



**NORTH WEST (OUTER) AREA COMMITTEE**

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**Meeting to be held at St Margaret's Church on the corner of  
Church Lane/Hall Park Avenue, Horsforth, Leeds 18 on  
Monday, 16th February, 2009 at 2.00 pm**

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**MEMBERSHIP**

Councillors

B Anderson	-	Adel and Wharfedale
J L Carter	-	Adel and Wharfedale
C Fox	-	Adel and Wharfedale
S Andrew	-	Guiseley and Rawdon
J Bale	-	Guiseley and Rawdon
G Latty	-	Guiseley and Rawdon
A Barker	-	Horsforth
B Cleasby	-	Horsforth
C Townsley (Chair)	-	Horsforth
C Campbell	-	Otley and Yeadon
R Downes	-	Otley and Yeadon
G Kirkland	-	Otley and Yeadon

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**Stuart Robinson**

**W N W Area Manager: Steve Crocker  
Tel: 395 0966**

## **A BRIEF EXPLANATION OF COUNCIL FUNCTIONS AND EXECUTIVE FUNCTIONS**

There are certain functions that are defined by regulations which can only be carried out at a meeting of the Full Council or under a Scheme of Delegation approved by the Full Council. Everything else is an Executive Function and, therefore, is carried out by the Council's Executive Board or under a Scheme of Delegation agreed by the Executive Board.

The Area Committee has some functions which are delegated from full Council and some Functions which are delegated from the Executive Board. Both functions are kept separately in order to make it clear where the authority has come from so that if there are decisions that the Area Committee decides not to make they know which body the decision should be referred back to.

# A G E N D A

Item No	Ward	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p><b>No exempt items or information have been identified on this agenda.</b></p>	

Item No	Ward	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p><b>DECLARATION OF INTERESTS</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 12 of the Members Code of Conduct</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p>	
6			<p><b>OPEN FORUM</b></p> <p>In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, at the discretion of the Chair a period of up to 10 minutes may be allocated at each ordinary meeting for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee. This period of time may be extended at the discretion of the Chair. No member of the public shall speak for more than three minutes in the Open Forum, except by permission of the Chair</p>	
7			<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To receive and approve the minutes of the previous meeting held on 15<sup>th</sup> December 2008.</p>	1 - 8

Item No	Ward	Item Not Open		Page No
8			<p><b>RELATIONSHIP AND REPORTING BETWEEN STREETSCENE SERVICES AND AREA COMMITTEES (COUNCIL FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods outlining how Streetscene Services operates and on the working relationship between Area Committees, Area Management and Streetscene Services.</p>	9 - 26
9			<p><b>RELATIONSHIP AND REPORTING BETWEEN HEALTH AND ENVIRONMENTAL ACTION SERVICE, INCLUDING THE ENVIRONMENTAL ACTION TEAMS, AND AREA COMMITTEES (COUNCIL FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods outlining how Environmental Action Services operates, with particular focus on the Environmental Action Teams.</p>	27 - 50
10			<p><b>PUBLIC CCTV IN THE NORTH WEST OUTER AREA (EXECUTIVE FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods on a overview of Leeds City Council Community Safety Public CCTV and its effectiveness over the past six years.</p>	51 - 56
11			<p><b>PRICING AND LETTINGS POLICY FOR COMMUNITY CENTRES (EXECUTIVE FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods outlining a revised Pricing and Lettings Policy to be implemented across Outer North West Leeds on behalf of the Area Committee.</p>	57 - 70
12			<p><b>WELL-BEING BUDGET REPORT (EXECUTIVE FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods providing the Area Committee with a current position statement on the well-being budget, details of proposed projects and small grant applications received todate.</p>	71 - 80

Item No	Ward	Item Not Open		Page No
13			<p><b>AREA MANAGER'S REPORT (EXECUTIVE FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods informing the Area Committee of progress on a number of projects in Outer North Leeds as determined by the Area Delivery Plan 2008-11.</p>	81 - 86
14			<p><b>COMMUNITY ENGAGEMENT :CALENDAR OF EVENTS (EXECUTIVE FUNCTION)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods seeking approval of the Area Committee for a timetable of events which will enable the Area Committee, with the support of the Area Management Team, to implement a calendar of communication and engagement activities.</p>	87 - 90
15			<p><b>KEY MESSAGES FROM AREA COMMITTEE SUB GROUPS AND FORUMS (EXECUTIVE FUNCTION)</b></p> <p>To consider report of the Director of Environment and Neighbourhoods providing Member with an update and summary on progress made at the Area Committee sub groups and ward forums that have taken place since the last Area Committee meeting.</p>	91 - 94
16			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday 30<sup>th</sup> March 2009 at 2.00pm (venue to be confirmed)</p> <p><b>MAP OF TODAY'S MEETING</b></p> <p>St Margaret's Church, located on the corner of Church Lane/Hall Park Avenue, Horsforth, Leeds 18.</p>	95 - 96

# Agenda Item 7

## NORTH WEST (OUTER) AREA COMMITTEE

MONDAY, 15TH DECEMBER, 2008

**PRESENT:** Councillor C Townsley in the Chair

Councillors B Anderson, J Bale,  
C Campbell, J L Carter, R Downes and  
C Fox

### 47 Chair's Opening Remarks

The Chair welcomed everyone to the December meeting of the North West (Outer) Area Committee held in the Civic Hall, Leeds.

### 48 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair consented to the submission of a late item of business relating to traffic concerns on Brownberrie Lane/Bayton Lane/West End Lane/Layton Road (Agenda Item 3) (Minute 54 refers). The report was late due to the short timescales involved in producing the report and obtaining information on any recent actions and updates regarding the matter.

### 49 Declaration of Interests

The following personal interest were declared:-

- Councillor J Bale in view of him living near Bayton Lane – Traffic Concerns on Brownberrie Lane/Bayton Lane/West End Lane/Layton Road (Agenda Item 3 (Minute 54 refers)
- Councillor C Townsley in his capacity as a Governor at Horsforth High School and of the fact that his daughter was employed as a teacher at Ralph Thoresey High School – Revised Children's Services arrangements for more effectively locality working with families (Agenda Item 8) (Minute 55 refers)
- Councillor R Downes in his capacity as a member, senior steward and caretaker of Otley Methodist Church sister church in Pool – Well-being budget report (Agenda Item 11) (Minute 56 refers)

### 50 Apologies for Absence

Apologies for absence were received on behalf of Councillor S Andrew, Councillor A Barker, Councillor B Cleasby, Councillor G Kirkland and Councillor G Latty.

### 51 Open Forum

In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, the Chair allowed a period of up to 10 minutes for members of the public to make representations or ask questions on matters within the terms of reference of the Area Committee.

There were no members of the public present for this item and therefore no issues were raised.

**52 Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the previous meeting held on 3<sup>rd</sup> November 2008 be approved as a correct record.

**49 Matters Arising from the Minutes**

(a) Emptying of Bins on Old Pool Bank (Minute 38(a) refers)

Jane Pattison, North West Area Management informed the meeting that following the receipt of information from Streetscene Services, Old Pool Bank was now on the collection route and that the brown bins were being collected.

(b) The Newly Formed WNW Environmental Action Team (Minute 38(c) refers)

Jane Pattison, North West Area Management circulated a copy of a document entitled 'Leeds City Council's Flyposting on Street Furniture Policy – Terms for Signage Erected in Accordance with the Community Benefit Aspect' for the information/comment of the meeting.

Discussion ensued on the content of the document and, in particular, on those areas where the policy had changed.

In concluding, the Committee requested the West North West Area Manager to write to the Director of Environment and Neighbourhoods opposing the new policy and to raise their concerns that the consultation was inadequate.

(c) Area Committee Roles for 2008/09 (Minute 38(d) refers)

Jane Pattison, North West Area Management informed the meeting that the CAST team were adhering to their current work schedule, with no slippage, within the Outer North West Area.

(d) Leeds Colleges Merger – Consultation (Minute 40 refers)

Councillor J L Carter referred to the above issue and raised his concerns in relation to those colleges who were causing damage to the Outer North West area resulting from their failure to provide parking for their staff.

The West North West Area Manager acknowledged this point and agreed to feed this comment through the consultation process.

(e) Area Manager's Report (Minute 42 refers)

Jane Pattison, North West Area Management informed the meeting that five tenders were currently being assessed in relation to Yeadon Town Street.



**50 Traffic Concerns on Brownberrie Lane/Bayton Lane/West End Lane/Layton Road**

The Director of Environment and Neighbourhoods submitted a report which provided an opportunity for discussion at the meeting for Members in relation to traffic concerns on Brownberrie Lane/Bayton Lane/West End Lane and Layton Road.

Nicholas Hunt, Principal Traffic Engineer, City Development department presented the report and responded to Members' queries and comments.

Discussion ensued on the contents of the report and the individual comments/concerns made by Members on the above mentioned roads and junctions were duly noted by the Principal Traffic Engineer.

**RESOLVED-**

- (a) That the contents of the report be noted.
- (b) That this issue be considered at a future meeting and that the Chair be requested, on behalf of the Area Committee, to discuss with the Chief Highways Officer regarding those roads and junctions to be identified for a progress report back to Members.
- (c) That in relation to having a mechanism at Area Committee meetings for reporting Members concerns within their respective wards, the West North West Area Manager be requested to look into this issue with a report back to a future meeting.

**51 Revised Children's Services arrangements for more effective locality working with families**

The Director of Children's Services submitted a report on an overview of the evolution of locality children's trust arrangements with the aim of informing the Committee of developments in recent months, together with confirming the direction of travel for revised arrangements and seeking Member involvement in ensuring that priorities and actions were relevant and delivered by the Leadership Teams.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- (a) Leeds Children's Trust Arrangements (Appendix 1 refers)
- (b) What the revised arrangements would look like (Appendix 2 refers)

In addition to the report, the Committee received a presentation from Jane Maxwell, Locality Enabler, Children's Services and she responded to Members' queries and comments.

The presentation covered the following specific issues:-

- Locality Children's Trust Arrangements including core elements
- Working with local clusters – representation on the North West Leadership Team
- Working with Area Committees

Draft minutes to be approved at the meeting  
to be held on Monday, 16th February, 2009

- Local Children's Services Developments
- Explanation of clusters – three in Outer North West i.e.
  - Otley, Pool and Bramhope
  - Aireborough
  - Horsforth
  - 4<sup>th</sup> cluster which straddled the boundary around Ralph Thoresby High School
- Range of local activities/projects
- Working closely with community safety
- Opportunities for play development in Outer North West

In addition to the above presentation, at the request of the Chair, Inspector R Coldwell, West Yorkshire Police outlined the Safer Schools Partnership arrangements with specific reference to the funding criteria.

In summary, specific reference was made to the following issues:-

- the concerns expressed as to why Horsforth and Ralph Thoresby's resource was to be shared in view of the ongoing problems within this area
- the need to focus on those children who were at risk from adults
- the views expressed that the clusters were working well to date
- clarification of the number of children who were at risk on the Child Protection Register and whether PCSOs were aware of those houses where there was a potential risk to children
- clarification of the current funding arrangements and whether it was based on the population of children

#### **RESOLVED –**

- (a) That the contents of the report, appendices and presentation be noted and welcomed
- (b) That Councillor J Bale be nominated to:-
  - work with the Locality Enabler and the Area Manager (on behalf of the Area Committee) to take these developments forward and
  - represent the Area Committee on the North West Children Leeds Partnership, subject to Member Management Committee approval.

## **52 The Children and Young People's Plan 2009-14 and the development of local priorities for action**

The Director of Children's Services submitted a report outlining the draft city-wide CYPP framework and priorities and seeking the involvement of the Area Committee in identifying local priorities for children and young people to drive the work of Children's Services in this Area Committee area.

In addition to the report, the Committee received a presentation from Jane Maxwell, Locality Enabler, Children's Services and she responded to Members' queries and comments.

The presentation covered the following specific issues:-

- Foundation Stage Profile /Key Stage 2
- Reducing teenage conception rates
- Alcohol and drug related problems
- Pockets of Anti Social Behaviour
- Obesity

Discussion ensued on the contents of the report and key points of the presentation.

**RESOLVED –**

- (a) That the contents of the report and presentation be noted and welcomed.
- (b) That Councillor J Bale be nominated to work with the Locality Enabler and the Area Manager on behalf of the Area Committee to develop the local context for these priorities and develop local actions for the Area Delivery Plan 2009/10.

**53 Community Safety Issues in Outer North West Leeds**

Referring to Minute 41 of the meeting held on 3<sup>rd</sup> November 2008, the Director of Environment and Neighbourhoods submitted a report on progress in relation to community safety issues in Outer North West Leeds.

At the request of the Chair, Inspector Richard Coldwell, West Yorkshire Police presented the report and responded to Members' queries and comments.

During the presentation of crime figures up to the 8<sup>th</sup> November 2008 period, the Committee noted and welcomed that a number of crimes had decreased within the Outer North West area around priority offences, burglary and theft.

Members also noted that by logging on to the website [www.beatcrime.info](http://www.beatcrime.info), they would be able to access the latest figures applicable to their ward.

Following his presentation, Inspector Coldwell agreed to supply a copy of the latest crime figures for distribution to the Committee via the West North West Area Manager.

In summary, specific reference was made to the following issues:-

- clarification of the support from PCSOs to Neighbourhood Watch Co-ordinators
- clarification of the type of crime associated with a recession
- the need for West Yorkshire Police to review PCSOs surgeries
- clarification if CCTV cameras were value for money and the need for the Committee to have a full report on this issue  
*(The West North West Area Manager responded and informed the meeting that a progress report on CCTV from Leeds Watch would be presented to the February 2009 meeting for consideration)*

- clarification of the current prosecution procedure in relation to shops selling alcohol to under age children

**RESOLVED-**

- That the contents of the report, together with the update from West Yorkshire Police be noted.
- That this Committee notes that a progress report on CCTV from Leeds Watch would be presented to the February 2009 meeting for consideration.

(Councillor R Downes left the meeting at 3.30 pm at the conclusion of the above item)

**54 Well-Being Budget Report**

Referring to Minute 44 of the meeting held on 3<sup>rd</sup> November 2008, the Director of Environment and Neighbourhoods submitted a report providing the Area Committee with a current position statement on the well-being budget, details of proposed projects and small grant applications received to date.

Jane Pattison, North West Area Management presented the report and responded to Members' queries and comments.

In relation to the Outdoor Activities in North West project, at the request of the Chair, Paul Senior, Community Safety Officer, City Development attended the meeting to provide background information on the project.

Detailed discussion ensued on the contents of the report and appendices.

**RESOLVED-**

- That the contents of the report and appendices be noted.
- That this Committee notes the current position of the Well-being budget as detailed in Sections 1.0 and 2.0 of the report now submitted.
- That the following projects outlined in Section 3.0 of the report be dealt with as follows:-

<u>Name of Project</u>	<u>Name of Delivery Organisation</u>	<u>Decision</u>
Site-based gardener	Parks and Countryside Service	Agreed £10,500 revenue
Otley Methodist Church	Otley Methodist Church Community Development Project	Agreed £2,000 capital
Holtdale Garage Sites	Highway Services	Deferred to enable further discussions to take place with

		West North West Homes
Horsforth Library Scheme	North West Area Management	Agreed £30,000 (£25,164 capital and £4,836 revenue)
Ridgeside Play Area Refurbishment	Parks and Countryside Service	Agreed £10,000 capital
Outdoor Activities in North West	Sport and Active Recreation (Leeds City Council)	Agreed £6,476 revenue (£1,619 per ward) and for a progress report on this scheme to be submitted to a future meeting

- (d) That approval be given to £1,297.27 being transferred from the Horsforth Library alteration project to cover the additional cost of re-siting the Information Board as outlined in Section 3.8 of the report.
- (e) That in relation to the Ward Based Initiatives issue raised at the meeting, the West North West Area Manager be requested to forward details on the initiative to Members.
- (f) That the small grants as detailed in Sections 4.1, 4.2 and 4.3 of the report be noted.

## 55 Area Manager's Report

The Director of Environment and Neighbourhoods submitted a report providing Members with progress on a number of projects and initiatives in Outer North West Leeds as determined by the Area Delivery Plan for 2008-11.

Steve Crocker, West North West Area Manager presented the report and responded to Members' queries and comments.

Detailed discussion ensued on the contents of the report, with specific reference to community engagement.

Following a brief debate, Members requested a copy of the relevant legislation in respect of a Government duty on local authorities to inform, consult and involve local people in improving local services and the implications of this for Community Consultation.

The West North West Area Manager responded and agreed to forward the relevant excerpt from the 2006 Local Government White Paper “Strong and Prosperous Communities” to Members which explained the “duty to consult” in more detail.

**RESOLVED-**

- (a) That the contents of the report be noted.
- (b) That Horsforth ward and Otley and Yeadon ward be identified as potential venues for the first two ward based community engagement events and that further discussions be undertaken between Councillor C Townsley and Councillor C Campbell and the West North West Area Manager on the theme of the events.
- (c) That the West North West Area Manager be requested to forward a copy of the relevant legislation in respect of a Government duty on local authorities to inform, consult and involve local people in improving local services and the implications of this for Community Consultation to Members for their information/retention.

**56 Key Messages from Area Committee Sub Groups and Forums**

The Director of Environment and Neighbourhoods submitted a report providing an update and summary on progress made at the Area Committee sub groups and ward forums that have taken place since the last Area Committee meeting.

Jane Pattison, North West Area Management presented the report and responded to Members’ queries and comments.

Specific reference was made to the need to invite the Chief Environmental Services Officer to the next meeting in February 2009 to discuss streetscene issues.

The Deputy Area Manager responded and informed the meeting that a report on Environmental Services would be submitted to the next meeting, together with the relevant key officers in attendance.

**RESOLVED-**

- (a) That the contents of the report be noted.
- (b) That this Committee notes that a report on Environmental Services would be submitted to the February 2009 meeting for consideration, together with the relevant key officers in attendance.

