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## SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

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Meeting to be held in the Civic Hall, Leeds on  
Monday, 12th January, 2009 at 10.00 am

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

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### MEMBERSHIP

#### Councillors

B Anderson (Chair)	-	Adel and Wharfedale
A Blackburn	-	Farnley and Wortley
A Castle	-	Harewood
B Cleasby	-	Horsforth
D Coupar	-	Middleton Park
A Gabriel	-	Beeston and Holbeck
D Hollingsworth	-	Burmantofts and Richmond Hill
G Hyde	-	Killingbeck and Seacroft
G Kirkland	-	Otley and Yeadon
J Marjoram	-	Calverley and Farsley
L Mulherin	-	Ardsley and Robin Hood
M Rafique	-	Chapel Allerton

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

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**Agenda compiled by:**  
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**Principal Scrutiny Adviser:**  
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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded.)</p> <p>(*In accordance with Procedure Rule 25, 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/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To receive and approve the minutes of the previous meeting held on 8<sup>th</sup> December 2008.</p>	1 - 8
7			<p><b>EXECUTIVE BOARD - MINUTES</b></p> <p>To receive a copy of the Executive Board minutes of the meeting held on 3<sup>rd</sup> December 2008</p>	9 - 18
8			<p><b>LEEDS STRATEGIC PLAN PERFORMANCE REPORT FOR QUARTER 2 2008/09</b></p> <p>To receive a report of the Head of Policy, Performance and Improvement on the Leeds Strategic Plan Performance Report for Quarter 2 2008/09.</p>	19 - 54
9			<p><b>RECOMMENDATION TRACKING</b></p> <p>To consider a report of the Head of Scrutiny and Member Development tracking quarterly progress with previous Scrutiny recommendations.</p>	55 - 106

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>THE ROLE OF POLICE COMMUNITY SUPPORT OFFICERS (PCSOS)</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods on the role of Police Community Support Officers (PCSOs).</p>	107 - 118
11			<p><b>UPDATE ON HOUSES IN MULTIPLE OCCUPATION (HMO) MANDATORY LICENSING</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods on the landlord licensing scheme for houses in multiple occupation (HMO) and the impact this has made in Leeds.</p>	119 - 128
12			<p><b>ENFORCEMENT OF DOG FOULING</b></p> <p>To consider a report of the Head of Scrutiny and Member Development presenting a monthly update on the enforcement of dog fouling across the city and a draft statement setting out the Board's recommendations on this matter.</p>	129 - 142
13			<p><b>CURRENT WORK PROGRAMME</b></p> <p>To consider a report of the Head of Scrutiny Development on the Board's current work programme.</p>	143 - 152
14			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday 9<sup>th</sup> February 2009 at 10.00am (Pre-meeting for Board Members at 9.30am)</p>	

# Agenda Item 6

## SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 8TH DECEMBER, 2008

**PRESENT:** Councillor B Anderson in the Chair

Councillors A Blackburn, A Castle,  
B Cleasby, D Hollingsworth, G Hyde,  
G Kirkland, J Marjoram and L Mulherin

### 60 Chair's Opening Remarks

The Chair welcomed everyone to the December meeting of the Scrutiny Board (Environment and Neighbourhoods).

### 61 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 a summary report of the working group's discussions regarding the Board's Inquiries into Older People's Housing and Street Cleaning (Agenda Items 8 and 10) (Appendix 2 and Appendix 1 refer) (Minutes 67 and 70 refer). The reports were late due to the short timescale involved in producing the report and consulting working group members on its content.

### 62 Declarations of Interest

The following personal interests were declared:-

- Councillor B Anderson in his capacity as Chair of West North West Homes (Agenda Item 10) (Minute 70 refers)
- Councillor A Blackburn in her capacity as a Director of West North West Homes (Agenda Item 10) (Minute 70 refers)
- Councillor D Hollingsworth in his capacity as a Director of East North East Homes (Agenda Item 10) (Minute 70 refers)
- Councillor G Hyde in his capacity as a Director of East North East Homes (Agenda Item 10) (Minute 70 refers) and as a dog owner (Agenda Item 11) (Minute 71 refers)
- Councillor B Cleasby in his capacity as a dog owner (Agenda Item 11) (Minute 71 refers)

### 63 Apologies for Absence

Apologies for absence were received on behalf of Councillor A Gabriel and Councillor M Rafique.

