treat all tenders equally.

To raise the profile of ethical issues in the procurement process and introduce our suppliers to ethical issues in the supplier relationship.

#### *Efficient and Effective Procurement*

To improve the efficiency and effectiveness of services by working with a range of organisations to develop long-term relationships.

To deliver community benefits and involvement in the procurement process.

Working with stakeholders to improve the procurement process.

#### *Managing Suppliers*

To develop a partnering approach between the council and suppliers to create mutually advantageous, flexible and long-term relations based on continuous improvement,

To support local regeneration and redevelopment by providing high-quality information and encouraging a varied supply market.

Corporately, those strategic outcomes that Social Enterprises are best placed to contribute to are: All Neighborhoods and safe, clean, green and well maintained; All communities are thriving and harmonious places where people are happy to live; our customers receive excellent services which are efficient and effective, and meet their needs.

## **SUPPORT INITIATIVES**

### **Future Builders: An Investment Fund for Voluntary and Community Sector Public Service Delivery**

Launched in May 2004, Futurebuilders was initially a £125m fund designed to deliver an increase in the scale and scope of the public services delivered by the VCFS. Investments have been made where an emphasis on a step change within front-line service providing organisations is evident in order to deliver improved, and sustainable, services.

There will be no further rounds of Futurebuilders, but the fund is open to applications indefinitely.

### **West Yorkshire Social Enterprise Link (WYSE)**

WYSE Link is a partnership between Business Link and various support agencies delivering Social Enterprise support. WYSE Link work across West Yorkshire and are jointly funded through Objective Two and Yorkshire Forward. The programme aims are to support existing, new start-up and VCFS organisations wanting to develop trading activities. In addition to providing generalist business support services WYSE Link also have a procurement adviser who provides specific support on public sector procurement opportunities.

### **Objective Two Programme**

Across the Objective Two Programme areas there are a number of short term projects to support Social Enterprise development and the progression of the VCFS into trading and more sustainable activities. The Sustainable Futures team has made links with these projects and together with WYSE Link is establishing a city wide Social Enterprise adviser network to share good practice, coordinate activity and strengthen the referrals process between advisers.

As well as funding individual projects and support programmes the Objective 2 programme has established the Partnership investment Fund (PIF). PIF is a £37mn loan fund providing gap funding for small businesses that are unable to secure commercial finance. One of the target groups is Social Enterprise. Following the end of the Objective Two programme, the intention is that a legacy fund will remain in perpetuity. Finance is offered at commercial rates with the opportunity for an interest rate rebate at the end of a loan period.

### Links To the Council's Strategy's and Plans

Action	Links To Council Strategies and Plans	Key Reference
2.2 2.3 2.4 2.8 4.2	Leeds Council Plan 2006/07	Priority: Transforming Services. Activity: 'We will work with the private, voluntary, community and faith sectors to deliver better outcomes.'
2.2 2.3 2.4	Leeds Council Plan 2006/07	Priority: Thriving Harmonious Communities. Activity: We will reduce unemployment amongst major target groups.
2.4 4.2	Leeds Council Plan 2006/07	Priority: Partnership Working Activity: An LAA for Leeds was agreed and signed by partners from the private, public, voluntary, community and faith sectors and central government on 24 <sup>th</sup> March 2006. New partnership governance arrangements are now being established to oversee its implementation.
ALL	Local Area Agreement 06/07	Indicator: Evidence of VCFS being involved in the programme design for and commissioning of the delivery of public services. Target: % increase in VCFS delivery of public services (Target to be set once a baseline has been established in Nov. 2006).
2.3	Corporate Plan 2005-08	People to Live Healthy Fulfilling Lives 'We will expand neighbourhood network schemes for older people by using local Social Enterprise organisations.' Children and Young People are Healthy, safe and successful: 'We will have a programme in place to work with schools, health and other VCS to expand the healthy schools standard.'
3.1 3.2 3.3 4.1	Regeneration. Service Improvement Plan 2006-07	Theme: Regenerating Communities By 2006/07: A Citywide co-ordinated programme of support activity to meet the needs of Social Enterprise in place.
2.2 2.3 2.4	Regeneration. Service Improvement Plan 2006-07	Theme: Regenerating Communities By 2006/07: An initial pilot programme is in place involving the provision of neighbourhood and resident services by local organisations.
3.1	Regeneration	Priority: Enterprise and the Economy

3.2 4.1 4.2	Plan 2005-08	Action: Support the development of new business in deprived communities, including Social Enterprise.
2.2 2.3 2.4	Regeneration Plan 2005-08	Promote the role of the voluntary and community sector in training and programmes to prepare people for work.
All	The Leeds Procurement Strategy 2005 - 2008	We will include the Voluntary and Community Sector Compact in our processes
2.5	The Leeds Procurement Strategy 2005 - 2008	We will work with varied and local suppliers and support them in working with the council.
4.3	The Leeds Procurement Strategy 2005 - 2008	We will encourage our suppliers to use small firms and local labour.