**57 Date and Time of Next Meeting**

Monday 16<sup>th</sup> February 2009 at 2.00 pm (venue to be confirmed).

(The meeting concluded at 4.25 pm)



Originator: S Smith

Tel:2474249

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## Report of The Director of Environment and Neighbourhoods Directorate

Meeting: Outer North West Area Committee

Date: 16 February 2009

Subject: Relationship and Reporting between Streetscene Services and Area Committees

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### Electoral Wards Affected: ALL

Ward Members consulted  
(referred to in report)

### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council  
Function

Delegated Executive  
Function available for Call  
In

Delegated Executive  
Function not available for  
Call In Details set out in the  
report

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## Executive Summary

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To outline the Streetscene Services function schedule and propose arrangements that will improve the working relationship between Area Committees, Area Management and Streetscene Services. The report will briefly cover the current Streetscene Services arrangements, links with area management and elected members and current reporting mechanisms. The report will also propose changes that will allow Area Committees to have more influence over the localised delivery of Streetscene Services.

## **1.0 Introduction & Purpose of report**

The Area Management Review report presented to Executive Board in July 2008 proposed extending and enhancing the roles of Area Committees. The aim is to develop the roles of Area Committees in terms of the number of services that they will have increased influencing, developmental and consultative responsibilities for.

## **2.0 Background**

### **2.1 Service Description**

2.1.1 In terms of Streetscene Services the proposed additional enhanced roles for Area Committees for 2009/10 are, Street Cleansing and Grounds Maintenance.

2.1.2 For the purpose of this report the new enhanced roles relate to those services currently provided by Streetscene that have a direct impact on environmental quality and the visual appearance of the built environment. This briefly includes mechanical sweeping ( carriageway and footpaths), manual sweeping and litter picking, litter bin emptying, provision and maintenance, fly tipping removal, graffiti and fly-poster removal and leaf clearing.

A more detailed description of the services is provided in section 3

2.1.3 Intensive Neighbourhood Management

The Intensive Neighbourhood Initiative was launched in April 2006 aimed specifically at the most deprived areas within the inner city. Supported by the Neighbourhood Renewal Fund (NRF) and the Safer, Stronger, Communities Fund (SSCF), the improvements have been significant. Cuts in the NRF and SSCF budgets in 2007/08 have made it difficult to maintain service standards in the INM areas in the future. Key to the success of INM has been the introduction of the Community Pride Teams and the co-ordination of services and outside agencies in dealing with specific issues.

2.1.4 Grounds Maintenance

In 2005 the citywide grounds maintenance contract was awarded to Glendale Services with the contract administration function being given to the City Services Department on behalf of the ALMOs and Highway Services. This function has now passed to Environmental Services. The initial contract term was three years with an option to extend by a further three years in one year extensions. The contract is currently in year 4 with



approval to extend into years 5 and 6. In terms of service delivery this is clearly defined within the contract documents and service specification although facilities do exist to vary work in and out of the contract. The current contractual arrangements provide little scope for Area Committees to significantly influence the way in which grounds maintenance services are delivered, certainly within the life of this contract.

However, work has begun on the procurement of a new contract to commence March 2011 which will include contract packaging options and specifications.

In 2007 a decision was made to take out of the main contract the Britain in Bloom routes grass verges and rough cut and sight line grass and deliver this through a separate contract. The new work of motorway junction grass was also added to this contract. This contract was awarded to ATM Ltd on an initial one year contract starting March 2008 with the option to extend by two years. Environmental Services also have the contract administration responsibility for this contract on behalf of the ALMOs and Highways Services.

#### 2.1.5 Current Streetscene Structure

Currently Streetscene Services works on an area wedge basis. There are 5 wedges in Leeds excluding the City Centre. Each Wedge has specific management and frontline staff to deal with arising issues as well as day to day service provision. Recently, the division of the city has been discussed and new working arrangements have been proposed, to match the three new Area Committee wedges.

The current Streetscene management structure reflects the old five Area Committee wedges,

- Each wedge is allocated –
  - 1 x Principal Area Manager
  - 1 x Senior Area Manager
  - 1 x Assistant Area Manager (2 staff in post working a 4x3 shift to provide 7 days cover)
- All managers are multi-disciplined and responsible for the day to day operational delivery of all Streetscene services within their respective areas.
- The following services are delivered city wide due to logistical or operational problems associated with delivery on an area basis
  1. Car Park/Ginnels cleaning
  2. Removal of discarded hypodermic needles and syringes

### 3. Public Convenience Cleaning

#### 2.2 Description of Delegated Function/Enhanced role

- 2.2.1 For the purpose of this report the new enhanced roles relate to those services currently provided by Streetscene Services that have a direct impact on environmental quality and the visual appearance of the built environment. This briefly includes mechanical sweeping ( carriageway and footpath), manual sweeping and litter picking, litter bin emptying, provision and maintenance, fly tip removal, graffiti removal, fly-poster removal and leaf clearing. A more detailed description is given in section 3.
- 2.2.2 In terms of the report that went to the Executive Board in November 2007 it highlighted the following enhanced roles for Area Committees,

Street Cleansing	This covers teams of staff and specialist equipment to provide mechanical sweeping of adopted carriageways and footpaths, manual litter picking and litter bin emptying. Area Committees would be regularly presented with information about the services in their area and given opportunities to influence service planning and local priorities and hotspots. This would be primarily based on ward level discussions with Elected Members.
Grounds Maintenance	This covers various elements of maintenance work including grass cutting, shrub and rose bed maintenance and hedge maintenance. The current Ground Maintenance Contract runs to February 2011. Environmental Services currently has the contract administration function for this contract which it carries out on behalf of the three ALMO's and Highways Services. An annual Service Improvement Plan is produced and ways to engage local members in this will be considered over the course of 2008/09. A procurement timetable is in place for a new Grounds Maintenance Contract from March 2011. Work on this will include details on the contract package, contract administration and opportunities for the involvement of local Members in service planning, prioritisation and monitoring. There is currently, therefore, no detailed information prepared for this role at present.

## 2.3 Role and Responsibilities of the Area Committee

2.3.1 Current Arrangements - As the roles of Area Committees have developed so have the arrangements that allow them to influence the way that Streetscene delivers its services at a local level. The following are not all consistently applied across all Area Committees.

- Sub Groups – some Area Committees have established Environmental sub-groups to allow more detailed discussions about localised issues and develop deliverable actions. The work of the sub group is fed back to the full Area Committee either for information or where appropriate for decisions to be authorised. This process has been successful in the areas where it is used allows a more open debate and understanding about the specific issues
- Site Visits and face to face meetings with Ward Members – these tend to be ad-hoc and usually in response to a specific issue. They tend to be very focused on dealing with specific issues but usually successful in terms of resolving problems in the short term.
- Area Delivery Plans – Streetscene Services officers and ward members contribute towards the development of Area Delivery Plans. However, the approach across each area appears to be inconsistent and from a service point of view tends to reflect service priorities rather than localised priorities
- Reports to Area Committees – the provision exist for this to happen but the frequency of reporting tends to fluctuate, reports being requested or provided in response to issues rather than reporting on overall performance.
- Tasking Groups – tasking groups are established in all of the area committee areas although their success and effectiveness varies in terms of Streetscene Services.

2.3.2 Current arrangements allow the area committees to influence and develop the following services,

- (i) Community Action Services Team ( CAST). In the outer wedges ward members have direct access to the CAST teams. Referrals are made through area management officers and passed to Streetscene for action. Ward members in the inner city have the same facility through the Community Pride Teams.
- (ii) INM – in particular those resources funded through SSCF is administered through area management and ward members. This process allows influence over where and how the resources are deployed.

- (iii) Public Conveniences – this is a responsibility delegated to Area Management and the provision of the PCs is determined by area committees, advised by Streetscene Services.
- (iv) Street Sweeping – in response to local needs , Streetscene managers do have some flexibility to vary the delivery of services. Area Committees have in the past supplemented street sweeping in some areas by funding additional resources.
- (v) Litter Bin Provision – the provision of litter bins is an issue for Streetscene Services as budget provision falls short of meeting demand. In the past most area committees have funded additional litter bins in priority areas
- (vi) Customer Satisfaction Surveys – area management have organised and funded customer satisfaction surveys that have included issues relating to environmental quality.

### 2.3.2 Proposed Improvements.

- In view of the changing priorities in the individual area an option would be for the Principal Streetscene Manager for a wedge to meet with ward members on an agreed frequency. These discussions could include the changing area priorities and any immediate response that could be made by Streetscene, successes in the ward, new initiatives and any specific issues that need attention.
- Increased Use of District Local Environment Quality Survey (DLEQs) – DLEQs is a nationally recognised environmental quality survey methodology that assesses an area in terms of litter and detritus, graffiti, fly-posting, fly-tipping, staining, weed growth, litter bin condition ( degree of fill, cleanliness etc) and the condition of landscaped areas. The information provided by these surveys can be used to identify area specific problems and how to utilise resources efficiently. The surveys are time consuming and resource intensive and currently have only been applied in selected areas by streetscene. To provide frequent data would require more surveying capacity.
- Develop the principle of Area Committee Service Champions – the principle would be to have a ward member from the AC to take the lead responsibility for Streetscene Services and work closely with the service. This would allow a more thorough understanding of the service and how it is delivered which in turn should help in terms of influencing how Streetscene services are delivered.
- Environmental Sub Groups – Environmental sub groups across all area committees could improve the working relationship between the ACs and Streetscene Services. The sub group environment allows a more detailed discussion and understanding of issues often not achieved at a full Area

Committee. Often localised issues can be resolved and those requiring wider discussion or approval are referred up to the full area committee.

- Adopt the 'probability and impact' framework to help prioritise service delivery. This approach has been adopted by some service areas and allows a risk based approach to prioritising issues. The benefit of using this principle is that it could also be used in the Area Delivery planning process and Streetscene Service Planning. The approach would take time to introduce but would allow a more structured approach to prioritisation and influencing service delivery. The probability is a measure of the volume of the work experienced and the potential for escalation if the response does not meet customer expectation. The impact considers the impact on the community, how it influences the strategic outcomes and the effect on statutory responsibility.

## **2.4 Contributing to Delivery of the Leeds Strategic Plan Targets and Outcomes**

The strategic priorities that are outlined in this section are the main drivers that shape and influence the delivery of Streetscene Services.

### 2.4.1 Strategic Outcome for the Service

'To create a cleaner, greener and more attractive city through effective environmental management and changed behaviours. Within the strategic outcome are two very clear improvement priorities that influence the prioritisation of work within Streetscene services,

2. Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.
3. Reduce the amount of waste going to landfill

### 2.4.2 Integrated Waste Strategy

Environmental Services has developed and produced an Integrated Waste Strategy for the Council that outlines how it will effectively deal with the municipal waste produced in the city over the next 25 years. Within the strategy are clear targets some statutory and others interim and set locally to meet the longer term targets. The two main targets that have a major impact on streetscene service delivery are landfill diversion and recycling targets.

Clearly the main emphasis is on dealing with the domestic waste streams however the implications extend to all municipal waste including that picked up by the street cleaning services. For example, in terms of waste definition street arisings are classed as household waste and therefore can be included in the domestic recycling figures. Consequently we have arrangements in place to divert most of the street arisings away from landfill.

#### 2.4.3 Closing the Gap

A key objective of the Vision for Leeds is to close the gap between the most disadvantaged areas of the city and the most prosperous. In terms of achieving this objective streetscene has a major role to play in ensuring that all neighbourhoods are safe, clean green and well maintained. This will be achieved by tackling environmental problems and getting people and businesses involved in their own environment. Reference Britain in Bloom.

#### 2.4.4 Legal Responsibilities

Under the Environmental Protection Act 1990 ( EPA ) the Council has a duty placed upon it to ensure that all of the land that it controls is kept clear of litter and refuse as far as is practicable. Accompanying the EPA is a Code of Practice that provides practical guidance on the discharge of duties under the EPA and identifies acceptable standards of cleanliness. Streetscene Services is responsible for delivering the Council's obligations on all adopted highways. The need to deliver the Council's responsibilities under the EPA clearly is a major driver in terms of how street cleaning services are organised and delivered.

## **3.0 The Service at Area Committee Level**

### **3.1 Area Profile of the Service**

3.1.1 Streetscene Services are currently delivered city wide and do not reflect ward or Area Committee boundaries. Consequently resource allocation is not done on an area committee basis. Streetscene aims to provide the same outcome across all areas in terms of service standards. To achieve this resource allocation within local areas will vary depending on need.

3.1.2 Below is a list of the services that are included in the enhanced role for Area Committees

## **Streetscene Services**

*Litter bins (on programmed frequency)* - To collect and dispose of waste from litterbins and the mainten of litter bins and liners, where appropriate. Currently there are over 4500 litter bins across the city.

*Street Sweeping* - the street cleansing service is completed by a mechanical and manual sweep of both carriageways and footways. The service operates around a schedule covering all areas of the city. Sweeping removes litter, detritus and dead weeds The schedule is used as a guideline with the emphasis now on output rather than input.

*Manual Litter Picking* is used across the city in appropriate situations to supplement the mechanical street sweeping function.(for example, where a mechanical sweeper is insufficient or too cumbersome to operate efficiently).

*Fly tipping removal* – Fly tipping on the public highway is reported by the public or discovered by crews and removed accordingly or passed on to relevant agencies. Enforcement action is taken where evidence is available.

*Gully Cleaning* - To carry out routine servicing of gullies in order to make sure that the surface water drainage system is maintained in a working condition. Current provision allows gullies to be emptied and cleansed every 8 months to remove the build up of leaf and blossom fall, silt and detritus. Wetspot gullies, ie those in areas that are prone to flooding or ponding, are done every three months. Damaged gullies are reported to Highways Services for further inspection and remedial action.

*Grounds Maintenance* – Streetscene Services has the contract administration responsibility for the grounds maintenance contract on behalf of the three ALMOs and Highways services. There are currently two contractors responsible for delivering the service, ATM Ltd and Glendale Services. The current contracts cover,

- Maintenance of highway grass verges
- Maintenance of ALMO grassed areas
- Shrub and rose bed maintenance
- Hedge maintenance

*Graffiti Removal* – six teams are deployed across the city to remove graffiti primarily from Council property but also provide a service to private property especially in response to the removal of racist and offensive graffiti (this is removed within 24 hours and other within 10 days.)

*Needle Picking* – Streetscene Services has one dedicated team responsible for the removal and disposal of discarded hypodermic needles and syringes. The work closely with Community Safety and West Yorkshire Police.

*Public Convenience Cleaning* – Streetscene Services clean and maintain the Council's street located public conveniences across the city. This involves providing a scheduled cleaning service and opening and closing those pc that have that facility. The strategic responsibility for public conveniences has been delegated to the Area Committees.

*Leaf Clearing* – additional resources are employed to remove leaf fall from the highway as quickly as possible. The leaf clearing programme usually spans a twelve week period between September and December the start and finish dates being determined by weather conditions. All leaf fall collected is sent for composting.

*CAST* – cast teams operate in the outer area committee areas and deal with referrals from elected members. Where there are not sufficient referrals the streetscene area manager allocates work clearing known hotspot sites or problem areas. Referrals in the inner wedges are dealt with through the INM teams.

### *INTENSIVE NEIGHBOURHOOD MANAGEMENT (INM)*

The INM programme helps focus on the improvement of existing public services in the most deprived communities in the city. It also helps provide new services that will address needs that have been identified in these areas.

Between April and June 2006, Environmental Pride Teams were recruited, trained and deployed in each of the five wedges within the city. These teams have received a detailed seven week training programme to equip them with relevant skills and techniques to deliver high quality visible improvements in the communities in which they work. The teams undertake tasks such as graffiti removal, minor construction works, horticultural works and intensive cleaning; leaving each street at a grade 'A' level of cleanliness

## **3.2 Area based Service Priorities and contributions to the Area Committee's Area Delivery Plan for 2009/10**

- 3.2.1 Within the Outer North West Area Committee Area below are a sample of some of the key issues to be addressed or contributed to by Streetscene Services. Clearly the full range of issues is much greater and could be the subject of a more detailed report.



- Continue to identify and tackle hotspot areas using the CAST team including locations such as Holt Lane.
- Improve the removal of leaf fall in the autumn using the CAST team as an additional resource.

3.2.2 These are the key actions/priorities which would assist Streetscene Services to address the major issues identified in 3.2.1

- Undertake a review in the way services are currently delivered to achieve the localised delivery of Streetscene Services to meet the localisation of services agenda
- Support and encourage community groups to adopt the 'In Bloom' principles
- Ensure that NI 195 targets are achieved both locally and city wide
- Increase the stock of litter bins across the city and ensure adequate resources are in place to service them
- Ensure that all ALMO and Highways grassed areas, shrub beds and hedges are maintained to an acceptable standard
- Work with the ALMOs to agree how all land can be maintained to meet the EPA Code of Practice standards

3.2.3 Delivering the LSP Service Priorities is a major driver for Streetscene Services and at a local level this will be achieved through its Service Plan and the Local Area Delivery Plans. To date Streetscene Services has achieved success in some areas by working closely with colleagues in the development and delivery of the plans. However this approach is inconsistent and more robust processes are required if it is to be consistently applied across the city.