### 64 Minutes of the Previous Meeting

**RESOLVED** – That the minutes of the meeting held on 10<sup>th</sup> November 2008 be confirmed as a correct record.

## 65 Matters Arising from the Minutes

(a) Miscellaneous Properties (Minute 53(b) refers)

The Chair referred to Councillor A Gabriel's comments in relation to seeking clarification on what was happening with properties not transferred to ALMOs and left derelict, especially properties in recreation areas, and the action being taken with the respective landlords in this regard.

He requested that this issue should be revisited at the next Board meeting in January 2009.

(b) Inquiry into Private Rented Sector Housing (Minute 55 refers)

Board Members noted and welcomed that they could now access the department's area profile reports around empty properties on the Council's Intranet.

## 66 Executive Board - Minutes

**RESOLVED** – That the minutes of the Executive Board meeting held on 5<sup>th</sup> November 2008 be received and noted.

## 67 Inquiry into Older People's Housing

The Head of Scrutiny and Member Development submitted a report presenting evidence in line with Session 1 of the Board's Inquiry into Older People's Housing.

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

- (a) Scrutiny Board (Environment and Neighbourhoods) – Inquiry into Older People's Housing – Terms of Reference (Appendix 1 refers)
- (b) Scrutiny Board (Environment and Neighbourhoods) – Inquiry into Older People's Housing – Summary Report of the working group meeting held on 1<sup>st</sup> December 2008 (Appendix 2 refers)

The purpose of today's Board meeting was to focus on the following specific areas:-

- links between the national 'personalisation agenda' and the future development of flexible and bespoke housing related services for older people
- implications of the increasing older people population on housing related services and the identification of future planning needs
- the current review of the **Leeds Housing Strategy** and its need to respond to the relevant strategic outcomes and priorities within the **Leeds Strategic Plan and Leeds Local Agreement**
- the **Leeds Older People's Housing Strategy** and accompanying action plan
- the condition of **sheltered housing stock** in Leeds and proposals for improvement, with particular reference to the **Supporting People**

## **Programme and PFI bid proposals for modernising housing provision for older people**

The following officers were in attendance and responded to Members' queries and comments:-

Bridget Emery, Head of Housing Strategy and Commissioning  
Dennis Holmes, Chief Officer, Commissioning, Adult Social Care  
Mick Ward, Head of Strategic Partnerships and Development (Older People and Disabled People)  
Iain Kyles, PFI Project Adviser, Housing Private Finance Initiative and Public Private Partnerships

The Chair invited Board Members to comment on the late summary report of the working group meeting held on 1<sup>st</sup> December 2008.

The Board supported the comments of the working group.

Specific reference was made to the scale of the problem and the need to increase the number of properties up to a 21<sup>st</sup> century standard, subject to costs involved.

The Head of Housing Strategy and Commissioning responded by explaining that some aspects of the work was picked up through the decency programme, but not all. She agreed to supply the Board with more information on the current estimates around the work that needed to be done.

The Chair then invited each officer present to briefly highlight the issues and concerns in respect of Older People's Housing to assist the Board with their Inquiry.

### PFI Issues

Iain Kyles, PFI Project Manager, Housing Private Finance Initiative and Public Private Partnerships made specific reference to the following key issues:-

- the scale of the provision that the Council should be seeking to provide across the city and how PFI can help with this
- the need to identify priority locations
- the extent of need for extra care housing across the city

In summary, specific reference was made to the following issues as clarification to questions raised:-

- the scale of PFI bid was gauged by reference to the total number of dwellings in out of date sheltered housing complex schemes with bed-sit type accommodation
- new provision of housing for older people was also being undertaken as part of the Affordable Housing Programme. PFI would complement this work and seek to increase the pace of new provision

- priority had been given to tackling the need for works to bed-sit complexes, as they offered the lowest quality of current sheltered accommodation
- the range of facilities provided in relation to the **Extra Care Housing Schemes** would vary by location according to the needs of each neighbourhood and the current range of facilities already available
- no provision had been made in the PFI for support to be given to older people and their families who elect to stay at home, for example the provision of extensions and alternate funding sources would need to be secured for such investment options