This page is intentionally left blank



Originator: S Winfield

Tel: 24 74707

---

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

**Scrutiny Board (Neighbourhoods and Housing)**

**Date: 10<sup>th</sup> January 2007**

**Subject: Work Programme**

---

**Electoral Wards Affected:**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

---

**1.0 INTRODUCTION**

1.1 Attached at appendix 1 is the current work programme of the Board which includes scheduled and unscheduled items.

1.2 The Forward Plan for January to April 2007 is at appendix 2.

**2.0 RECOMMENDATION**

2.1 The Board is requested to receive and make any changes to the attached work programme following discussions at today's meeting.

This page is intentionally left blank



**SCRUTINY BOARD (NEIGHBOURHOODS AND HOUSING) - WORK PROGRAMME - LAST REVISED DECEMBER 2006**

Appendix 1

ITEM	DESCRIPTION	NOTES	DATE ENTERED INTO WORK PROGRAMME
<b>Meeting date: 7<sup>th</sup> February 2007</b>			
<b>Monitoring report</b>			
<b>Asylum Seekers provision update</b>			
<b>Communications publications</b>	To receive information on what the department publishes as part of its communications strategy.		December 06
<b>Supporting People</b>			July 06
<b>Wardens briefing</b>			
<b>Prostitution Strategy</b>	To receive the Prostitution Strategy developed by Safer Leeds		December 06
<b>Demos report on cohesion – department’s response</b>	Following the publication of the report on local authorities cohesion policies, the Board has requested a response to this from the department.		December 06
<b>Meeting date: 7<sup>th</sup> March 2007</b>			
<b>Inquiry into Regeneration in Beeston Hill and Holbeck</b>	To agree the Board’s final report		July 06
<b>Performance Information</b>	To receive quarter 3 information on performance indicators		December 06
<b>Financial information (SRHP)</b>	To receive information on the Single Regional Housing Pot		December 06
<b>Meeting date: 11<sup>th</sup> April 2007</b>			
<b>Annual Report</b>	To agree the Board’s contribution to the Scrutiny Annual report		June 2006

**SCRUTINY BOARD (NEIGHBOURHOODS AND HOUSING) - WORK PROGRAMME - LAST REVISED DECEMBER 2006**

ITEM	DESCRIPTION	NOTES	DATE ENTERED INTO WORK PROGRAMME
Partnership working – District Partnerships and Area Delivery Plans			

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 January 2007 to 30 April 2007

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer (To whom representations should be made)</b>
Leeds Affordable Warmth Strategy Recommendation and adoption of the new strategy.	Executive Board (Portfolio: Neighbourhoods and Housing)	9/2/07	The Draft Affordable Warmth Strategy will be issued for submission to Executive Board following the consultation process.	The report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Housing
Single Homeless Provision (Hollies and Pennington Place Hostels) Tender To accept tender and award contract to preferred bidder.	Director of Neighbourhoods and Housing	26/2/07	Undertaken at early stages of procurement timetable. Leeds Housing Services Joint Consultative Committee (JCC), Portfolio holder for Housing Services.	The report and tender documents	Director of Neighbourhoods and Housing

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made)
A revision of the Neighbourhoods and Housing Lettings Policy Approval of the revised Lettings Policy.	Executive Board (Portfolio: Neighbourhoods and Housing)	14/3/07	Customers waiting to be rehoused, Existing tenants, the ALMOs, Belle Isle Tenant Management Organisation, RSLs, Leeds Tenants Federation, Legal Services, Voluntary agencies	The report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Housing

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £500,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

### **Executive Board Portfolios**

### **Executive Member**

Central and Corporate

Councillor Mark Harris

Development

Councillor Andrew Carter

City Services

Councillor Steve Smith

Neighbourhoods and Housing

Councillor John Leslie Carter

Leisure

Councillor John Procter

Children's Services (Lead)

Councillor Richard Brett

Children's Services (Support)

Councillor Richard Harker

Adult Health and Social Care

Councillor Peter Harrand

Customer Services

Councillor David Blackburn

Leader of the Labour Group

Councillor Keith Wakefield

Advisory Member

Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

This page is intentionally left blank