3.2.4 To date, success has been achieved through the following,

- Tasking Groups
- Area Committee Sub Groups
- Direct contact with Ward members
- Attendance at community forums, Tenants and Residents Groups, Community Group meetings
- Working with groups through the Streetscene Services Community and City Pride Scheme
- Working in partnership with VFS organisations such as Groundwork e.g recycling festival in South Leeds
- Working in partnership with other external bodies such as Fire and Rescue teams

- Providing the Contract administration function for the grounds maintenance contract on behalf of the three ALMOs and Highways Services

### **3.3 Customer and community engagement**

- 3.3.1 Customer engagement and consultation are important for any service but difficult to achieve considering the wide range of services delivered by Streetscene Services. There is a customer satisfaction Best Value Performance Indicator that is carried out every three years and measures through surveys, levels of satisfaction with cleanliness standards i.e. keeping land clear of litter and refuse.
- 3.3.2 The last survey results done in 2006/07 showed that 63% of the residents of Leeds were satisfied with the standard of cleanliness. This compares to a metropolitan authority average of 60.9%.
- 3.3.3 Clearly these are authority wide statistics and sometimes hide local issues. In addition to this survey Streetscene Service gathers information from several other sources to help to influence service delivery. For example,
- Attending area committee meetings where customers have the opportunity to raise their concerns and issues/ Area committee sub-groups, both of which allow the area committee to influence service delivery through feedback from community engagement..
  - Attending tenants and resident group meetings.
  - Attending community forum group meetings.
  - Localised surveys either carried out by the service or area management
  - Contact with local ward members
  - Responding to service complaints and identifying trends and problem areas.
  - Working closely with voluntary groups such as groundwork who work with local communities.
  - Close working with a number of 'In Bloom' groups across the city who provide valuable feedback
- 3.3.4 In terms of grounds maintenance the ALMOs have detailed communications plans through which tenant views are obtained about service delivery and improvements. In 07/08 a customer consultation exercise was carried out with a particular emphasis on grounds maintenance. The results of this survey will be used to shape the package and specification of future contracts.
- 3.3.5 In terms of the future, Streetscene Services see area management as having a major role in terms of carrying out local area customer satisfaction surveys.

This would be an ideal opportunity to utilise fully the Area Committee Community Engagement Plan.

## **4.0 Performance Management and Reporting**

### **4.1 Baseline Position and key targets for the Service**

4.1.1 Streetscene Services is proposing that the DLEQS methodology is introduced across all areas to measure performance and identify environmental quality issues at a district level. This information would allow target setting and performance could then be monitored against them. The DLEQS methodology produces a wide range of information relating to environmental quality including the current NI195 score that is reported on an annual basis to central government but on a city wide basis. In terms of the enhanced services the only performance measure currently reported against is NI195. As this performance indicator has recently been changed from BV199 2008/09 is currently being used to establish the city wide baseline performance from which improving targets can be derived. Unfortunately the NI195 is only done on an authority wide basis but with additional surveying resources it could be done at a local level.

4.1.2 SERVICE PLANNING – Streetscene Services has a service planning timetable that will ensure that the agreed service plan is in place by the first quarter of the year. The Service Plan will in future be linked more closely to the ADPs and input into the ADPs will be offered by Streetscene Services when they are updated. This process is not established and to date input across the areas has been inconsistent but we now have an opportunity to develop this . Practically there may be some resource issues trying to influence 10 ADP

### **4.2 Other Outcomes for the Area Committee area**

4.2.1 Working with Area Committees across the city will vary from area to area as each will have their own specific issues and challenges. However in terms of Streetscene Services there are other outcomes that it wishes to achieve,

- Improving the general level of environmental quality across each area which ultimately will make Leeds one of the cleanest cities in the UK.
- Implement Localised Streetscene Services that meet the governments localisation agenda.
- Improve service delivery and in the process assist the pay and gradings issues
- Continue to deliver Intensive Neighbourhood Management through the Community Pride Teams and use the experiences to improve service delivery city wide.
- Support and encourage the existing 'In Bloom' groups across all areas and where possible help to introduce new groups into the process.
- Continue to provide high standards of grounds maintenance service across the authority.
- A key outcome for Streetscene Service that would benefit the local area is to encourage communities to judge the outcomes achieved by the service rather than concentrate on inputs into the area

### **4.3 Reporting Arrangements**

4.3.1 It is proposed that Streetscene Services reports to the Area Committee on a six monthly frequency in September and March. However, the timing may need to be discussed to ensure that it satisfies Area Committee requirements. The proposal is that the reports are presented by the Principal Streetscene manager and if agreed the service champion. The contents of the report and format will need to be agreed. Clearly there needs to be performance data to demonstrate how the service is performing but also needs to report on service delivery against agreed priority areas. Streetscene does not currently have performance statistics that can be reported on a six monthly frequency, however work is being carried out to develop a suite of indicators for the Vitality Index that could also be used for Area Committee reports.

4.3.2 Suggested performance data.

- NI 195
- DLEQs
- Number of complaints/compliments
- Perception surveys

## **5.0 Programme of Activities 2009/10**

5.1 The programmed activities will be finalised when the Streetscene Service Plan has been agreed.

5.2 In terms of Grounds Maintenance the work will begin in 2009/10 to start the procurement process to package and specify a new service and have a new contract in place to start March 2011.

## **6.0 Implications for Council Policy and Governance**

6.1 The governance arrangements for Streetscene Services will remain within Environmental Services and the Environment and Neighbourhoods Directorate.

6.2 In terms of policy development this will continue to be done in a city wide context to ensure that consistency of service is delivered across every area and that the Council's obligations are delivered in terms of the EPA. However, by developing closer links with local areas specific issues can be reflected in the policies to ensure that service delivery meets local area needs.

6.3 In terms of moving forward, the enhanced roles will provide an opportunity for area committees to influence policy development to reflect area needs

## **7.0 Legal and Resource Implications**

7.1 Streetscene Services has a responsibility for delivering services on behalf of the Council and is outlined in section 2.4.4. Although Streetscene Services is committed to delivering localised services there is a risk that resources are diverted to deal with localised issues at the expense of achieving city wide outcomes. With a limited resource working at optimum efficiency service prioritisation will have to be a key issue and a shared responsibility between Streetscene Services and Area Committees.

7.2 Streetscene Services resources are limited and with no prospect of increasing these it provides an opportunity for improved joined up working on imaginative and innovative ways to deliver services.

7.3 The delivery of some aspects of Streetscene Services, such as INM, graffiti removal, do depend solely on NRF and SSCF funding. Withdrawal of these funding streams will have significant implications in terms of service delivery and maintenance and improvement of service standards. Unfortunately, in all cases the funding is used to support salaries of front line staff in the most deprived

areas of the city. Working with area committees may allow longer term planning and opportunities to maintain staff over longer periods of time

## **8.0 Equality Considerations**

8.1 Streetscene Services is currently undertaking Equality impact assessments of all aspects of the service to ensure that they deliver equality in terms of service delivery and accessibility. However, we recognise that Leeds is an extremely diverse city with each area having its own unique requirements. Streetscene views the enhanced relationship with area committees as an opportunity to use their experience and the detailed knowledge of area management officer to identify ways in which equality issues can be tackled.

## **9.0 Any Other Considerations**

9.1 Streetcene Service is facing a number of issues that will have an impact on its ability to deliver the outlined enhanced services. They include,

### **9.2 NRF/SSCF Withdrawal**

In 2008/09 the NRF funding for the INM programme was reduced by £829K resulting in some of the INM services being reduced or removed altogether. Similar reductions in funding are planned for 2009/10 and Streetscene Services is currently developing an exit strategy to try and minimise the impact on service delivery. Clearly a funding reduction in this area will undoubtedly have an impact on environmental quality in he INM areas.

### **9.3 Budget Pressures**

In terms of the base budget, as with most services across the Council. Streetscene Services will be under pressure to deliver improved services with the same resources or in some areas less. In recent years the impact on core services has been minimised due to short term funding arrangements such as the INM programme. Increased customer expectation and the need for continuous improvements will put the core service under pressure. Streetscene is constantly looking at ways to improve service delivery and maximise the use of its resources.

### **9.4 Street Cleaning – Inputs vs Outcomes**

The current Streetscene resources and method of working are based on a very rigid input approach to service delivery i.e. rigid streets sweeping schedules. However in terms of the Council's responsibilities under the EPA and associated Code of Practice environmental quality is measured by outcomes ( how clean a street is ) rather than how much resource has been allocated to the task.

The current approach taken by Streetscene Services is to use the schedules as a guideline but use its resources to best effect. The principle is that if a street does not require sweeping on its scheduled day the resource is deployed to an area where the service is required.

NI 195 is the national measure of environmental cleaning at a point in time with no regard for the resource input. The challenge for Streetscene is to meet customer expectations and environmental quality standards.

## 9.5 Areas of Responsibility

This issue relates mainly to the confusion about the demarcation between the adopted highways, for which Streetscene has responsibility, and other areas of land. This is a particular problem in ALMO estates where many of the inter-connecting footpaths and hard surfaced areas (garage fore courts etc) are maintained by the ALMOs. Most people who complain expect a one Council approach to resolving the issue and are not really interested in which service has the responsibility. Streetscene Services spend a lot of officer time dealing with complaints that are not related to cleaning the adopted highways.

## 10.0 Conclusions

10.1 2009/10 and the enhanced roles for Area Committees provides an opportunity for a new relationship to be developed with Streetscene Services that will ultimately lead to service improvements and better a cleaner environment for the residents of Leeds. Within the report are a number of proposals in terms of the way forward and the expectation from Streetscene is that this relationship will be a developing one

## 11.0 Recommendations

11.1 Members are asked to consider and note the contents of this report and consider the following issues,

- (i) Consider the area committee reporting process in terms of timetable, format and contents of the reports (see particularly 4.3).

- (ii) Consider the use of DLEQs surveying and measuring methodology at a local level (see 4.1.1). This will have surveying resource implications that need to be identified and agreed.
- (iii) How area committees and area management can assist Streetscene Services with customer/community engagement. (See particularly 3.3.)
- (iv) Consider whether individual ward member meetings with Streetscene officers will be desirable **or** whether this should be directed through the Area Committee Streetscene & Environment sub-group. (see 2.3.2).
- (v) Consider the use of the 'probability/impact' approach to service prioritisation. (See 2.3.2 – 5<sup>th</sup> bullet point).

### **Background report**

Executive Board Report 16 July 2008 – Area Committee Roles 2008/09





Originator: G Wilson

Tel: 3951501

## Report of The Director of Environment & Neighbourhoods Directorate

Meeting: North West Outer Area Committee

Date: 16<sup>th</sup> February 2009

**Subject: Relationship and reporting between Health & Environmental Action Service, including the Environmental Action Teams, and Area Committees**

<p><b>Electoral Wards affected:</b></p> <p><b>All</b></p> <p><input type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
<p>Council Function <input checked="" type="checkbox"/></p>	<p>Delegated Executive Function available for Call In <input type="checkbox"/></p>
	<p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p>

## Executive Summary

This report provides an outline of how Health & Environmental Action Services operates, with a particular focus on the Environmental Action Teams. It is a common report for all Area Committees but has local information included for this committee. The report discusses options on how individual Area Committees can help influence the work carried out by the Environmental Action Teams in their areas. These suggestions include consideration of priorities, Ward member meetings; influence on promotional activities; selecting the type of information which can be reported as required by area; mechanisms by which policies can be reviewed and identify ways in which performance against outcomes can be measured.

## 1.0 Introduction & Purpose of report

- 1.1 The Health & Environmental Action Service (HEAS) has been operational since May 2008. Part of its remit is to consider how to report information relating to the work carried out in localities to Area Committees. Part of HEAS includes the Environmental Action Teams (EATs), which are perhaps of more immediate interest to Area Committees due to the scope of their work and that they are part of the enhanced role for area Committees. This report outlines the work of HEAS, discusses options on how this work can be relayed back to the area Committees and considers options on how area committees can influence activities.
- 1.2 This report is seen to be the first of several which will establish an effective communication method between Area Committees and HEAS over the coming year. There are many new and significant challenges involved in achieving this, many of which arise as the work of HEAS is influenced by city wide policies and external statutory expectations and because sufficient resources are not available to provide dedicated teams with the specialist needs required to each Area Committee.
- 1.3 This report must be read with a “health warning”. There are many options proposed but these are presented against an increasingly difficult budget situation. It is therefore important that options agreed are cost effective and that the report discusses **different** ways of working, not **extra** ways of working, which will ultimately benefit from local input providing intelligence to target decreasing resources.

## 2.0 Background

### 2.1 Description of HEAS and proposals for Area “Champions”

- 2.1.1 During 2008, the HEAS was formed from the previous Enforcement division and Environmental Health Divisions. HEAS delivers the work of the EATs, together with specialist teams delivering:
- environmental protection work;
  - environmental crime and grime mitigation;
  - private sector housing quality and regeneration, including private rented sector;
  - pest control;
  - health & safety inspections of workplaces;
  - food safety inspections;
  - parking services;
  - affordable warmth / energy efficiency work
  - health improvement
  - other miscellaneous duties.

- 2.1.2 The HEAS services are managed by three Heads of Service, who will take a “champion” role for each “wedge” of the city.
- 2.1.3 The 3 EATs, which are led by one Head of Service, have been shaped so that the geographical boundaries are co-terminous with Area Management and it is intended that the teams will be co-located with Area Management. A key to the success of the EATs is to have an adequately sized workforce that is flexible, focused and responsive. The latter aspects are being developed and progressing well, however, it does need to be noted that the size of the teams is critical and numbers do not allow for dedicated teams for each Area Committee to be maintained in a written structure. In practice, staff are aligned to Area Committees but absences due to leave/sickness/maternity etc do occur and these affect the deployment and output of the team.
- 2.1.4 The EATs work to a “can-do” attitude and do so within a quick and decisive fashion. So far they have provided fast and functional responses to enquiries received and have built up good communications with Ward members and the local community. They have also participated in local campaigns and promotional events, such as the city wide litter work, the Kirkstall breeze event etc.
- 2.1.5 Partnership working has been demonstrated well through initiatives such as well-being funding for additional dog warden activities and through the police and Council jointly funding a seconded police officer to work on the crime and grime agenda. Links with the ALMOs exist when dealing with such issues as waste in gardens, graffiti etc.
- 2.1.6 As the work of the EATS is promoted and increasingly valued, the reactive work continues to grow due to requests by both customers and partners. Whilst the demand work is increasing, the reality is that staff funding is currently under review due to many staff being funded via NRF/SSCF funding arrangements. Whilst the level of reactive requests continues to grow, responding to this will be at the expense of our ability to deal with work proactively. It has been shown previously that local intensive proactive work can deliver more cohesive and sustainable results, albeit in a smaller part of the community. This will be discussed in more detail under priorities.
- 2.1.7 EATs staff work during normal working hours and so the service is not covered at weekends or in the evenings, unless by special arrangement. This normally involves the payment of overtime or reimbursement through Time Off in Lieu arrangements, which subsequently impact on the hours available daily – either has a material impact on service delivery.

## **2.2 Role of the HEAS Champion**

- 2.2.1 Each Head of Service within HEAS will act as a “Champion” for the whole of HEAS to a nominated wedge of Committees.

- 2.2.2 Each will represent HEAS as a whole whilst discussing strategic issues within the area. The Area delivery Plans and discussions on strategic issues would then influence operational action/service plans being drawn up at service level.
- 2.2.3 The Champions would attend area Committees when there is a need to introduce specific strategic reports.

### 2.3 Description of Delegated Function/Enhanced role

- 2.3.1 As part of the Area Management Review presented to Executive Board in November 2007, it was agreed to extend and enhance the roles of the Area Committees, with 2008/09 being a development/transition year. One aspect identified in “Other Committee Roles” for 2008/09 was the following:

Role	Summary
Environmental Action Teams	This newly created service, with around 60 staff in total across the City in three area based teams, will be responsible for a range of neighbourhood related enforcement activities including noise nuisance, waste in gardens, overgrown vegetation, littering, placards, A-boards, graffiti, waste from domestic and commercial bins, drainage, pest control. The teams will carry out the enforcement and preventative work, rather than the litter picking, waste collection role which is done by other staff. Area Committees will receive regular reports about this new combined service and be able to influence service planning and local priorities for action based on local knowledge about issues and hotspots. Operational policies will be created for Leeds, but the priority afforded these could be influenced by local issues, such as littering and bin yards. Close working arrangements will be developed with neighbourhood wardens.

- 2.3.2 In addition to the role of the EATs identified above, the remainder of HEAS carries out strategic activities in other Areas which may be of interest to Area Committees. These can be summarised as follows:
- Private Rented Sector regulation applies to 41,660 properties in Leeds and as such provides accommodation for a significant number of Leeds households, some of whom are amongst the most vulnerable members of society. HEAS uses regulatory powers, effective partnerships and proactive working relationships to address poor housing in single occupation and in multiple occupation. The Leeds Landlord Accreditation Scheme (LLAS) is recognised nationally as a leading example of proactive and partnership working scheme in the private rented sector. The team also works closely with colleagues who have responsibility for wider regeneration issues.

- HEAS ensures that companies operating certain industrial activities (Part B installations) use the best available techniques (BAT) to minimise and render harmless their emissions to air. Certain larger (Part A2 installations) must use BAT to protect the air, land and water; use energy efficiently; minimise the production of waste; put in place measures to prevent accidents; and restore the site when the industrial activities cease. The team seeks intelligence to find processes which are operating illegally and help to improve standards at the smaller installations.
- The Scientific Services group monitor, gather, process and interpret air quality and landfill gas data which informs the Leeds Air Quality Management Team.
- The Commercial and Business Support Group (about 80 staff) includes the Health and Safety, Pest Control, Animal Health and Welfare, Food Safety, Health Surveillance, Performance / Business Support, Health Improvement, Administration, Information Technology and Fuelsavers Teams. These Teams all have a city wide remit, however they can by nature of demand or pre programming undertake work around a local focus, for example around commercial areas within the city where large numbers of business are located. Animal Health activities naturally focus around the more rural areas of Leeds and recently Fuelsavers have been focusing their energy efficiency schemes in the wards with high levels of residents living in fuel poverty.
- The commercial and business support teams, are also able to participate in targeted area projects, food specialists have undertaken food premises inspections in a defined area in conjunction with environmental enforcement and pest control. Support is also provided across the other 2 groups in HEAS either in the form of expertise or resources, the Health Improvement Team supporting sloppy slipper and community events or information collation for future targeting from the information technology Team. Previously ward based data has been provided to members in terms of demand for our services and related activities for example food inspections, accidents reported in the work place, reported infectious diseases, take up of grants etc. We are now able to provide these down to sub postcode zones.
- Environmental crime and grime issues are tackled with a small dedicated specialist team who target flytipping, graffiti, abandoned vehicles, dogs and dog fouling, trading on the highway etc.
- Parking Services which manages the Leeds car parks and on-street parking facilities, and enforces parking restrictions.