#### Strategic Partnerships and Development (Older People and Disabled People) Issues

Mick Ward, Head of Strategic Partnerships and Development (Older People and Disabled People) made specific reference to the following key issues:-

- how housing can support the move to 'care closer to home'
- Health and Well-being agenda i.e. promoting better eating/exercise and avoiding social isolation
- cross cutting initiatives i.e. falls prevention programme
- how older people were supported in managing their own health conditions i.e. through telecare/telehealth services
- further development of older people's mental health issues i.e. dementia

#### Commissioning, Adult Social Care Issues

Dennis Holmes, Chief Officer – Commissioning, Adult Social Care made specific reference to the following key issues:-

- having properties available that older people can downsize into and which are also adapted to meet their needs
- older people with dementia and the need to provide support to enable them to remain within their own homes
- the need to consider the demography of the population to help predict the future needs of older people and the services that would be required 20-25 years from now

#### Housing Strategy and Commissioning Issues

Bridget Emery, Head of Housing Strategy and Commissioning made specific reference to the development of the **Leeds Older People's Housing Strategy** and the need to modernise services without putting people at risk or becoming socially isolated

*(The Board noted that the draft Leeds Older People's Housing Strategy would be submitted to the February 2009 meeting for consideration)*

During discussions, clarification was sought of the safeguards in place when individuals choose to commission their own services using direct payments or



individualised budgets. It was noted that the Council offered to carry out **CRB checks** for service users.

**RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That the evidence provided in line with session one of its Inquiry into Older People's Housing be received and noted.

**68 Update on the Supporting People Programme**

Referring to Minute 29 of the meeting held on 8<sup>th</sup> September 2008, the Director of Environment and Neighbourhoods submitted a report providing a quarterly update on the Supporting People Programme.

Bridget Emery, Head of Housing Strategy and Commissioning was in attendance and responded to Members' queries and comments.

**RESOLVED –**

- (a) That the contents of the report be noted.
- (b) That a further update report be submitted to the Board in March 2009 when clarification on the future of the programme in relation to the **Area Based Grant** would be established.
- (c) That the feasibility of other Council led commissioning services adopting the contract management policies used by the Housing Strategy and Commissioning section be noted and welcomed.

**69 Current Work Programme**

The Head of Scrutiny and Member Development submitted a report on the Board's current work programme.

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

- Current work programme (Appendix 1 refers)
- Forward Plan of Key Decisions for the period 1<sup>st</sup> December 2008 to 31<sup>st</sup> March 2009 (Appendix 2 refers)

**RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That a report on the role of Police Community Support Officers (PCSOs) be added to the work programme for consideration at the January 2009 Board meeting.
- (c) That in relation to the issues raised by the Board around the need for more robust scrutiny of the budgeting process, the Board's Principal Scrutiny Adviser be requested to add this as an item for discussion at the next Scrutiny Chair's meeting.

**70 Inquiry into Street Cleaning**

Referring to Minute 45 of the meeting held on 13<sup>th</sup> October 2008, the Head of Scrutiny and Member Development submitted a report presenting evidence in line with Session 2 of the Board's Inquiry into Street Cleaning.

Draft minutes to be approved at the meeting  
to be held on Monday, 12th January, 2009

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

- (a) Scrutiny Board (Environment and Neighbourhoods) – Inquiry into Street Cleaning – Summary Report of the working group meeting held on 24<sup>th</sup> November 2008 (Appendix 1 refers)
- (b) Scrutiny Inquiry into Street Cleaning – Summary of issues raised by the public (Appendix 2 refers)

The purpose of today's Board meeting was to focus on the following issues:-

- comparative case studies of successful **beacon authorities** in relation to 'better public places' theme
- street cleaning enforcement powers of the Council and opportunities for joined up enforcement with other individuals/groups/organisations
- frequency and monitoring of street cleaning services
- resource pressures relating to street cleaning services

The following officers were in attendance and responded to Members' queries and comments:-

Andrew Mason, Chief Environmental Services Officer  
Graham Hollings, Streetscene Manager

The Chair invited Board Members to comment on the late summary report of the working group meeting held on 24<sup>th</sup> November 2008.

The Board supported the comments of the working group.