## **2.4 Description of Delegated Function/Enhanced role**

- 2.4.1 Priorities on how policies should be applied
- 2.4.2 The activities of the EATs are influenced by local policies agreed in the most part by Council through Constitutional arrangements.
- 2.4.3 The EATs and specialist teams work to tightly prescribed policies which have been agreed by the Council, either by Executive decision, or by delegated powers. In all cases the Executive Member for Environmental Services is consulted with, and in some cases, consultation has gone wider. The decisions are all subject to call in provisions and Scrutiny Boards can review how such a policy is working in practice. Feedback from Area Committees is welcomed on how a particular policy is being received within the communities and how effective it is.
- 2.4.4 Approved policies exist for some 26 subjects, which are listed in appendix 1. Numerous guidance notes also exist which provide guidance to staff but do not necessarily specifically define an enforcement approach for the problem.
- 2.4.5 It is possible for the area committees to collectively agree within their Area management area the priorities which HEAS place upon the different types of work (policies) carried out in the EATs. This would build up the local strategic response to the environmental Action issues within the area based upon consistent city wide enforcement techniques.
- 2.4.6 To facilitate this, each type of activity has been considered against a probability and impact framework. The probability was a measure of the volume of work experienced and potential for escalation should the response not be as a customer may expect. The impact considers the impact on the community, the influence of the strategic outcomes, the effect on LAAs and the statutory duty to act. This assessment then places the work into a grid which graphically shows which types of work take precedence over others. An outline of this grid can be seen in appendix 4.
- 2.4.7 If a request for service is received which is a low priority, the service will provide advice either verbally or by mail-out. Should the complaint become “escalated”, the matter can subsequently be addressed. This system provides a framework, although team managers would still need flexibility in differing circumstances.
- 2.4.8 It is fair to say that all of the EATS are receiving requests for service which outstrip the capacity to respond to them in the quick and decisive fashion expected of them. Without additional resources, this situation will not ease, and could get considerably worse. Much good work in an area is conducted using intensive neighbourhood management techniques, which equates to proactive activity in an area, focusing on one or more environmental activities in an area. However, with the level of reactive work currently experienced, INM techniques are not often possible.

- 2.4.9 The EATs are conscious that proactive activity in a small but well defined geographical area can produce more sustained community outcomes and demonstrate to a community that change can be achieved. This intensive way of working is resource hungry for that neighbourhood. One way in which potential resources could be released is to agree priorities on reactive work which then releases time for one or more members of staff to focus on a particular area. There is scope therefore to influence what priority should be given to enforcing a particular policy compared to another.
- 2.4.10 The priority assessment of tasks, together with a review of how we process them may help reduce times spent on certain types of request for service, freeing up time for more proactive work. Without intervention and clarity of purpose, staff could lose focus on services they deliver and ultimately those service delivery standards could fail.
- 2.4.11 The neighbourhood wardens can offer some help in this respect and it is of note that the majority of their work is already closely associated with that of the EATs. Work is currently underway reviewing the role of the wardens and the relationship with the EATs.
- 2.4.12 The EATS have been established to be coterminous to the boundaries of the 3 Area management areas. The staff levels are too small to feasibly have 3 or 4 Area Committees requesting different priority approaches from the single team, however, the 3 or 4 committees within the Area Management wedge can influence the priorities applied within that wider area. This review of priorities can vary between the 3 Area management Areas as an individual team can support this and the admin support is consistent to the singular team. This is discussed further in paragraph 8.

## **2.5 Communication with Ward members**

- 2.5.1 As local needs can vary quite rapidly at times, one option which could be adopted would be for each service manager, or deputy, to meet the 3 Ward Members on a periodic basis to discuss needs within that area. This could take place 6 monthly, together with Area Management staff who could feed information from this into Area Delivery plans. Members could decide to appoint a champion amongst their ward who could act on behalf of all 3 Members, could opt for more or less frequent meetings, or could combine meetings with other wards.

## **2.6 Education/promotional work**

- 2.6.1 Part of the remit of the EATs is to conduct promotional campaigns to educate and improve people's ways of life. These are limited due to resource availability, but schemes have ranged from "sloppy slipper" events where elderly people are given new well fitting slippers to prevent slips and accidents in the home; promoting fuel poverty interventions; litter campaigns in the city centre and districts; linking up with ENCAMS campaigns promoting environmental cleanliness; promotional talks in schools; stalls at community fairs etc.

2.6.2 The variety is wide, but the volumes are not great due to resources, eg between May and September 2008, in addition to the activities outlined above, the following promotional work has been carried out

	ENE	WNW	SE
No. of events in community action days	7	9	7
Other promotional events	5	4	2
No. Children educated in schools	50	320	865

2.6.3 It is suggested that each Area Committee could identify which type of promotional activity it would wish to prefer in its area, and at which location, e.g a sloppy slipper event in a local community centre as opposed to litter education talks and enforcement to schoolchildren in the local high school.

## 2.7 Contributing to Strategic Plan Targets and Outcomes

2.7.1 The work of the EATs is governed by the strategic outcomes set for them by the Council. All work must contribute to one or more of these outcomes. The EATs contribute to 3 primary outcomes

- Cleaner, greener and more attractive city through effective environmental management and changed behaviours
- Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours
- Reduced health inequalities through the promotion of healthy life choices and improved access to services

2.7.2 Within these outcomes, the HEAS has identified the following key improvement priorities to be ones which services contribute either entirely or in a major way. These are

- Reduce premature mortality in the most deprived areas
- Reduce the number of people who are not able to adequately heat their homes
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.

2.7.3 Area Delivery Plans will also recognise these outcomes and place lesser or greater emphasis upon them within their plans. This influence can be reflected through the application of priorities on the policies and processes as described in 2.3.1.



### 3.0 The Service at Area Committee level

#### 3.1 Area Profile of the Service

3.1.1 The EATs went live on 12<sup>th</sup> May 2008. The integration/training and development of staff began from that date and will continue into the future. Whilst the front facing operation has been maintained, back-office systems are being developed to properly capture the data required and are more intricate in their needs. As such, some statistics presented may be an underestimate of work undertaken.

3.1.2 The 3 EATs have the following staff profile

	ENE	WNW	SE
Service Manager	Phil Gamble	Ruth Lees	Paul Spandler
Deputy Service Manager	Mark Everson	Rachel McCormack	Dave Armitage
Senior Technical Enforcement Officer	2	2	2
Environmental Health Officer	3	3	3
Technical enforcement officer	7	10	9(incl city)
Admin support	4	4	4
Volume of requests for service received May 12 – Sept 30*	1894	2533	1985
Volume of proactive work recorded May 12 – Sept 30*	171	337	419
Total	2065	2870	2404
Ratio of staff to jobs	1:172	1:191	1:171

\*These figures are possibly underestimated as it is believed that some data has not yet been captured.

3.1.3 The nature of each job varies, but each will involve complainant and customer dialogue, assessment of action to be taken, associated correspondence, associated advice, where enforcement is taken – communications, appeals, notices, prosecutions etc.

#### 3.2 Area based Service Priorities and issues

3.2.1 The main issue facing all of the EATs is the level of reactive work arising from the community – ie requests for service. This is routinely outstripping the resources available to deal with these requests.

3.2.2 The table below shows comparisons between each of the areas of work by Committee area over the summer period in 2008.

Area Committee	EAT	Proactive	Reactive
E IE	ENE	84	962
E INE	ENE	62	631
E ONE	ENE	25	301
SE IS (incl. city centre)	SE	254	901
SE OE	SE	63	522
SE OS	SE	102	562
WNW INW	WNW	129	1062
WNW IW	WNW	69	473
WNW ONW	WNW	84	474
WNW OW	WNW	55	524

- 3.2.3 Recent issues identified by staff working within this Area Committee boundary are as follows:
- 3.2.4 *Officers from outer north west have supported a number of initiatives in the area including:*
- 3.2.5 *Officers a STEP event which is aimed at supporting Elderly People, they manned a stall at a coffee morning and provide support, advise and information to the elderly. This even was supported by partner agencies.*
- 3.2.6 *Operation Champion took place in Otley and Holt Park in December, this was supported by the team and pro active visits to noise offenders, commercial premises and domestic households with waste in gardens was undertaken.*
- 3.2.7 *Officers have carried out several multi agency visits with members to resolve particular problems within the area.*
- 3.2.8 The volumes of complaints by type received in this Area Committee boundary between 12/5/08 & 24/12/08 are also attached in appendix 5.
- 3.2.9 Key Contact Points in EATs are provided in appendix 3 for each of the 3 EATs
- 3.2.10 To address the imbalance between proactive and reactive work, it is hoped that agreement on priorities across the Area Management area can be reached during 2009.

### **3.3 Customer and community engagement**

- 3.3.1 The prime areas of engagement with the community are:
- Request for service from an individual about another person or business affecting their lives
  - Request for service from an individual about issues which they see on the street or in their community

- Enforcement action taken in response to the above two requests
  - Enforcement action taken proactively, such as litter or dog fouling.
  - Work in intensive areas where staff will approach individuals
  - Local community events and campaign work
  - Use of the media, including local papers and council publications to promote these events and activities.
  - Promotional leaflets
  - Use of the council's web site to publicise policies etc.
- 3.3.2 Area Committees may also have suggestions about local publications which could be used to convey messages, although each one will require some degree of resource input.
- 3.3.3 Area Committees can help influence services through feedback from community engagement. As resources do not permit attendance at all residents events unless there are specific issues to be addressed, feedback from that event from Area committee representatives would be welcomed.

## **4.0 Performance Management and Reporting**

### **4.1 Service Planning**

- 4.1.1 The HEAS aims to agree its service plan, including that of the EATs, in the first quarter of each new year, having understood the limitations that the budget may impose upon it. Future plans will strive to address existing aspects of the ADPs, and input will be offered when the ADPs are refreshed. This development has not yet been tested and it is expected that this area will become stronger over time. It must be noted however, that there could well be significant resource issues of creating 10 separate plans from a single HEAS service plan, and methods must be identified which make this a cost effective process which adds value to the community and service.
- 4.1.2 This plan is reviewed quarterly by HEAS management team.

### **4.2 Other Outcomes for the Area Committee area**

- 4.2.1 Future developments which have been identified are ways in which we can “convert” **outputs** into **outcomes** in order to measure progress against the strategic outcomes. The challenge with measuring outcomes rather than outputs is that outcomes measure the difference that residents experience. In many areas, some outcomes depend upon many services working together; e.g litter free areas are a combination of education, enforcement and physically sweeping the streets. However, as Area Committees are close to the population, suggestions on how feedback from communities could be used to interpret outputs as outcomes would be welcomed.

### **4.3 Reporting Arrangements**

4.3.1 It is proposed that a report on the work of HEAS would be presented to Area Committee on an annual basis or on a 6 monthly basis – in October and May, although this timing may need to be discussed given the constraints of the year end for statistics and the political calendar. This can be augmented with a commentary against any ADP actions which are relevant to the service. Attendance would be by the Service Manager/Area Champion depending on the content of the report.

4.3.2 The information provided is suggested in appendix 2. These statistics are collected on an Area Committee basis and can therefore be presented to each as such and tailored to each Committee`s requirements. It should be noted, however, that this information does not report on outcomes, as is the eventual aspiration. Whilst information such as the number of notices served will be of interest, the focus will be shifted in favour of reporting on outcomes, as this methodology is developed, in conjunction with other service partners. Comments and suggestions from Area Committees as to how this can be achieved over time would be welcome. Some figures indicated can only be collected on a city wide basis due to data collection issues. It is proposed that each Area selects the information which it wishes to see from the appended list and this becomes the agreed suite of local indicators reported upon. This will mean that the collection and presentation of data can be carried out in as effective fashion as practical.

4.3.3 Also included in Appendix 2 is a suggestion of the information which Area Committees may wish to accept in its entirety or amend.

4.3.4 A range of information from the previous Environmental health division has been presented to Members previously, eg. Food inspections; regeneration; infectious diseases etc. As time progresses, information in relation to these other parts of HEAS will be added to this standing report in consultation with the Committee.

### **4.4 Tasking and operation Champion**

4.4.1 Operationally, tasking meetings between field providers will continue to take place. These local field staff arrangements operate subtly different in each area and it would be a step forward if the best delivery model could be identified and pursued in order to provide some consistency. Time management records suggest that every month the equivalent of just over 1 FTE is spent attending taskings etc across the City.

### **4.5 Officer liaison**

4.5.1 The brief given to the EATS is to build stronger links between them, Area Committees and Area Management. This is happening at the moment at different speeds.

A quarterly meeting between Service Managers and Area management senior managers is proposed for those areas where co-location is either not yet in place, or the benefits of daily contact are not yet being seen. The input of Area Management staff would take intelligence from the Area committees and from Ward members.

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

- 5.1 Governance and responsibility for the management of the EATs remains within HEAS who will continue to operate within overarching Council policies.
- 5.2 These policies describe how Leeds will respond to specified situations. A range of techniques are used, varying from persuasive letter to zero tolerance, depending on the subject. If the law is to be enforced, it is important that the same standard of enforcement applies across the City as a whole. For example, if a zero tolerance were to be applied to litter in one area, and a verbal warning in another, the public will become confused as to which applies. A recent headline in Hull exemplifies this when 2 standards were applied – “Its one litter law for me, but another for tourists”.
- 5.3 To date most policies have been effective and welcomed across the City. They have certainly helped deliver cleaner streets and achieve LAA targets. However, a couple have been questioned. In order to try to incorporate local needs within a policy, yet meet the wider strategic needs of the City and ensure that all Leeds residents are treated equitably, it is suggested that if all Area Committees in a wedge, or 2 Area Committees from 2 wedges express concerns with a policy, then the policy will be reviewed. However, this will be with the intention that any change be implemented *city-wide* and not just in that particular area(s).
- 5.4 Reasons why a review may be appropriate could be that circumstances have changed, such as the credit crunch; ineffective enforcement (too little or too much would be addressed by priorities). If the outcome of this review is not acceptable the matter could be referred to Scrutiny board for a thorough examination of the issues. The policies would retain city-wide relevance & application to ensure that the public & businesses are not confused about the standards expected of them. It is not uncommon that when taking action against one person, they will point to another within eyesight who appears to be breaching similar requirements. It would not only be incongruous to have one enforcement policy on one side of a street and another on the other in a different Ward. There may even be more serious consequences, such as claims of mal-administration etc.
- 5.5 When enforcing legislative requirements, some people are not happy that they should receive such attention, whilst others in the wider community are more than pleased to see their community being improved.

In that regard, it is possible that any one committee could ask for a review based upon an individual issue within that area, or because there are vocal objections within that area, however, the circumstances may not be relevant across the whole city. Therefore, in order to achieve a measured response, the “quorate” figure above is suggested.

## **6.0 Legal and Resource Implications**

### **6.1 Resource implications**

- 6.1.1 The loss of funding streams such as NRF and SSCF will have a significant effect on staffing levels within the EATS unless other funding sources are identified. As team levels are at a critical position, it is fair to say that resources for staffing are the most important aspect which will influence how the EATs ultimately perform and succeed. It is possible that when the 09/10 budget round has been concluded, additional pressure will be experienced in the EATs through increased requests for enforcement or intervention subsequent to any reduction in capacity in other allied services. For example, any reduction in bin yard clearance will result in increased complaints; reduced out of hours noise activity will result in increased demand to follow up during the day.
- 6.1.2 Most of the costs of delivering our work comprises staff salaries. Additional staff can be funded on a temporary basis but it is preferable if this funding were identified for longer periods than 1 year as the practicalities of recruitment and investment in training need to be taken into account. Three year Area Delivery plans are an opportunity to plan funding of additional dedicated staff over longer periods. General employment issues may still occur which could reduce the value of such investment – these could range from long term sickness absence, maternity leave or non-productivity whilst training takes place. The funding of projects is more viable.
- 6.1.3 Such projects may include placing a physical purchase into an area, such as gating bin yards, or could be to purchase additional hours for intensive projects at weekends for example.

## **7.0 Equality Considerations**

- 7.1 Leeds is a diverse city and each area within the city has its own equality, diversity and community cohesion issues. The purpose for the Environmental Action Teams of working more closely with area committees is to tap into the local knowledge of these issues that the area committees possess. This will allow the service to tailor its use of resources to support the needs of communities more effectively. This will be achieved by understanding the needs of hard to reach groups in each area who do not necessarily contact the services and by understanding the priorities for all communities in an area.

This will enable the EATS to pro-actively tackle the effects of environmental crime which can blight neighbourhoods and cause disputes between individuals and communities, and in so doing build greener, healthier and more cohesive communities throughout Leeds.

## **8.0 Any Other Considerations**

- 8.1 It is not clear at this point how 3 or 4 area Committees can agree on a set of priorities for their areas. Options available as to how 3 or 4 Area Committees could agree on a set of priorities for their area could be
- a) Officers to suggest 2 or 3 options on where the service priorities should lie on the priority grid so that one choice can be selected. The faults with this approach are that the appendix contains the officer informed solution and other options would not be based upon further intelligence, but provided just to provide an alternative. In addition, if there is not agreement, it would require repeat reports to get to common ground.
  - b) Request each committee to consider each aspect of work and rank them in their order of priority. Each list can then be compared and a combined consensus identified for that area.
- 8.2 Inner North West Leeds poses some unique challenges for the Health and Environmental Action Service with the high proportion of houses of multiple occupation and student lets in the area. One approach to dealing with this challenge may be for the Area Committee to fund the cost of employing an additional enforcement officer to work specifically in Inner North West Leeds on priorities identified by the Area Committee. Officers from Area Management and the Environmental Action Team are developing funding proposals for a dedicated enforcement resource for inner north west for consideration by the Area Committee.

## **9.0 Conclusions**

- 9.1 This report is seen to be the beginning of a journey which members and Officers are to take in order to identify the best way that local needs can be served whilst delivering through reducing resources using city wide policies.
- 9.2 There are several options on how to progress contained within the report for consideration.
- 9.3 The report focuses on the EATs at this stage as it is those teams which have been identified as having specific links. However, future development will include the full range of HEAS services.

## **10.0 Recommendations**

Members are asked to:

- 10.1 Consider this report and the issues it highlights,
- 10.2 Refer debate of the priorities as outlined to the next Area Committee's Streetscene sub group,
- 10.3 Consider whether ward member meetings with officers as described are desirable and if so, how these would best be progressed having regard to effective use of resources or whether this should be directed through the Area Committee Streetscene & Environment sub group.
- 10.4 Consider the proposed reporting timetable and whether annual or 6 monthly reports are preferable.



## Appendix 1

	Policy area	Comments
1	Fly tipping	
2	Litter - Individual items of litter thrown into the street	
3	Litter - Street litter Control Notices	
4	Flyers	Consent scheme applies to Headingley and City Centre
5	Placards on lampposts	
6	Fly posting	
7	Graffiti	Executive board
8	Dog Fouling	Dog Control Order approved by full Council
9	Stray dogs	
10	Dangerous dogs	
11	Commercial waste	
12	Waste in gardens	
13	Abandoned Vehicles	Work in association with city wide seconded police officer
14	Removal of untaxed vehicles	Work in association with city wide seconded police officer
15	Highways - Use of A boards	Local arrangements on zero tolerance apply in City Centre and Armley Town Street.
16	Highways - overhanging vegetation	
17	Shopping trollies	Approved by full Council
18	Sale of vehicles on highways	
19	Trading on the highway	Consent scheme
20	Encroachments	
21	Env Crime on LCC land	
22	Env Enforcement Policy/EHS enforcement policy	2 policies need to be combined
23	Levels at which FPNs are set	
24	Domestic bins on streets	
25	Commercial bins on streets	
26	Mud on Highway	

## Appendix 2

Recommended work outputs which Area Committee may wish to receive

Type of Complaint received	Numbers/quantity
Noise	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	

### Proactive activities

Community action days - no. events	
Other promotional events	
No. children educated in schools	

### Fixed penalties issued

Fixed Penalties for Litter	
Fixed Penalties for Dog Fouling	

### Notices served

Noise	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	
Other	

### Number of Legal action prosecutions submitted

Litter	
Dog fouling	
Flytipping	
Noise	
Other Notices	

Selection of work outputs from EATS which area Committee may wish to add to above or select "a-la-carte"

Type of Complaint received	Does area committee wish to see this? Select Yes or No
Noise	
Noise – Out of Hours	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	

### Proactive activities

Community action days - no. events	
Other promotional events	
No. children educated in schools	

### Fixed penalties issued

Fixed Penalties for Litter (s88)	
Fixed Penalties for Domestic Waste (s47ZA)	
Fixed Penalties for Commercial Waste (s47ZA)	
Fixed Penalties for Dog Fouling	
Fixed Penalties for Litter Clearing Notices (s94A)	
Fixed Penalties for Flying Without Consent (Sch3A)	
Fixed Penalties for Failure to Produce Waste Carriers Licence (s5)	
Fixed Penalties for Failure to Provide Waste Transfer Notice	

### Notices served

domestic waste	
commercial waste	
clearing land of waste	
Failure to produce waste documents	
nuisance	
improving premises detrimental to amenity of neighbourhood	
drainage	
noise	
pests	
Litter Clearance Notice (LCN)	
Street Litter Control Notice	
Obstruction	
Overhanging vegetation	
Other Notices	

### Number of Legal action prosecutions submitted

Litter	
Dog fouling	
Flytipping	
domestic waste	
commercial waste	
clearing land of waste	

Failure to produce waste documents	
statutory nuisance	
improving premises detrimental to amenity of neighbourhood	
Drainage defects	
Noise	
pests	
Litter Clearance Notice (LCN)	
Street Litter Control Notice	
Obstruction	
Overhanging vegetation	
A Boards	
Placards/flyposting	
Other Notices	

Statistics for HEAS housing, food and H&S to follow

### Appendix 3 – Key contact names for each of the EATs

#### West North West

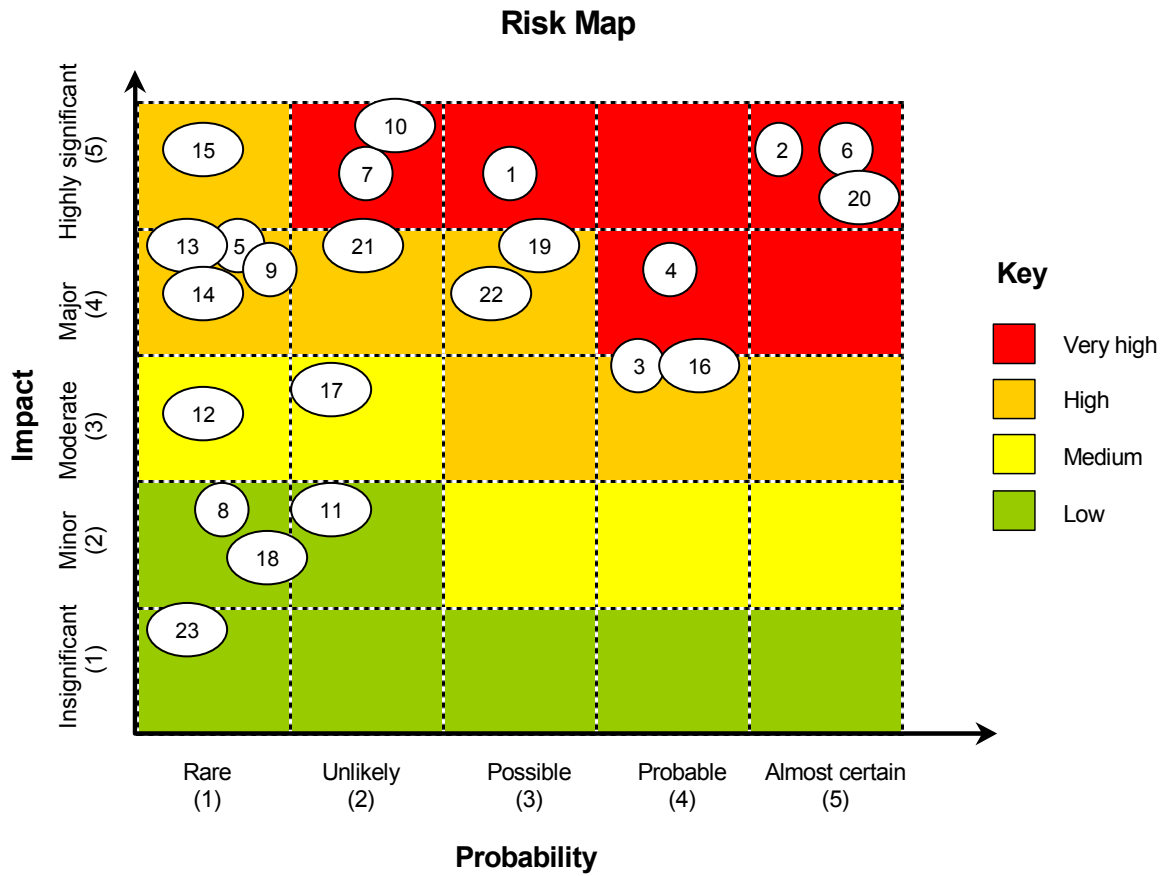
Name	Title
Ruth lees	Service Manager
Rachel McCormack(acting)	Dep. Service Manager
Ruth Turner	Environmental Health Officer
Jamie Friel	Environmental Health Officer
Terry Robinson	Environmental Health Officer
Andrea Holt	Environmental Health Officer
Don Gay	Snr. Technical Enforcement Officer
Victoria Whalley	Snr. Technical Enforcement Officer
Martin Beaumont	Technical Enforcement Officer
Jennifer Dunbar	Technical Enforcement Officer
Jessica Hodgson	Technical Enforcement Officer
Elaine Saul	Technical Enforcement Officer
Tom Richardson	Technical Enforcement Officer
Mark Freer	Technical Enforcement Officer
Ali Zafar	Technical Enforcement Officer
Martin Allen	Technical Enforcement Officer
Patrick Bird	Technical Enforcement Officer
A Wright/A Cromack	Admin Supervisor

## Appendix 4 – Priority based system

Work area	ID no.	Prob	Impact	subdivide into urgent/less urgent?
Abandoned Vehicles	1	3	5	No
Drainage (blocked & sewage escapes)	2	5	5	yes
Commercial waste issues	3	4	3	No
Domestic waste/waste in gardens	4	4	4	Yes
Flyers	5	1	4	Yes
Flytipping	6	5	5	No
Litter	7	2	5	No
Defective housing	8	1	2	Yes
Dirty housing	9	1	4	Yes
Housing vacant	10	2	5	Yes
A Boards	11	1	2	Yes
Abandoned caravans	12	1	3	No
Cellar Grate/mud/damage/illegal crossing	13	1	4	Yes
Illegal adv/placards/flyposting	14	1	4	Yes
Graffiti	15	1	5	No
Overgrown veg/obstruction	16	4	3	Yes
Vehicles for sale	17	2	3	Yes
Grass verge parking	18	1	2	Yes
Pests – rats/mice/insects/etc	19	3	4	Yes
Noise -	20	5	5	Yes
Nuisance – light/odour/premises	21	2	4	yes
Smoke – general	22	3	4	Yes
Radon	23	1	1	No

Probability: based on Volume of complaint - Likelihood of complainants

Impact: based on community - achievement of strategic objectives, likelihood that statutory obligation not met



**Appendix 5 – Summarised service requests from each area committee**  
 12<sup>TH</sup> May 2008 – 24<sup>th</sup> Dec 2008

	ENE - IE	ENE - INE	ENE - ONE	SE - IS	SE - OE	SE - OS	WNW - INW	WNW - IW	WNW - ONW	WNW - OW
Out of Hours Noise	369	175	50	322	117	111	492	173	102	141
Noise (except commercial)	263	159	74	256	176	171	409	168	143	185
Statutory Nuisance	93	77	36	55	40	64	68	36	47	52
Overgrown Vegetation	65	138	104	58	128	108	77	66	103	85
Domestic waste	317	101	11	129	49	94	234	374	72	66
flytipping	109	69	19	120	60	69	78	54	25	57
Litter Issues	46	21	16	376	51	37	49	20	29	24
commercial waste issues	48	33	13	161	49	59	62	30	72	28
drainage issues	92	52	36	38	69	37	37	44	64	57
Housing defects	95	57	14	55	25	19	48	23	11	21
Rodents	6	12	6	7	5	5	36	7	8	18
Misc highways	25	18	46	53	34	34	37	17	22	17
Placard	3	5	1	4	2	4	2	3	11	4
A Board	1	3	3	7	2	1	2	1	7	2
nuisance vehicle related	12	6	1	14	14	11	8	2	8	8

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**Report of the Director of Environment and Neighbourhoods**

**To: Outer North West Area committee**

**Date: 16<sup>th</sup> February 2009**

**Subject: Public CCTV in the North West Outer area**

**Electoral Wards Affected:**  
**Horsforth**  
**Guiseley & Rawdon**

Ward Members consulted  
(Referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call in

Not Eligible for Call In  
(Details contained in the report)

**EXECUTIVE SUMMARY**

This report has been requested to identify:

- (a) To report on cameras sited in the areas of Horsforth, Otley and Yeadon.
- (b) The number of police or other enforcement officer requests for evidence from those cameras and their outcomes.
- (c) Any evaluation of Leeds City Council Community Safety Public CCTV
- (d) How effective the Leeds City Council Community Safety Public CCTV system is at reducing crime and providing evidence for criminal prosecutions.

**1.0 Purpose of This Report**

This report has been requested by the North West Outer Area Committee for the purpose of discussing the effectiveness of CCTV and it's 'value for money'.

1.1 The report will give a brief historical overview of Leeds City Council Community Safety Public CCTV and its effectiveness over the past 6 years. It will identify when and where cameras were installed within Leeds North West Outer and how many incidents have been identified from either operator observation or police requests.

**2.0 Background Information**

2.1 Leeds City Council Community Safety Public CCTV (formerly known as Leedswatch) is the public CCTV system for Leeds City Council. Since 1996 it has expanded from a 20

camera system monitoring the City Centre to the current 300 cameras system covering several town and district shopping centres across Leeds.

- 2.2 Monitoring had historically taken place at three control rooms at Merrion, Wetherby and Middleton, however following a review of the service in 2006 the operational monitoring is now from one location at Middleton, Leeds.
- 2.3 The service will soon to be moving into a purpose built monitoring centre within the South Leeds Family Learning Centre (at their current site) and will share the facility with West Yorkshire Passenger Transport Executive (Metro) who also provide CCTV in bus stations throughout West Yorkshire.
- 2.4 This move will also incorporate a change from the current analogue image recording technology to a new bespoke digital recording and management information system. This will provide a vast improvement in the retrieval times of images; for example, it will enable evidence of criminal offences to be located quicker on the system and provide an opportunity for improved joined up partnership working with enforcement agencies with a more consistent response to incidents.
- 2.5 Leeds City Council Community Safety Public CCTV has long been recognised as a centre of best practice within the field of CCTV, and operates one of the largest networks in Europe. During 2006/2007 it provided vital evidence which led to over 3,000 arrests for offences ranging from anti social behavior to murder and during the period from April 2008 to 31<sup>st</sup> December 2008 it has provided evidence leading to 2,018 arrests.

### **3.0 The number and locations of cameras in Horsforth, Otley and Yeadon**

3.1 There are a total of 14 CCTV cameras within these areas as listed below:

#### **3.2 Otley**

1. Kirkgate
2. Manor Square
3. Boroughgate
4. Cross Green
5. Market Place

#### **3.4 Yeadon**

1. High Street 1
2. High Street 2
3. High Street 3
4. Apperley Bridge ANPR

#### **3.5 Horsforth**

1. Town St - The Green
2. Town St - Morrisons
3. The Library
4. The Old Ball
5. New Road Side

### **4.0 The number of incidents**

4.1 A weekly report is sent to all clients providing an overview of CCTV activity recorded by operators across Leeds. The below charts show the number of incident requests within the three areas. Please note Otley and Yeadon CCTV cameras have only been in operation for 5 months.

4.2 Where offences have occurred within areas where public CCTV cameras are located requests are made for evidential footage by the police and other enforcement agencies. The below chart shows the number of requests that Leeds City Council Community Safety Public CCTV has received .

#### 4.3 HORSFORTH

Camera Location	No of CCTV Requests	Result
Town St - The Green	85	67
Town St - Morrisons	33	17
The Library	9	2
The Old Ball	67	27
New Road Side	31	7

#### 4.4 OTLEY

Camera Location	No of CCTV Requests	Result
Kirkgate	7	3
Manor Square	6	1
Borough Gate	6	2
Cross Green	0	0
Market Street	0	0

#### 4.5 YEADON

Camera Location	No of CCTV Requests	Result
High Street 1	16	2
High Street 2	1	0
High Street 3	0	0

#### 4.6 Apperley Bridge ANPR.

4.6.1 The Area Committee provided funds in 2006 to install an ANPR camera at Apperley Bridge. The ANPR cameras are reading approximately 18,000 car registration plates each day. There are on average 86 “hits” on Police data bases each day.

4.6.2 The Police report that they have had real success in respect of burglary dwelling offences and stolen vehicles. The cameras have proved that the same individuals and their cars have been through the cameras within seconds of stolen vehicles on numerous occasions thereby proving that it was not a coincidence. This evidence and pattern has helped in gaining admissions from suspects. The Apperley Bridge camera is to provide a vital link to the Bradford ANPR system enabling both Leeds and Bradford Police to work together in identifying suspects.

#### 5.0. Evaluation of Leeds City Council Community Safety Public CCTV

5.1. There has been no formal evaluation of the Leeds City Council Community Safety Public CCTV System; however an indication of how popular the system is can be measured by the number of compliments received each month during the past year. There were a total of 20 letter compliments recorded for the service during the past 12 months.

5.2 A recent ‘Face the People’ event conducted by the ‘Safer Leeds’ Crime & Disorder

Reduction Partnership involving a range of high school students aged between 11 and 16 years revealed that the three major factors that made them feel safe in their neighbourhood was:

- 1) *Uniform police patrols*
- 2) *CCTV*
- 3) *Neighbourhood Watch*

5.3 People have different views on public surveillance, but overall CCTV is popular with the public and there is an insatiable demand for CCTV in Leeds. The public have grown to accept CCTV as part of their daily lives and its removal would likely cause a public and political backlash because it provides them reassurance and makes them feel safe.

## 6.0. **The effects of removal of a public CCTV system**

6.1 During early 2008 it was decided to remove a private funded CCTV scheme from a business park in the Leeds 11 area because of the lack of financial contribution from the businesses.

6.2 Prior to the cameras being installed the area suffered high levels of Crime. After the CCTV system was installed crime reduced on the estate significantly. On removing the CCTV cameras crime statistics showed that crime had increased on the estate by a massive 65% within 3 months. This has led to the commissioning of a consultants report to look at replacing the CCTV on the estate.

- *Crime figures rose by 65%*
- *May & June 2008 significantly higher*
- *Burglary Other and Theft offences increased*
- *11 of the 16 streets experienced a rise in recorded crime.*

## 7.0 **How effective the Leeds City Council Community Safety Public CCTV system is at reducing crime and providing evidence for criminal prosecutions**

7.1 During 2006/2007 it provided vital evidence which led to over 3,000 arrests for offences ranging from anti social behavior to murder and during the period from April 2008 to 31<sup>st</sup> December 2008 it has provided evidence leading to 2,018 arrests.

7.2 Halton Moor experience

- ❖ During the eighteen month period (01.09.02 – 29.02.04) prior to installation of CCTV in Halton Moor there were **1555** recorded offences.
- ❖ During the eighteen-month period (01.03.04 – 31.08.05) following the installation of CCTV in the area there were **1092** recorded offences.
- ❖ This showed a reduction of **39.8%** in overall crime since the installation of the CCTV system.