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

- a Member sought specific clarification of the street cleaning services carried out in relation to Carr Lane, Rawdon over the last 14 months (*The Chief Environmental Services Officer responded and agreed to report back on this issue*)
- clarification of the role of Environmental Services and ALMOs in relation to street cleaning on adopted and unadopted highways
- the continuing problems of parked cars and the need to inform residents in advance of street cleaning services arriving so that they can accommodate this by moving their cars
- clarification of how the ALMOs budget was administered in relation to street cleaning
- the need for officers to carry out a piece of work in the medium term on what a single street cleaning service would look like and the costs associated in delivering this

#### **RESOLVED –**

- (a) That the contents of the report and appendices be noted.

Draft minutes to be approved at the meeting  
to be held on Monday, 12th January, 2009

- (b) That the evidence provided in line with Session 2 of its Inquiry into Street Cleaning be received and noted.
- (c) That this Board notes the department's responses to the public letters outlined in Appendix 2 of the report.

(Councillor A Castle left the meeting at 2.20 pm during discussions of the above item)

## **71 Enforcement of Dog Fouling**

The Head of Scrutiny and Member Development submitted a report presenting a monthly update on the enforcement of dog fouling across the city.

The Board's Principal Scrutiny Adviser informed the meeting that the Draft Statement of the Scrutiny Board (Environment and Neighbourhoods) on Enforcement of Dog Fouling would be considered at the Board's meeting on 12<sup>th</sup> January 2009.

Discussion ensued on the October 2008 data relating to the numbers of dog fouling Fixed Penalty Notices issues; prosecutions made, stray dogs impounded and dog service requests.

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

- Members noted the number of stray dogs impounded during October 2008 (87) compared to how many were returned to their owners (23). The Board agreed to issue a press release reminding dog owners of their responsibilities and particularly around this time of year in remembering that 'a dog is for life, not just for Christmas'
- the reasons why there had been only two Fixed Penalty Notices issued during the month of October

### **RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That the October 2008 data relating to the numbers of dog fouling Fixed Penalty Notices issued, prosecutions made, stray dogs impounded and dog service requests be noted.
- (c) That the Board's Statement on the Enforcement of Dog Fouling be considered at the January 2009 meeting.
- (d) That a press release be issued on the lines referred to above.

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

Monday 12<sup>th</sup> January 2009 at 10.00 am (Pre-meeting for Board Members at 9.30 am)

(The meeting concluded at 2.25 pm)

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## EXECUTIVE BOARD

WEDNESDAY, 3RD DECEMBER, 2008

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

Councillors R Brett, J L Carter, R Finnigan,  
S Golton, R Harker, P Harrand, J Procter,  
S Smith and K Wakefield

Councillor J Blake – Non voting advisory member

### 137 Exclusion of the Public

The substantive reports referred to under minutes 140 and 141 had been designated as exempt until 3<sup>rd</sup> December (1.00 pm) and 27<sup>th</sup> November respectively. This designation had arisen from embargoes on the documents which had substantially been the source of the contents of those reports and all information had been published on lifting of those embargoes.

### 138 Declaration of Interests

Councillor Wakefield declared a personal interest in the item relating to Machinery of Government and 14-19 Commissioning Arrangements (minute 149) as a schools and college governor.

Councillor Blake declared a personal interest in the item relating to the Vision for Council Leisure Centres (minute 154) as an NHS Leeds Board member.

### 139 Minutes

#### **RESOLVED –**

- (a) That the minutes of the meeting held on 5<sup>th</sup> November 2008 be approved.
- (b) That with reference to minute 122 relating to the Deputation to Council regarding sports facilities in the Hyde Park area, a further report be brought to the next meeting of the Board.

## **ADULT HEALTH AND SOCIAL CARE**

### 140 Independence, Wellbeing and Choice Inspection of Adult Social Services

Tim Willis, the lead inspector from the Commission for Social Care Inspection, attended the meeting and presented the Service Inspection Report following the inspection in Leeds which was undertaken in Leeds in July/August 2008.

The Director of Adult Social Services submitted a report on the outcome of the inspection and presented an action plan relating to the 25 recommendations contained in the inspection report.

**RESOLVED –**

- (a) That the inspection report, the report of the Director and the action plan be noted.
- (b) That updates on progress against the action plan be brought to this Board as part of the Annual Performance Assessment reporting in December 2009.
- (c) That the inspection report and associated action plan be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set out in the plan.

**141 Annual Performance Assessment (Star Rating) for Adult Social Services 2007/08**

The Director of Adult Social Services submitted a report on the annual assessment of Adult Social Care Services published by the Commission for Social Care Inspection on 27th November 2008 and attached to the report of the Director. The response to the assessment was integrated into the action plan referred to in minute 140 above.

**RESOLVED –**

- (a) That the report of the Director and the Performance Review report from the Commission be noted.
- (b) That the Annual Performance Review report be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set in respect of identified areas for improvement.

**CHILDREN'S SERVICES**

**142 Future Secondary Provision Proposal for South Leeds High School**

Further to minute 43 of the meeting held on 16<sup>th</sup> July 2008 the Chief Executive of Education Leeds submitted a report on proposals to close South Leeds High School and to replace it with an Academy to serve the needs of children and young people from the Beeston and Holbeck, City and Hunslet and Middleton Park wards.

The Chair referred to correspondence which had been addressed to members of the Board in relation to this, and to the proposal referred to in minute 143 below, and other members confirmed their receipt of the same.

**RESOLVED –**

- (a) That the outcome of the consultation, to close South Leeds High School on 31<sup>st</sup> August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1<sup>st</sup> September 2009, be noted.
- (b) That approval for the publication of a statutory notice to that effect be given.

**143 Future Secondary Provision Proposal for Intake High School**

Further to minute 220 of the meeting held on 16<sup>th</sup> April 2008 the Chief Executive of Education Leeds submitted a report on proposals to close Intake High School Arts College and to replace it with an Academy to serve the children and young people from the Bramley and Stanningley ward.

**RESOLVED –**

- (a) That the outcome of the consultation, to close Intake High School on 31<sup>st</sup> August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1<sup>st</sup> September 2009 be noted.
- (b) That approval be given for the publication of a statutory notice to that effect.

**ADULT HEALTH AND SOCIAL CARE**

**144 Reprovision of Windlesford Green Hostel for People with Learning Disabilities**

Referring to minute 57 of the meeting held on 22<sup>nd</sup> August 2007 the Director of Adult Social Services submitted a report on the proposed change of scope for the scheme established to create a new supported living development for people with learning disabilities at Windlesford Green.

The rescoping provided for a smaller development meeting the needs of current residents, requiring a less than best disposal of land and resulting in land being made available for alternative use.

**RESOLVED –** That the changes to the scheme as previously reported be noted, that the revised scheme as detailed in the report be approved and that the terms of the proposed lease as detailed in the report also be approved.

**NEIGHBOURHOODS AND HOUSING**

**145 Deputation to Council - Pets in Council Houses**

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council from Cats Protection on 10<sup>th</sup> September 2008.

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

**146 Home Energy Conservation Act (HECA) (1995) - 12th Progress Report**

The Director of Environment and Neighbourhoods submitted a report on the progress made in improving the overall energy efficiency of the Leeds housing stock.

**RESOLVED –** That the content of the 12<sup>th</sup> HECA progress report and its release to the Government Office for Yorkshire and the Humber be noted.

**147 West Yorkshire Energy Efficiency Scheme - Expenditure Discharge and Legal Delegation**

The Director of Environment and Neighbourhoods submitted a report on proposals that Calderdale Council be appointed as banker for the West Yorkshire Regional Energy Efficiency Scheme with responsibility for administering the scheme budget for the period April 2008 to March 2011.

**RESOLVED –**

- (a) That the West Yorkshire Energy Efficiency Scheme be approved.
- (b) That the Scheme annual and approximate sub set expenditure be approved for discharge.
- (c) That Calderdale Council continue in the role of banker for the West Yorkshire Energy Efficiency Scheme for the period April 2008 to March 2011 and that the Legal Delegation Form as contained in Appendix 1 to the report be approved.

**CHILDREN'S SERVICES**

**148 Options for changes to primary provision in the Richmond Hill Planning Area**

The Chief Executive of Education Leeds submitted a report on the options available with regard to primary education provision in the Richmond Hill Planning Area.

The options presented in the report were:

1. The expansion of Richmond Hill Primary School linked to a proposal to close Mount St Mary's Primary School.
2. Closure of both Richmond Hill and Mount St Mary's Primary Schools and the establishment of a new school.
3. Closure of Richmond Hill and Mount St Mary's Primary Schools and the establishment of a joint community and Catholic Provision.