## 8.0 **The effectiveness of CCTV Nationally**

8.1. A recent study by Scotland Yard (the first of its kind into the effectiveness of surveillance cameras) revealed that in 90 murder cases over a one year period, CCTV was used in 86 investigations and senior officers said it helped to solve 65 cases by capturing the murder itself on film, or tracking the movements of the suspects before or after an attack. This equates to 7 out of 10 murders being solved by CCTV.

8.2. Recent academic interviews with convicted burglars conducted by the Home Office revealed the three major factors that deterred them from burgling a property was:

- 1) House apparently occupied

- 2) Burglar Alarm
- 3) CCTV

## **9.0 Partnership support for CCTV**

- 9.1 West Yorkshire Police have been fully supportive of the system and have provided dedicated officers to work within the CCTV control room to recover images for evidential purposes.
- 9.2 The police have expressed an interest in increasing resources to make better use of The new facility and technology.

## **10.0 Conclusions**

- 10.1 Public CCTV is not a panacea to eradicate crime and disorder; it is merely a tool to complement other crime prevention and crime reduction measures within an area.
- 10.2 It is difficult to identify whether CCTV reduces crime in an area, indeed where crime is observed which would have otherwise gone undetected and may not have been reported. The actual witnessing of the crime increases the levels of reported crime in an area and this is particularly so in relation to acts of public disorder and assaults at or near for example licensed premises etc.
- 10.3 There is no doubt that when evidence is captured on CCTV it provides the police and other enforcement agencies irrefutable evidence of guilt, thus reducing the time and costs relating to court hearings.

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**Report of: Director of Environment & Neighbourhoods**

**Report to: Outer North West Area Committee**

**Date: 16<sup>th</sup> February 2009**

**Subject: Pricing and Lettings Policy for Community Centres**

**Electoral Wards Affected:**  
Horsforth  
Otley & Yeadon

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

**Executive Summary**

This report asks the Area Committee to endorse and implement a revised Pricing and Lettings Policy. A draft version of this policy was presented to the Area Committee in September 2008 and at the request of the Committee, a planned programme of consultation was carried out over a three month period with the user groups of the community centres. A further report was requested for presentation to the February 2009 Committee meeting with a view to agreeing the new pricing structure.

The report also provides information regarding the work underway to implement the revised policy, by the Lettings Unit, to ensure a smooth transition from the existing policy to the revised one.

**1.0 Purpose Of This Report**

- 1.1 This report outlines a revised Pricing and Lettings Policy that is to be implemented across Outer North West Leeds on behalf of the Area Committee. The policy gives details of how much groups will be charged for the use of the community facilities, managed by the Outer Area Committee. In addition, the policy outlines a schedule of discounts which will be applied to some types of community organisations when hiring community centre facilities.
- 1.2 Implementing this policy will ensure that the Area Committee is effectively managing these resources in line with departmental and City Council priorities and ensure a policy that is consistent.

## 2.0 Background information

- 2.1 Previous reports to the Council's Executive Board and the Area Committee have covered the community centres review and the agreement of proposals to transfer responsibilities for community centres to Area Committees. The Area Committee now has responsibility for the following portfolio of centres; Cross Green Community Centre (Otley & Yeadon), Stanhope Drive Youth Centre (Horsforth), Weston Lane Community Centre (Otley & Yeadon) and Yeadon Town Hall (Otley & Yeadon).
- 2.2 In line with this new responsibility, the Area Committee is asked to agree the introduction of a consistent charging policy for all centres under its portfolio to be complemented by a discount policy which ensures that local community groups and organisations are best served by the facilities and are able to use them at a free or discounted rate depending on the activities being held and their benefit to the community.
- 2.3 As outlined in previous reports to the Area Committee, a number of responsibilities have been transferred to the Area Committee. These are:
- Liaising with users, user groups, local members and management committees on issues related to centres in their area
  - Developing proposals for re-shaping the portfolio in the area
  - Developing capital schemes and funding packages
  - Monitoring the service level agreement with City Services and monitoring capital and revenue budgets
  - Ensuring that leases and licences are in place and reviewed periodically
  - Developing, implementing and overseeing the administration of a new schedule of pricing and discounts for centre usage.
- 2.4 In September 2008, a draft Pricing and Lettings Policy was presented to the Area Committee. The Area Committee will recall that this draft was based on previous work which had been undertaken on the development of a city-wide pricing and lettings schedule.
- 2.5 Following approval by the Area Committee for the development of the proposed Pricing and Lettings Policy a 3 month consultation was undertaken by the Area Management Team.
- 2.6 Information was sent to all registered users on the Lettings Unit database and details were displayed in all four community centres. Between October and December, eight responses were received.

## 3.0 A revised pricing structure for community centres in Outer North West Leeds

- 3.1 The Area Committee are asked to endorse the implementation of the following standard charges as outlined in the draft Pricing and Lettings Policy submitted to the Area Committee in September 2008.

Room Band	Standard Charge for Leeds City Council directly managed community centres in Outer North West Leeds
Band A – Large, typically up to 40ft x	£25.00



40ft (1600 sq ft)	
Band B – Medium, typically up to 30ft x 30ft (900 sq ft)	£18.00
Band C – small, typically up to 20ft x 20ft (40 sq ft)	£12.00
Band D – Kitchens	£5.00
Band E – Store rooms	Subject to negotiation

- 3.2 Minimal use of a kitchen, e.g. to make refreshments for a meeting, will be included in the standard charge. More extensive use will be covered by booking a kitchen under the Band D charge rate.
- 3.3 It is important to note that these proposed charges are exclusive of any discount scheme that the Area Committee would want to introduce.
- 3.4 As mentioned in previous reports, it is proposed that a standard charge of £650 is levied for weddings. Charges for security and cleaning will be additional to the £650 charge and will be apportioned on an event by event basis.
- 3.5 If venues are to be used for parties, the hire rates will be the proposed standard lettings charge for any user, plus the costs of caretaking, cleaning and security provided for the function.
- 3.6 In relation to charges for FE colleges and Adult Learning, corporate level discussions have been undertaken with colleges and adult learning institutions. Charges have been agreed based on £2.50 per hour, Monday to Friday for small and medium rooms and £10.00 per hour for large rooms and weekend / Council holiday use. For lettings that exceed 2000 hours per year an annual service charge will be calculated. The charge will be 25% of the cost.
- 3.7 It has been agreed corporately that for a smooth transitional period and for the lettings Unit to be able to manage the lettings process that these standard charges are applied across the city.
- 3.8 The main aim of the revised lettings policy is to create a standardised charging system of all council community facilities in the area and create opportunities to generate increased income for the centres to address a high level of backlog maintenance costs. This has arisen largely due to inadequacies in the current system underpinned by a policy that has not been reviewed for 10 years. The income will assist with the running costs associated with the buildings and where possible go towards enhancements to the facilities.

#### **4.0 A revised discount policy for community centres in Outer North West Leeds**

- 4.1 It is important to stress that the charging policy is accompanied by a discount policy. This will ensure that user groups who are providing community services that meet local priorities, will benefit from free or subsidised lettings. A discount policy will also provide greater clarity for the rationale and “cost” to the Area Committee for allowing discounted or free use. The discount policy is outlined at Appendix 1. Corporate discussions suggest that further work needs to be undertaken to make the criteria of

the user group more specific and prescriptive to ensure that the discount policy is not open to abuse by groups who may have the ability to pay lettings charges.

- 4.2 One area that has changed from the draft discount policy presented in September is for Life Style and Leisure Groups. Some organisations across the area raised concerns about having to pay the full standard charge for Lifestyle and Leisure activities. Most groups are happy to pay something however some will struggle to pay the full charge. Following further consultation with Ward Members from Horsforth and Otley & Yeadon (the two affected Wards) it is proposed that Lifestyle and Leisure Groups now receive a 50% discount. This has also occurred in some other areas of the city. The discount policy has been amended to reflect this.
- 4.3 The Area Committee will recall that it was agreed at the September meeting, that if groups are unable to pay the letting charge they can request a subsidy from the Area Committee. Criteria for the subsidy would be based on the relevance of the group's activity to the Area Delivery Plan. It is proposed that initially the Area Committee considers covering the cost of the subsidy through the operational budget for the facility, taking into account its budget parameters. In the event of ongoing pressures on the operational budget, due to variations in caretaking, energy costs and varying levels of income from lettings, it is further proposed that the Area Committee consider approval for expenditure through its well-being budget.

## **5.0 Charging for office space**

- 5.1 There are some organisations using space in community centres as an office base. These range from Council Departments to voluntary or community groups. It was agreed by Executive Board that an annual service charge is calculated based on the total cost to operate each square metre of the facility. Currently, Corporate Property Management is in the process of confirming all room sizes.
- 5.2 The Youth Service use Cross Green Community Centre as an office base. This is the only centre in outer north west Leeds used for this purpose.

## **6.0 Implementation Process**

- 6.1 Work is underway to ensure the implementation of the revised Lettings and Pricing Policies across the city are efficient and effective. Area Management Teams are working with the Lettings Unit to develop a database which will automatically calculate the level of discount based upon the type of user group. This is to ensure that the policy is relatively simple to apply for the benefit of the customer and with no additional administration burden for the Area Management Teams.
- 6.2 To further ensure that the policy is easy to understand from a customer perspective, it is suggested that posters outlining the charges are displayed in each facility so users are fully aware how much they would be expected to pay for room hire.
- 6.3 It is anticipated that the new system will go live for new community referrals from October 2009. Existing bookings will be transferred over to the revised policy at the same time which coincides with the renewal of their lettings granted in April 2009.
- 6.4 If there are any disputes arising from the revised policy, these will be dealt with through the Council's Complaints Procedure. It is anticipated that a disputes resolution policy will be developed for the lettings process over the next few months, alongside the new database.

## **7.0 Implications for Council Policy and Governance**

7.1 There are no implications as the range of community centre issues detailed in this report fit with agreed Council policy and governance arrangements.

## **8.0 Legal and resource implications**

8.1 There are no legal implications arising from the contents of this report.

8.2 There could be some budgetary impact in terms of increased or reduced income for community facilities. Any increased income should be re-invested into the facilities to make them of a higher standard for all users. If the income levels were to fall, efficiency saving measures would have to be explored to see how these costs could be recovered.

8.3 In terms of staffing resources, an officer from the Area Management Team will oversee the implementation of the new policy with the Lettings Unit, who will continue to be responsible for the management of lettings for all directly managed community facilities across the city.

8.4 Caretaking, cleaning and facilities management services will continue to be provided by Corporate Property Management.

## **9.0 Recommendations**

9.1 The Area Committee is asked to:

- Note the content of this report
- Endorse the revised Pricing and Lettings Policy to be implemented in the outer north west community centres.
- Agree to an annual increase in charges for lettings of 2.5%
- Agree the indicative implementation date of 1<sup>st</sup> October 2009. If this date cannot be achieved, the policy will be implemented as soon as operationally possible.

Background reports

Executive Board March 2006

Outer North West Area Committee September 2008

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**Leeds Community Centres Letting Policy – current and proposed standard charges**

Room Band	Current Standard Charge in Leeds City Council Directly Managed Buildings across the city	Proposed Standard Charge for Leeds City Council Directly Managed Buildings in Outer North West Leeds
Band A - Large, typically up to 40ft X 40ft (1600 sq ft)	£17.00 - £30.00	£25.00
Band B - Medium, typically up to 30ft x 30 ft (900 sq ft)	£10.00 - £17.00	£18.00
Band C - Small, typically up to 20ft x 20ft (400sq ft)	£5.00 - £10.00	£12.00
Band D – Kitchens	Variable	£5.00
Band E – Store rooms	Some centres apply charges	Subject to negotiation

**Leeds Community Centres Letting Policy – proposed schedule of discounts**

The table below outlines the proposals for discounts for the proposed community centres pricing and lettings policy . The table also provides details of any potential impact the revised pricing schedule could have upon users of the facilities.

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
<b>1. Adult Learning</b> Covers: Adult education activities and use by colleges	Varies from no charge, to discounted rate to standard charges.	£2.50 per room per hour Monday to Friday for small and medium rooms.  College block bookings would incur a charge based on proportion of space taken.  £10 per room per hour for large rooms and weekend/council holiday usage of rooms.	Proposals already implemented with Colleges.  Non-college use isn't very extensive and charges are modest.	<ul style="list-style-type: none"> <li>Wide variations in pricing at present.</li> <li>Links clearly to proposals for charging colleges, introduced from Sept 2005 following negotiations with the colleges.</li> </ul>
<b>2. Centre Management Committees</b>	No charge.	No charge Monday to Friday.  £10 per room per hour at weekends/council holidays.	Typically meet Mon – Fri at present so will still have free use.	<ul style="list-style-type: none"> <li>Committees would be asked to demonstrate that they were meeting local community needs and seeking opportunities to</li> </ul>

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
<p><b>3. Community Meetings</b></p> <p>Covers: Communities of interest group meetings, community engagement activities, community forums and surgeries for Councillors and MPs.</p> <p>Examples: tenants and residents associations, Black and Minority Ethnic groups, neighbourhood watch, Parish Councils.</p>	<p>Varies from no charge to discount to standard charge.</p>	<p>£5 per room per hour Monday to Friday for small and medium rooms.</p> <p>£10 per room per hour for large rooms and weekend/council holiday usage of rooms.</p>	<p>Much of this type of activity currently isn't charged but depends in some cases what groups have put on lettings forms.</p> <p>Groups meeting frequently could approach the Area Committees for support and request a discount if they don't have the means to pay charges.</p> <p>Some groups don't meet very often e.g. every two months, every quarter so amount to pay is very low.</p>	<p>promote the centre to all local communities in the area.</p> <ul style="list-style-type: none"> <li>• Links to City Council/Leeds Initiative policy to support community engagement and civic renewal.</li> <li>• Recognises that many groups have modest funds.</li> <li>• Some groups charge a membership fee and undertake fundraising activities.</li> <li>• City Councillor surgeries to be booked and paid by Member Services.</li> <li>• Groups would be able to approach the relevant Area Committee for support through their small grants scheme if not able to pay a modest contribution to centre running costs.</li> </ul> <p><b>Example of charge:</b> Bi-monthly meeting for 2 hours. 6 x 2 x £5 = £60 p.a.</p>
<p><b>4. Vulnerable Adults</b></p>	<p>Varies from no charge to discount to standard charge.</p>	<p>No charge Monday to Friday.</p> <p>£10 per room per hour at weekends/council holidays.</p>	<p>Will mainly stay the same without any charges.</p> <p>No groups meet at weekends at present. Weekend hire incurs additional costs due to caretaking etc therefore groups will have to pay, request a reduction from</p>	

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
			the Area Committee or move activities to another day.	
<b>5. Political meetings of registered political groups.</b>	Varies from no charge to discount to standard charge.	Standard Charge	Existing use for political meetings is quite low.	
<b>6. Commercial Use</b>	Standard charges	Each lettings application from a commercial business will be reviewed on a case by case basis – if businesses who generate significant amounts of income request to use a community facility, higher charges may be applied. If not, the business will be charged the standard lettings rate	Very little commercial business use at present	<ul style="list-style-type: none"> <li>• Could look at encouraging commercial businesses to consider using community centres as an operational base – this would therefore generate additional income and be able to be used to subsidise lettings further. It would be ensured that if any business was wanting to use a community centres, there was sufficient space for community activities to still take place.</li> </ul>
<b>7. Council Departments/ Other Agencies</b>  Covers: Delivery of council services not covered in other categories of use.  Examples: Polling Stations, Delivery of educational programmes out of school settings	Some uses are charged e.g. polling station usage.	Standard charges	There is currently a charge for polling station use – this would be apportioned at a flat rate of £60.	<ul style="list-style-type: none"> <li>• Not clearly included in current policies.</li> <li>• Use by the Area Management Team would be of charge</li> </ul>
<b>8. Lifestyle and leisure</b>	Varies from no charge to	Standard charges.	Some of these groups	Some groups pay and are content

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
<p><b>groups</b></p> <p>Examples: dance clubs, games clubs, diet and fitness where users pay a charge for the session.</p> <p>Note: 0-19 activities and older peoples' groups (60+) are covered by separate categories.</p>	<p>discount to standard charge.</p>		<p>currently pay standard charges so will not see a significant difference (mainly those using previous Leisure Service centres and weekend use).</p> <p>Many of these groups are private providers e.g. Weightwatchers, Slimming World and have benefited from free use of some centres.</p> <p>There will be winners and losers in this group because of the way the current policies work e.g. a belly dancing class in one centre has been charged but a line dancing class in another is free!</p> <p>Standard charges are competitive with non-council providers.</p> <p>Activities for younger people and older people are not affected by these charges – reflecting corporate priorities.</p> <p>Will mainly stay the same without any charges.</p>	<p>with charges and the need for review.</p> <ul style="list-style-type: none"> <li>Some groups feel that their current charge is high or have concerns about paying to use rooms.</li> <li>Some private operators are benefiting from the current policy for some centres which makes them much cheaper or free compared with other venues.</li> </ul> <p><b>Example of Charge:</b> Weekly 2 hour session over 50 weeks in a small room. 50 x 2 x 10.00@50% = £500 p.a. Based on a session with 10 people this equates to £50 per person over the year or £1 per session.</p>
<p><b>9. Older Peoples' groups (60+)</b></p>	<p>No charge Monday to Friday. Standard charges at weekends.</p>	<p>No charge Monday to Friday. £10 per room per hour at</p>		<ul style="list-style-type: none"> <li>The group would be asked to demonstrate how the activity was meeting local needs for</li> </ul>



Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
Examples: luncheon clubs, games sessions		weekends/council holidays.	A small number of groups meet at weekends so will have to pay, request a reduction from the Area Committee or move activities to another day.	<ul style="list-style-type: none"> <li>older people.</li> <li>These arrangements would also apply to intergenerational activities which bring young (0-18) and old people (60+) together.</li> <li>Games activities involving prize giving – e.g. Bingo – will need appropriate licences.</li> </ul>
<b>10. Performances &amp; rehearsals</b>  Covers: Amateur productions by community and voluntary organisations.	Performances charged at the hourly room rate.  Rehearsals charged at 50% of the hourly room rate.	Performances charged at the hourly room rate.  Rehearsals charged at 50% of the hourly room rate.	No significant change. Some large rooms will be a bit cheaper.	Same as current policy.
<b>11. Private functions</b>  Covers: Weddings, Funerals, Parties	Weddings are charged at a standard rate of £450 plus additional charges to cover extra caretaking and cleaning requirements.  Other private functions are charged at the standard hourly rate.	Fixed rate for weddings of £650 per booking to cover all costs.  Standard charges for room hire for other functions. Additional charges as appropriate based on costs of any extra services needed for the function – security, caretaking and cleaning.	Parties, fashion shows, weddings etc will generally pay more as costs will seek to cover the full costs of services provided.	Prices will be based on standard room charges and will seek to cover the full costs of any additional services provided e.g. for large wedding functions when additional caretaking and cleaning is required.
<b>12. Registered charities</b>  Covers: meetings, forums, fundraising events	No charge to standard charge.	50% discount on standard charge Monday to Friday.  Standard charges at weekends/council holidays.	50% discount Mon – Fri makes rooms competitive with non-council venues.  Small number of winners and losers.	
<b>13. Young people – Under 19 Charged activities.</b>	Varies from no charge, to discounted rate to standard charges.	£2.50 per room per hour Monday to Friday for small and medium rooms.	Not always clear at the moment if there is a charge for users. It is known that there are a	<ul style="list-style-type: none"> <li>Wide variations in pricing at present.</li> <li>Some groups are charging for activities in rooms which are</li> </ul>

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
<p>Examples: playgroups, out of school clubs, sports, scouts and brownies</p>		<p>£10 per room per hour for large rooms and weekend/council holiday usage of rooms.</p>	<p>number of private providers benefiting from free room hire but charging children for activities e.g. sports, martial arts.</p> <p>Charges per hour kept low to reflect that some providers, e.g. playgroups meeting several days per week, are trying to keep costs low for families.</p> <p>If groups don't feel they could pass on these modest room hire charges they could approach the area committee for support.</p>	<p>currently being provided without charge.</p> <ul style="list-style-type: none"> <li>Each group would need to ensure it has a child protection policy.</li> <li>Some groups which currently have free usage expressed concern about being charged to use rooms during the consultation.</li> <li>Groups could approach the relevant Area Committee for support.</li> </ul> <p><b>Example of charge:</b>  Mon- Fri sessions for 2 hours over 30 weeks.  30 x 2 x 5 x 2.50 = £750 p.a.  Based on a session with ten people, the cost per session is 50p per person.</p>
<p><b>14. Young people – Under 19. Non-charged activities</b>  (e.g. pre-school activities, youth service programmes, voluntary/community organisations running programmes which do not incur any session charges to users).</p>	<p>No charge.</p>	<p>No charge Monday to Friday.  £10 per room per hour at weekends/council holidays.</p>	<p>There is much use of this type and mainly Mon – Fri at present so will not incur any charges.</p>	<ul style="list-style-type: none"> <li>Youth service and many voluntary organisations do not have specific budgets to pay for room hire.</li> <li>Organisation would need to demonstrate it has child protection policies and meet local youth provision needs.</li> <li>If youth service are using community centres as an operational office base, a service charge will be apportioned based on square metreage of space used. A formal agreement would also be</li> </ul>

Type of User	Current Charges	Proposed Charges /Discounted rate	Impact	Comments
				drawn up for the use of the space as an office base.

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## Report of the Director of Environment and Neighbourhoods

### North West (Outer) Area Committee

Date: 16<sup>th</sup> February 2009

### Subject: Well-Being Budget Report

<p><b>Electoral Wards Affected:</b></p> <p>All</p> <p><input type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>	
<p>Council Function <input type="checkbox"/></p>	<p>Delegated Executive Function available for Call In <input checked="" type="checkbox"/></p>	<p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p>

**Executive Summary**

This report provides the Area Committee with a current position statement on the well-being budget, details of proposed projects and small grant applications received to date.

## 1.0 Background

1.1 Members are advised that Well-being allocations of £199,800 (£49,950 per ward) revenue funding for and £104,601 capital funding (£26,150 per ward) were awarded for the period April 2008 to 31<sup>st</sup> March 2009. The carry-forward of unallocated revenue funding for 2007/08 was £89,130.

## 2.0 2008/09 Allocation

2.1 At the June meeting Members agreed a budget of £12,000 to support small grants and a total of £4,000 was approved to spend on community skips. To date **£680** has been spent on providing **6 skips** and there is **£3,320** available for the remainder of the financial year.

2.2 Following allocations agreed at the last meeting, a total of £117,486 remains available for supporting revenue priorities in this year's ADP.

2.3 The following table includes details per ward of the total available revenue for 2008/09, the total revenue spent and the balance remaining.

<b>Ward</b>	<b>2008/09 allocation + carry forward</b>	<b>Total revenue spent 08/09</b>	<b>Balance Remaining</b>
Adel & Wharfedale	£94,322	£37,439	£56,883
Guiseley & Rawdon	£63,665	£63,827	Nil
Horsforth	£51,842	£28,455	£23,387
Otley & Yeadon	£79,101	£41,885	£37,216

2.4 Following allocations agreed at the last meeting, a total of £72,952 remains available for supporting capital priorities in this year's ADP.

2.5 The following table details the total available capital for 2008/09, the total capital spent and the balance remaining:

<b>Ward</b>	<b>2008/09 allocation + carry forward</b>	<b>Total capital spent 08/09</b>	<b>Balance Remaining</b>
Adel & Wharfedale	£41,359	£10,000	£31,359
Guiseley & Rawdon	£48,100	Nil	£48,100
Horsforth	£34,164	£34,164	Nil
Otley & Yeadon	£28,635	£22,000	£6,635

### **3.0 Well-being Monitoring**

3.1 The Area Committee has commissioned projects to provide agreed outcomes in line with the Area Delivery Plan and all organisations are asked to deliver their schemes in line with an agreed Project Statement. The monitoring process assists with the performance management of the Area Delivery Plan and the accountability of projects to the Outer North West Area Committee.

3.2 Well-being project monitoring information for quarters 1, 2 and 3 are detailed in Appendix 1.

3.3 In June 2008 a report was presented to the Area Committee which provided monitoring information on Well-being projects for 2007/08. At the time a number of projects had yet to claim funds allocated to them. In addition some projects had not been completed therefore required further monitoring. Attached at Appendix 2 is an update on these projects.

## 4.0 Well Being Projects

4.1 Details of new expressions of interest requesting funding from the well-being budget are outlined here. The Area Committee is asked to consider each project.

4.2 **Name of Project:** Yeadon Engine Fields – Fencing and gates

**Ward Affected:** Otley & Yeadon

**Name of Delivery Organisation:** Friends of Engine Fields

**Amount Requested:** £5,920 revenue

This project is to install three kissing gates and security fencing to protect Yeadon Engine Fields. Recently there has been illegal grazing of horses and access by motorbike riders on this well used and valuable area of greenspace. Gates and fencing are required to protect this local nature area and its flora and fauna.

4.3 **Name of Project:** Cycle Storage and Parent Shelter

**Ward Affected:** Guiseley & Rawdon

**Name of Delivery Organisation:** Ss Peter and Paul Primary School

**Amount Requested:** £3,500 capital

The project is to erect a timber building, hexagonal in shape with an overhanging roof. The building will provide safe storage for cycles, a dry waiting area for parents bringing and collecting children from school and an outdoor classroom. The building is mainly for all children and parents who walk or cycle to school. It is hoped the project will encourage an increase in children cycling to school.

4.4 **Name of Project:** Bramhope Car Park Project

**Ward Affected:** Adel & Wharfedale

**Name of Delivery Organisation:** Bramhope & Carlton Parish Council

**Amount Requested:** £15,000 capital

The project involves the acquisition of land situated on Old Lane between the Robert Craven Memorial Hall and the car park of the Fox and Hounds Public House. Ownership of the land by the Parish Council will: preserve the openness of land in the heart of the village i.e. it will be protected from future development; provide an essential parking facility in the heart of the village where there are few alternative parking spaces and support the well used village hall which has a parking capacity of only around 25 cars.

4.5 **Name of Project:** Weekends of Action

**Ward Affected:** All

**Name of Delivery Organisation:** WNW Environmental Action Team

**Amount Requested:** £4,400 (£1,100 per ward)

This project will allow uniformed Environmental Action Officers, dog wardens and parking attendants to operate on a Saturday in each of the 4 wards within the area. The exact area to be covered will be decided in consultation with Members.

On the days of action the following will be carried out: fixed penalty notices (FPN) will be issued for littering; education of the public about littering; commercial waste problems will be tackled and FPN's issued as appropriate; problem premises will be identified and tackled e.g. premises with an abundance of cigarette ends outside or takeaways with litter issues; parking tickets will be issued for illegal parking; FPN's will be issued for dog fouling; Education of the public about dog fouling; A-board obstructions will be tackled.

**4.6 Name of Project:** Arthington Milestone Restoration Project

**Ward Affected:** Adel & Wharfedale

**Name of Delivery Organisation:** Bramhope & Carlton Parish Council

**Amount Requested:** £1,700 revenue

The project involves the proposed restoration and re-positioning of one of a number of related milestones present within Arthington village, marking the former toll road between Tadcaster and Otley. The restoration work will involve recasting of a replica in appropriate materials, this will be joined to all available pieces of the original milestone, the original having been virtually destroyed by a vehicle impact some time ago. The project will instil pride in the heritage of the village and enhance the A659 which has high landscape value being the entrance to the Wharfe Valley from the A61.

**4.7 Name of Project:** Otley Former Railway Tree Management

**Ward Affected:** Otley & Yeadon

**Name of Delivery Organisation:** Parks & Countryside, Forestry Section

**Amount Requested:** £9,275.16

Parks and Countryside have been liaising with residents who live adjacent to the former railway regarding the condition of the footpath and also the condition and safety of trees that have naturally regenerated across the site since the closure of the railway in the 1960's. It has been agreed that further selective thinning of the trees will enhance the area for both local residents and people using the railway for a walk. The work will reduce the shading effects of the overgrown coppice on the surrounding vegetation and footpath; alleviate potential future hazards from naturally fragile tree species; increase the age structure of trees by initiating young coppice regrowth and therefore the habitat value of the site.

**5.0 Small Grants**

5.1 The following table details the small grants allocations per ward, the total spend on small grants to date and the balance remaining.

<b>Ward</b>	<b>Allocation</b>	<b>Details of spend</b>	<b>Balance remaining</b>
Adel & Wharfedale	£3,000	£617.50	£2,382.50
Guiseley & Rawdon	£3,000	£1,392.50	£1,607.50
Horsforth	£3,000	£1,472.50	£1,527.50



5.2 The following small grant application is not included in the above table and is presented for information:

- Stanhope Drive Play Group -container removal - £95 (H)

## **6.0 Recommendations**

6.1 Members of the Outer North West Area Committee are requested to:

- Note the current position of the well-being budget as set out at 1.0 and 2.0
- Consider and agree the projects as outlined at 3.0
- Note the small grants as detailed at 4.3

List of background papers:

None

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## WELL-BEING PROJECT MONITORING 2008/2009 QUARTER 1,2 &amp; 3

Project Title	Lead Organisation	Outcomes/Comments	Budget (£)	
			Allocated	Spent
Green Check	Groundwork	<p>Project progress well on schedule. Nine schools in the Outer North West Area are engaged in the project, including 2 new schools.</p> <p>Seven schools have formally been granted EMAS status and a celebration event was organised in quarter 3. Activities continue to support their further improvement.</p> <p>Work carried out with new schools (audits with pupils and schools administrators).</p> <p>1610 pupils from 7 out of 9 schools are now continuously engaged in the project, exceeding the 415 pupils expected when originally planning to work in 3 of the schools in each quarter.</p> <p>Encountered some difficulties in contacting schools. Objectives for schools are met.</p> <p>Well-being fund all spent. Match funding is being used to continue the work until 31 March 09.</p>	9,000	9,000
Horsforth Hall Park Cricket Club	HHP Management Committee	Project completed December 2008.	6,000	6,000
Green Meadows Play Canopies	Green Meadow PTFA	Project expected to be completed within the next 3 months.	9,000	0
Guseley Theatre heating repairs	Guseley Amateur Operatic Society	Project completed December 2008.	1,600	1,600
Disabled access to toilets	St. Peter's Church, Rawdon	Project completed September 2008.	3,000	3,000
Courthouse Arts & Resource Centre	The Courthouse Project Ltd.	A new room hire leaflet designed, printed and 1,500 copies distributed. 720 voluntary organisations have been mailed with a letter inviting them to complete a questionnaire on room hire needs and introducing the new room hire leaflet. 10% of questionnaires received with very positive feedback. Room bookings and room hire enquires are now up as against the same period last year. Regular bookings have	4,836	975

			been established with 4 organisations. The room hire leaflet has shown itself to be very effective.			
CASAC Burglary Reduction	CASAC Leeds		Thirty eight properties target hardened so far. A list compiled of hotspot streets to target which are different from those targeted last year.	60,000	5,180	
Electrical Refurbishment	Cookridge Village Association		80% of the work has been completed. As the original wiring was installed in 1964 when the building was first built, the whole of the building is now being re-wired. This has tripled the cost of the project. The association is meeting the additional cost. Progress now slowed down due to increased expense. To start again in March when funds are available.	7,500	7,500	
Up grade of bar facilities	Yeadon Town Hall users licence committee		The organisation has encountered problems with the licence agreement. Final agreement has not yet been reached. Project to be carried out in 2009/10 when the licence issue is resolved.	10,000	0	
Otley Market Place Regeneration Scheme Phase 2	WNW Area Management		Work recommenced on the Market Place at the beginning of January 2009. Work continues to relay the setts in the Market Place and Market Street. Expected to be completed by April 09.	20,000	0	
Replacement of mains water supply	St. Wilfred's Church		Project completed in June 2008.	1,677.32	1,677.32	
Weston Estate litter bins	Weston Estate Community Day Steering Group		Project not yet started. Locations of bins to be confirmed by February 2009.	2,000	0	
Friday night Holt Park youth project	Holt Park youth group		Project carried out between November – December 2008 to deliver a programme of activity between 5.00 pm-7.00 pm every Friday, aimed at 11-14 year olds. Very positive feedback received from participants. Initial attendance was lower than expected but showed a steady rise over the weeks. Additional funding for project continuation found due to the success of the project.	642	642	
Pool-in-Wharfedale Village Hall refurbishment	Management Committee for the village hall		Work expected to start in a month's time.	6,000	0	
Conservation Area Review of	City Development		Work confirmed to start as scheduled in April 09.	13,000	0	

Guiseley Town Gate and Park Gate				
Queensway Childrens Centre Play scheme	Queensway Childrens Centre	Project completed successfully, providing places for 24 children in October holidays. Children attended were at risk of social exclusion through poverty or disadvantage, aged from 5-11 yrs. and were referred by health, social care, and other schools. Activities included high impact exercises and indoor and outdoor football. All the children enjoyed the activities.	1,000	1,000
Westfield Avenue Tree Planting	Highways	Trees have been ordered and are due to arrive January 2009. Planting is on schedule to be undertaken this planting season. Expected to be completed by February 2009.	1,260	1,260
Jacks Garden	Yeadon Westfield Junior School	Project nearly completed. The work on the fence in Jack's Garden has been completed, offering a beautiful environment for children to play in. The organisation is in the process of purchasing and planting the shrubs.	1,347.88	1,156

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Originator: Steve Crocker

Tel: 395 0966

## Report of the Director of Environment and Neighbourhoods

**To: Outer North West Area Committee**

**Date: 16<sup>th</sup> February 2008**

**Subject: Area Managers Report**

**Electoral Wards Affected:**  
 Adel & Wharfedale  
 Guiseley & Rawdon  
 Horsforth  
 Otley & Yeadon

Ward Members consulted  
 (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

### Executive Summary

The purpose of this report is to inform members of progress on a number of projects in Outer North West Leeds as determined by the Area Delivery Plan 2008-11, which is in turn governed by the Area Committees functions and roles as agreed by Executive Board in July 2008.

#### 1.0 Purpose of This Report

1.1 This report informs Members of the progress against Area Committee functions and roles as agreed by Executive Board in July 2008.

#### 2.0 Background Information

2.1 The Area Management Review agreed by Executive Board in November 2007 proposed to further develop the responsibilities of the Area Committees during 2008/9. To this end, Area Committee functions and enhanced roles were agreed in July 2008.

#### 3.0 Area Functions

3.1 Issues relating to Community Centres and CCTV in the outer north west area, are covered in separate reports on the agenda.

#### **4.0 Area Roles**

- 4.1 Area Committees were recently given enhanced roles in relation to a number of services. It is intended that this report will comment on a number of the services, as and where it is relevant to the area's work programme and delivery plan at that time.

#### **5.0 Town and District Centre Regeneration Scheme**

- 5.1 **Otley Market Place** – Work ceased on the cleaning and re-laying of the stone setts on Otley Market Place on the 31<sup>st</sup> October in order that the Christmas trading period in the town was not interfered with. Work on the remainder of the contract, including the installation of street furniture commenced in the first week of the New Year. The contractors are on target to complete the scheme by early April.

- 5.2 **Yeadon High Street** – The tender to undertake the improvement works on Yeadon High Street was issued in early November. Tenders to carry out the work from interested parties were returned to the Council on the 3<sup>rd</sup> December and were subsequently assessed. Chief Officer approval for the scheme was given at the end of January and a contract then awarded to North Midland to undertake the refurbishment works to the high street. Pre-contract meetings will take place in early February.