**RESOLVED –**

- (a) That formal consultation be undertaken on the linked proposals to:
  - Expand Richmond Hill Primary School by one form of entry with new community specialist provision for children with Special Education Needs
  - Close Mount St Mary's Primary School.
- (b) That a further report be brought to the Board with regard to the land ownership position at Mount St Mary's.



**149 Machinery of Government and 14-19 (25 for Learners with Learning Difficulties and/or Disabilities) Commissioning Arrangements**

The Chief Executive of Education Leeds submitted a report on the proposed local approach to the implementation of the Machinery of Government changes to deliver the transfer of responsibilities from the Learning and Skills Council to the City Council. The report also referred to the strategic approach to the commissioning for 16-19 (25 for learners with learning difficulties and/or disabilities) learners in Leeds from September 2009 through which the Council will trial the operational response to its new responsibilities.

**RESOLVED –**

- (a) That approval be given to the local approach to implementing the arrangements for the Council's response to the Machinery of Government changes that will transfer responsibilities from the LSC to Leeds City Council as detailed in sections 3.1.2 and 3.1.3 of the report.
- (b) That the basis for the strategic commissioning arrangements for post 16 learners in Leeds from September 2009 as detailed in sections 3.2.2 to 3.2.4 of the report be noted, and that the Director of Children's Services develop detailed arrangements for the commissioning of provision and for monitoring and evaluating the impact of these activities.
- (c) That a further report be brought to the Board as early as possible in 2009 on the proposed strategic commissioning arrangements for post 16 learners.

(Councillor Finnigan declared a personal interest in this item as a governor of Joseph Priestley College).

**150 Building Schools for the Future Phase 2 Priesthorpe Specialist Sports College**

The Chief Executive of Education Leeds submitted a report on proposals to proceed with the refurbishment of Priesthorpe Specialist Sports College as part of Wave 1, Phase 2 of the Building schools for the Future programme.

**RESOLVED –**

- (a) That approval be given to the completion and entry into all necessary legal documentation for the Design and Build contract for Priesthorpe Specialist Sports College.
- (b) That expenditure of £16,579,338 from the capital programme be authorised.

**151 Leeds Building Schools for the Future: Follow On Project and Expression of Interest**

The Chief Executive of Education Leeds submitted a report on the 'Follow On' project for the Building Schools for the Future programme and on the submission of the expression of interest as the basis for transforming the remaining schools in BSF.

**RESOLVED –**

- (a) That the priorities identified within the Expression of Interest be approved as the follow on project in Leeds through additional investment in Building Schools for the Future.
- (b) That further work be undertaken to detail the specific programmes in all the remaining geographical areas of Leeds.

**152 2008 Audit Commission School Survey**

The Chief Executive of Education Leeds submitted a report summarising the results from the Audit Commission's School Survey for 2008.

**RESOLVED –**

- (a) That the findings of the 2008 Audit Commission School Survey as set out in Appendix A to the report be noted.
- (b) That it also be noted that the results of the survey will be used to inform children's services and partners' service improvement plans.

**LEISURE**

**153 Long Term Burial Requirements for the City**

The Director of City Development submitted a report on the current position with regard to the supply of burial space in Leeds and options for meeting the expected demand for burial space for the next 50 years and beyond.

**RESOLVED –**

- (a) That the recommended policy to establish a preference for smaller locally based cemetery sites combined with the extension, where possible, for existing sites be adopted.
- (b) That officers explore further the potential to extend Farnley and Lofthouse cemeteries including consultation with planning officers about the inclusion of proposals in the Local Development Framework.
- (c) That officers look in more detail at the potential to develop small locally based cemeteries at Elmete, Priesthorpe Lane, Alwoodley Gates, Tile Lane East Moor and Haigh Farm Rothwell and report back to this Board on the outcome of this work.
- (d) That approval be given to the development of a 5 acre Cemetery at Whinmoor on the site identified on Plan B attached to the report, and that the implementation of this development be delivered as part of a larger masterplan for the site involving the decant of the Council's nursery from Redhall.
- (e) That proposals to deliver a 14 acre cemetery extension at Lawnswood be not progressed.