- 5.3 **Horsforth Library**- The Youth Service currently provides its services for Horsforth from the Stanhope Drive Community Centre which is a building no longer fit for purpose. It is proposed that the ground floor of the former Horsforth Library is refurbished to provide a replacement youth centre that will be available to all the young people of Horsforth. In addition, the West North West Area Management Team is in need of re-locating to a purpose built site. The first floor of the former library provides the ideal solution for this.

- 5.4 Since the last Area Committee meeting, officers from Area Management have met with Corporate Property Services and the architect for the scheme, to assist with the design of the refurbishment and to ensure that the needs of Area Management and the Youth Service are met within the building. Further planning for the youth centre will take place which will involve local ward members and young people.

- 5.5 Following the completion of the design of the building, tender documents for the contract to undertake the refurbishment will be prepared.

- 5.6 Funding for this scheme will include a £550k contribution from the Town & District Centre Regeneration fund.

- 6.0 **Conservation Area Reviews** – The Area Committee have allocated funding to carry out conservation reviews in Horsforth Town Street, Newlay, Adel and Guiseley Park Gate and Town Gate. Planning Services have appointed dedicated officers to carry out the reviews and Horsforth Town Street and Newlay are now complete and published, however some minor amendments are to be made to the documents at the request of ward members.

- 6.1 The conservation area reviews for Adel and Guiseley will commence in April 2009.



## **7.0 PFI Round 6**

- 7.1 An Expression of Interest (EoI) has been submitted by the Council to central Government following the announcement of a Round 6 Private Finance Initiative (PFI). The EoI proposes the development of up to 1,100 new Extra Care schemes and Lifetime Homes across the city, complementing existing regeneration schemes such as EASEL, South Leeds Regeneration Area and Holt Park District Centre Regeneration.
- 7.2 The EoI is presently being evaluated by the Homes and Communities Agency (work undertaken in the past by CLG). The Council is expected to hear in April whether it has been successful in progressing to the next stage of bidding for PFI credits, which will involve the development of an Outline Business Case for submission later in the year.
- 7.3 Work is ongoing between the Regeneration section of the Council, Adult Social Care and the Leeds PCT to ensure that the City can put forward as strong a case as possible for the allocation of credits.

## **8.0 Leeds Waste Strategy update**

- 8.1 Leeds City Council has agreed a very challenging strategy for the City to ensure major reductions in the environmental impact of dealing with its waste, in particular through minimising landfill. In addition to measures to reduce the levels of waste generated and to increase recycling significantly, the Council intends to enter into a contract with a private sector partner to develop and operate treatment facilities to recover value from waste that is not recycled by householders.
- 8.2 In line with Government requirements, the Council has had to identify 'reference sites' within its ownership on which these new facilities can be developed, and which can be made available to bidders. The former wholesale market site on the Cross Green Industrial Estate in the East of the city has been identified as the 'reference site' for a waste treatment facility. The existing Council waste transfer station on Evanston Avenue, Kirkstall, has been identified as the 'reference site' for a new transfer station where waste could be 'bulked up' for onward transfer to the main treatment facility.
- 8.3 These sites do not represent preferred options, and those bidding for the contract to construct and operate the waste facilities have been invited to propose alternative suitable sites. Similarly, the Council has not indicated any preference for the type of waste treatment technology to be used. Technology and site proposals will be assessed using the detailed evaluation model developed by the Council. This approach, including the evaluation model itself, has been approved by the Executive Board.
- 8.4 The Council started procurement in July 2008. It is anticipated that the current field of ten bidders will be reduced to four in April 2009 following the evaluation of their outline proposals. A preferred bidder is expected to be selected in early summer 2010, with the contract awarded and planning applications submitted in autumn 2010. Subject to gaining planning permission, the construction of the main treatment facility would commence in 2011, with full operations starting in 2014.

- 8.5 Although we have undertaken a great deal of communications activity surrounding the general waste strategy, we are entering a new stage in which specific proposals will soon become public. We therefore intend to undertake further communications activities, over the year ahead to educate and inform residents about the process and to understand any issues affecting them prior to the selection of the preferred waste treatment solution.
- 8.6 The nature of the project means that interest will be attracted from all Leeds residents, but there will be a particular interest in the main areas close to identified 'reference' sites or any alternative sites proposed. Any communications activity therefore needs to cover the entire Leeds area, but also to provide greater opportunity for those residents in these specific areas. The involvement of Elected Members is obviously key to the delivery of this communications activity. A more detailed communications plan is in production and will be brought for consultation to the next round of Area Committees in March and April.

## **9.0 Implications for Council Policy and Governance**

- 9.1 The Area Delivery Plan for Outer North West is administered through the West North West Leeds area management team.
- 9.2 Well being projects develop from Outer North West's Leeds Area Delivery Plan and through consultation with Area Committee members. The plan helps to fulfill the Council's Corporate Plan objectives by aiming to create better neighbourhoods and confident communities.

## **10.0 Legal and Resource Implications**

- 10.1 In order to meet the Area Committee's functions, funding is supplied via Well Being budgets and the Community Centres Budget.
- 10.2 In order to meet the Area Committee's roles, funding is in the main supplied by other Leeds City Council Departments mainstream budgets, and external partner agencies e.g. the Police and Primary Care Trust, which is in turn reflected by the fact that the Area Committee's role here is to influence, develop and consult. However, wellbeing funding has resourced some projects here e.g. area based regeneration schemes and conservation area reviews.

## **11.0 Conclusions**

- 11.1 The functions and roles of the Area Committee aim to:
- Improve the quality and value for money of Council service delivery
  - Improve the quality of democracy and find new ways to facilitate citizen participation in local government through the development of links between Ward Members and their communities.
  - To co-ordinate policy and service delivery between the local service providers.

## **12.0 Recommendations**

- 12.1 Outer North West Area Committee members are invited to:

- note the contents of the report and comment on any aspect of the matters raised
- suggest items for inclusion on future agendas

**Documents referred to in this report:**

Executive Board Report July 2008.

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## Report of the Director of Environment and Neighbourhoods

### North West Outer Area Committee

Date: 16<sup>th</sup> February 2009

### Subject: Community Engagement: Calendar of Events

<p><b>Electoral Wards Affected:</b> Guiseley &amp; Rawdon Horsforth Otley &amp; Yeadon</p> <p><input checked="" type="checkbox"/> Ward Members consulted</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>	
<p>Council Function <input type="checkbox"/></p>	<p>Delegated Executive Function available for Call In <input checked="" type="checkbox"/></p>	<p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p>

### Executive Summary

In November 2008, the Area Committee explored a framework for community engagement activities for Outer North West Leeds in 2009 and at its December meeting agreed how it would like to pursue this. This report sets out a proposed calendar of neighbourhood and community based events for the approval of the Area Committee. The calendar aims to introduce new ideas for reaching a wider sector of the community.

### Purpose of this report

1. The purpose of this report is to seek the approval of Members for a timetable of events which will enable the Area Committee, with the support of the Area Management Team, to implement a calendar of communication and engagement activities.

### Background

2. The Council's Executive Board has delegated responsibility for community engagement to the Area Committees through the Area Function Schedule. Part of this responsibility requires the production of a local plan which includes a calendar of planned communication and engagement activities.
3. At the last Area Committee meeting, members agreed to explore the suggestion of holding local community events. In the wards where there are already community

forums it is suggested that these events could be held at the forums. In those wards without a forum they will be advertised as widely as possible to relevant community groups, organisations and individuals. The events will enable local residents to identify local priorities and help to formulate any revisions to the Area Delivery Plan that may be needed.

### **Calendar of Planned Engagement Events in Outer North West Leeds**

4. The existing **Community Forums** held in Guiseley & Rawdon and Yeadon will be held on a quarterly basis in their respective localities. The agendas will continue to be relevant and reflect community interests by looking at specific issues and discreet projects, such as youth provision, community greenspace, community centres, local health provision or public transport, which past experience suggests will attract greater numbers of attendees and involvement by residents.
5. It is proposed to hold three events in Spring 2009, in three of the four wards. It is hoped that a wide range of issues will be raised at these events, through discussions between residents, ward members and service delivery partners.
6. The events will be held from 3.00-7.00pm in accessible venues and will have a 'marketplace style' layout that will include stands reflecting the ADP themes, including Jobs and Skills, Environment, Community Safety, Older People & Health, Children and Young People. Key partners will be invited to display information about what they do and each service will be able to consult visitors on their key priorities to help assist in the implementation of the Leeds Strategic Plan and the Outer North West Area Delivery Plan in 2009/10.
7. The Area Management Team will prepare a stand which displays information about projects that have been funded by the Area Committee and with which the Area Management Team have been closely involved, for example the Town and District Centre Regeneration Schemes in Otley & Yeadon, community centre developments and activities and other local schemes. Attendees will be able to leave comments using a Post-it board or face-to-face discussions at the themed stands.
8. It is important to attract as many people as possible to these events to ensure a representative range of views are heard from all parts of the community especially, for instance, young people.
9. The following table summarises the planned calendar of events for 2009.

<b>January - March</b>	<b>April - June</b>	<b>July - September</b>	<b>October - December</b>
<b>Community Forums</b>			
<b>Jan:</b> Guiseley & Rawdon <b>March:</b> Yeadon	<b>April:</b> Guiseley & Rawdon <b>June:</b> Yeadon	<b>July:</b> Guiseley & Rawdon <b>Sept:</b> Yeadon	<b>Nov:</b> Guiseley & Rawdon <b>Dec:</b> Yeadon
<b>Community Engagement Events</b>			
<b>Mar 10</b> Horsforth	<b>Apr 1:</b> Guiseley & Rawdon <b>Apr 25:</b> Yeadon		

## **Implications for Council policy and governance**

### **Equality and diversity considerations**

10. A key element of the Council's Equality and Diversity Scheme 2008 – 2011 states that Leeds is a city that values the contributions of all the people of Leeds and actively engages with all our diverse communities.
11. Equality monitoring, designed to ensure that we are reaching all sectors of the community and that barriers to participation in engagement activities are addressed, will include:
  - ensuring that effective promotion of community engagement activities targets all equality groups, plus other socially excluded communities, e.g. people reliant on state benefits or excluded because of education or skills levels;
  - assessing what barriers people may face in, for example, accessing services or getting their opinions heard;
  - annual monitoring of regular forums and networks through a standard monitoring form for completion by attendees;
  - use of a standard voluntary feedback and equality monitoring form at public events.

### **Legal and resource implications**

12. There are no legal implications arising from this report.
13. The Area Management Team will be responsible for organizing and co-ordinating community engagement activities and equality monitoring under the direction of the Area Committee. Costs associated with holding forums and community events will be met from the Well-being Fund.

### **Recommendations**

The Area Committee is requested to comment on and approve the calendar of communication and engagement activities for Outer North West Leeds in 2009.

### **Background Papers**

none

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Originator: Emma Nguyen/  
Jane Pattison  
Tel: 395 2835/ 395 2832

## Report of the Director of Environment and Neighbourhoods

### Outer North West Area Committee

**Date:** 16<sup>th</sup> February 2009

**Subject:** Key Messages from Area Committee Sub Groups and Forums

<p><b>Electoral Wards Affected:</b></p> <p>Adel &amp; Wharfedale Guiseley &amp; Rawdon Horsforth Otley &amp; Yeadon</p> <p><input type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>	
<p>Council Function <input type="checkbox"/></p>	<p>Delegated Executive Function available for Call In <input checked="" type="checkbox"/></p>	<p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p>

### Executive Summary

The purpose of this report is to provide Members with an update and summary on progress made at the Area Committee sub groups and ward forums that have taken place since the last Area Committee meeting.

## 1.0 Background

- .1 The Area Committee has four sub groups looking at service provision within the delegated functions of Community Safety, Children & Young People, Streetscene and Health and Well-being. All members receive the full minutes for each of the forums.
- .2 There are currently two ward forums in the outer area for Guiseley & Rawdon and Yeadon. The forums meet on a regular basis approximately four or five times a year.

## 2.0 Streetscene Sub Group

- 2.1 There has been one meeting of the sub group since the last Area Committee on the 15<sup>th</sup> December. Key points raised were:

- The Area Committee roles and responsibilities with respect to the Streetscene Service were discussed. Area Committees do not have an operational role however they do have influence in service development through the Area Delivery Plan (ADP).
- Streetscene Service do try and be responsive to area needs and will be bringing some service development proposals to the February Area Committee.
- A scrutiny enquiry is currently looking at issues around co-ordination of services. Area Committee Chairs are to be invited to a scrutiny meeting.
- The leaf collection programme for 2008/09 was complete by the end of December. The normal CAST Service has now resumed.
- Concerns were raised that some Streetscene operatives decide by looking at a street whether or not it is cleaned. Members agreed that they needed assurances that streets are cleaned a minimum of once per year.
- The group received an update on the work of the WNW Environmental Action Team.

### **3.0 Health and Well-Being Sub Group**

3.1 The first meeting of the Health & Well-being sub group was held on 13 January. Key points raised at the meeting included:

- Terms of reference for the sub group were drafted for approval.
- Officers from NHS Leeds and Adult Social Services outlined the current position regarding the proposed changes to funding the Older People's Neighbourhood Networks (OPNN). The funding review was carried out to establish a more long term mechanism for commissioning services from the Older People's Networks.
- It is expected that OPNNs will be advised of their new funding arrangements by the end of the summer, to begin in April 2010.
- A recommendation was made that Area Committee funding for OPNNs should only be used for additional services, not those covered in the proposed contract.
- Discussion on possible agenda items and participants for the next sub group meetings.
- The next meeting will be held on Thursday 19<sup>th</sup> March, 2pm.

### **4.0 Guiseley and Rawdon Forum**

4.1 There has been one meeting of the Guiseley and Rawdon forum, since the last Area Committee, held on Wednesday 21<sup>st</sup> January at Guiseley Methodist Church. The key points raised at the forum were:

- Steve Lovell from NHS Leeds gave an update on the current position of dental services in Guiseley and Rawdon. New patients in the area are currently getting an NHS dentist within 2 months of being added to the waiting list.
- Feedback was given to the meeting regarding the Guiseley Morrisons car park and progress on the Netherfield Road car park. It is hoped work on the car park will start shortly and be open in the spring to alleviate some of Guiseley's parking problems.
- Discussion took place on the airport expansion and forum attendees were advised to look at the plans in Yeadon library for more details.

- The local Neighbourhood Policing Team gave an update on operations in the area, including the new policing pledge. Crime has risen slightly but they are undertaking intensive policing to crackdown on known criminals. Cars on a night time at Westside retail park have become a problem again and the police are going to ask the owners to make sure the gates are locked at night to help deal with the problem.

## **5.0 Yeadon Forum**

- 5.1 There has been no meeting of Yeadon forum since the last Area Committee meeting. The next forum will be a community engagement event held on 25th April. A number of organisations will be invited to showcase and discuss their services and answer questions from the public.

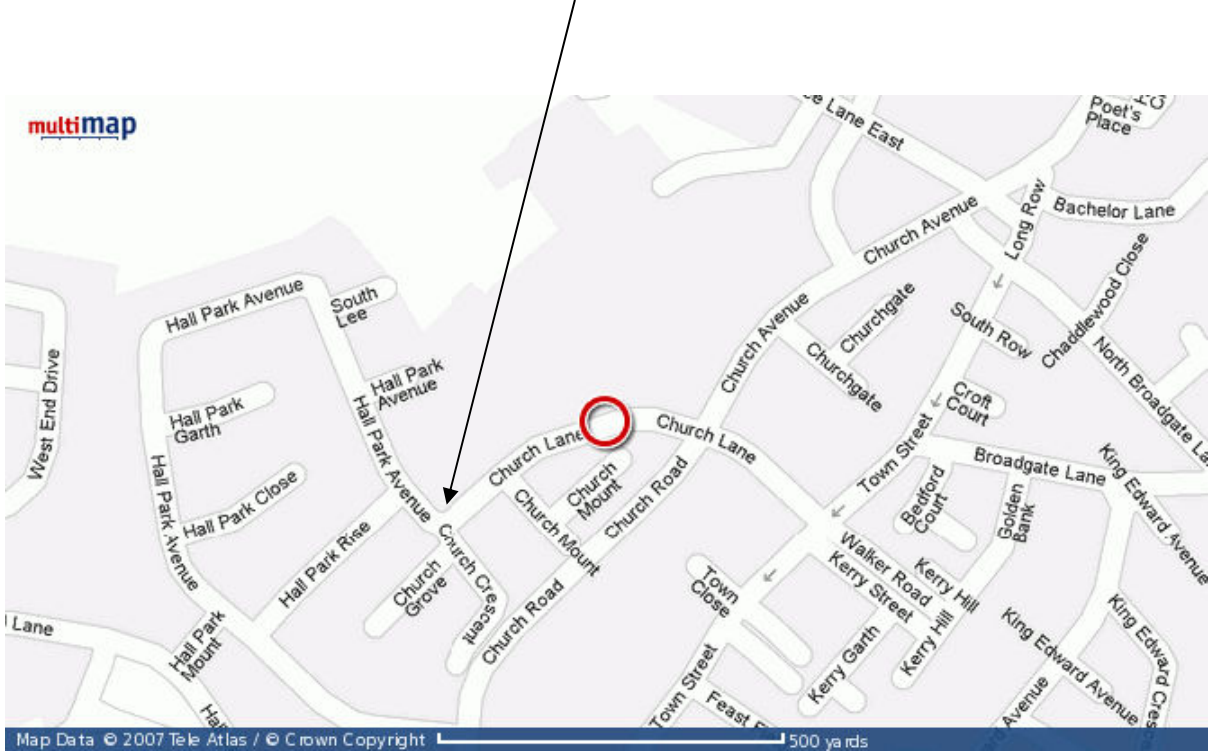
## **6.0 Recommendations**

- 6.1 The Area Committee is asked to note the contents of the report.

List of background documents:  
None

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**St Margaret's Church is located on the corner of Church Lane/Hall Park Avenue, Horsforth, Leeds 18**



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