- (f) That officers liaise with Leeds University to acquire the site of the American Football Field either through private treaty or Compulsory Purchase to deliver a 3.8 acre extension to Lawnswood Cemetery, that officers explore further the potential to deliver a 5 acre cemetery on the site of the former Elmete Caravan Park and that officers seek to acquire the 2.5 acre site at Horsforth Cemetery either through private treaty or Compulsory Purchase Order.
- (g) That the Capital Programme be amended to reflect schemes at Lawnswood £1,750,000 , Elmete Cemetery £743,000, Horsforth Cemetery Extension £350,000, Kippax Cemetery Extension £51,000 and Harehills Cemetery £125,000, releasing £281,000 back to the general Capital Programme.
- (h) That officers liaise further with representatives of the Muslim community on the accommodation of Muslim burial needs in the Council's network of smaller cemeteries.
- (i) That officers carry out consultations with the relevant Ward Members and Area Committees regarding these proposals.

#### **154 Vision for Council Leisure Centres**

Further to minute 74 of the meeting held on 2<sup>nd</sup> September 2008 the Director of City Development submitted a report on the outcome of the public consultation exercise undertaken in relation to the Council's draft Vision for Leisure Centres.

#### **RESOLVED –**

- (a) That the outcome of the public consultation exercise on the Vision for Council Leisure Centres be noted.
- (b) That officers explore in more detail the proposal to transfer Richmond Hill Sports Hall to community management as part of a community asset transfer.
- (c) That Sport England be requested to re-run their Facilities Planning Model for swimming pools provision in Leeds and in particular examine the implications of the Council's draft proposals.
- (d) That officers consider the potential for community management for each of the centres most affected by these proposals and report back to a future meeting of this Board.
- (e) That officers further develop capital investment proposals for Aireborough, Bramley, Kirkstall, Pudsey, Otley, Rothwell, Scott Hall and Wetherby Leisure Centres.

## **CENTRAL AND CORPORATE**

### **155 Implications of Introducing a Living City Wage for Leeds**

The Chief Executive submitted a report on the implications of introducing a Living City Wage in Leeds following a resolution made by Council at its meeting on 9<sup>th</sup> April 2008.

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

### **156 Business Transformation in Leeds City Council**

#### **(a) Organisational Programme**

The Assistant Chief Executive (Planning, Policy and Improvement) and the Director of Resources submitted a joint report outlining the Council's developing business transformation agenda and setting out the reasons behind the development, the high level scope of the programme of work required, initial benefits accruing from the work and governance arrangements to secure delivery.

**RESOLVED** – That the establishment of an organisational wide Business Transformation Programme be endorsed in the terms outlined on the submitted report.

#### **(b) Design and Cost Report for Key Enabling Projects**

The Director of Resources and Assistant Chief Executive (Planning, Policy and Improvement) submitted a joint report on proposals for the delivery of the first phase of the Business Transformation Programme.

**RESOLVED** –

(a) That approval be given to the release of £7,183,000 (over a five year period), to be funded from the Business Transformation allocation in the Strategic Development Fund for the first phase of the Business Transformation programme.

(b) That authority be given to incur expenditure on procuring and implementing the key enabling projects which provide the foundations for delivering the Council's Business Transformation aspirations.

### **157 Calling In of Decision Taken on 8th October 2008**

The Chief Democratic Services Officer submitted a report on the outcome of the Call In of a decision of the Executive Board on 8<sup>th</sup> October 2008 regarding the Capital Programme Update 2008 –2012

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

## **DEVELOPMENT AND REGENERATION**

**158 Deputation to Council - Spenhill Residents' Association regarding the Protection of Butcher Hill Playing Fields and Surrounding Land**

The Director of City Development submitted a report in response to the deputation to Council from the Spenhill Residents' Association on 10<sup>th</sup> September 2008.

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

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

The Director of City Development submitted a report on the City Council's recommendations on the Leeds Local Development Framework for the Secretary of State's consideration.

An amended page of the submission was circulated at the meeting.

**RESOLVED** – That the Annual Monitoring Report be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

DATE OF PUBLICATION: 5<sup>th</sup> December 2008  
LAST DATE FOR CALL IN: 12<sup>th</sup> December 2008

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Monday 15<sup>th</sup> December 2008).

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Originators: Marilyn Summers

Tel: 39 50786

**Report of the Head of Policy, Performance and Improvement**

**Environment and Neighbourhoods Scrutiny Board**

**Date: 12<sup>th</sup> January 2009**

**Subject: Leeds Strategic Plan Performance Report for Quarter 2 2008/09**

**Electoral Wards Affected:**

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**

The purpose of this report is to provide an update on the revised approach to performance reporting and accountability arrangements for the Leeds Strategic and Council Business Plans and to provide a performance report by exception (ie red and amber) on the progress against improvement priorities relevant to the Board at Quarter 2 2008/09.

It outlines how the development of the partnership approach to the Leeds Strategic Plan and the changes that will result from the implementation of the comprehensive area assessment have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change, in particular, the identification of lead and contributory officers for each improvement priority and the introduction of a reporting process that will provide a single source of performance information to be used by the full range of different stakeholders in the accountability process.

An overview of current performance information at the mid-year point is provided although this needs to be interpreted with some caution given the newness of the reporting process. A more robust and comprehensive position of performance progress against the Leeds Strategic and Council Business Plans should be available at the end of year one of implementation. In addition, there is a need to ensure that year end data is reported by partners and the council in a full and timely fashion so that any necessary remedial action can be expedited promptly.

## 1.0 Purpose of this Report

- 1.1 This report provides a strategic overview of performance against those improvement priorities within the Leeds Strategic Plan 2008-11, and specifically in relation to Environment and Neighbourhoods priorities. In particular the Action Tracker Summary Sheet (appendix 1) provides an overall assessment of progress against each of the improvement priorities relevant to the Board; a rating of Red, Amber or Green is applied to indicate the status of each improvement priority.
- 1.2 In appendix 2 to this report the Action Trackers are provided on an exception basis for those areas of under performance and/or of concern in relation to the improvement priorities for Environment and Neighbourhoods, within the Leeds Strategic Plan, as at 30<sup>th</sup> September 2008. In addition, performance indicator information is provided for those indicators from the 198 National Indicator Set which are not included within the Action Trackers provided together with any locally agreed indicators where appropriate. Through this the Board will continue to receive the full set of performance information.

## 2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
  - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.

## 3.0 Main Issues

### 3.1 *Comprehensive Area Assessment*

A key aspect of a robust performance management framework is to highlight an organisation's self-awareness. This will be a fundamental part of the CAA process where councils will be expected to carry out an annual self evaluation that will be crucial in determining the overall CAA judgement of the area and the organisation, having particular importance in relation to the Managing Performance KLOE.

The joint inspectorates' proposal for consultation, issued in summer 2008, notes that:

*"Councils and their partners, and their representative bodies, are developing approaches to self-evaluation. While we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to repeat the work carried out already by the council or its partners. We will expect that any self-evaluation is based on **verifiable evidence**. The more robust the self-evaluation the more reliance we will be able to place on it.*



**CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategies. This approach will minimise the administrative burden imposed by CAA and will make optimum use of self-evaluation.”**

The self evaluation will enable the partnership to work through and be able to demonstrate that it is sufficiently self-aware of key issues and that there are effective plans in place to address any concerns. It will demonstrate that the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes. It will also highlight where action plans are in place to address these issues. This is important in ensuring self awareness and preparedness to really deliver on improvements.

As such, it is important that timely, appropriate and accountable performance information is available to the relevant audiences so that problems in relation to performance and/or data quality are flagged, the focus of improvement activity can be challenged and that appropriate action is being taken and reported to address areas of under performance.

Within the council Lead Chief Officers have the key role in making this happen through co-ordinating the activities of contributors and providing an overview of the progress against the improvement priority for which they are accountable. This overview position is described in the Action Trackers previously approved by CLT and agreed by Lead Officers, and updated at Qtr 2 and Qtr 4 of the performance reporting and accountability process. The Action Trackers at Qtr 2 & Qtr 4, therefore, provide a single source of performance information for the full range of different stakeholders in the accountability process.

### 3.2 *Role of Scrutiny Board*

A key performance management role of Elected Members is to ensure that delivery of our strategic outcomes and improvement priorities within both the Leeds Strategic Plan and Council Business Plan is on track. Members need to be made aware of any issues and areas of under performance, and be assured that actions are being taken to improve performance, that the appropriate level of resources are available and that problems or blockages to delivery are identified and addressed. However, it is recognised that the volume of information within the Action Trackers produced for each six months could hinder Scrutiny Boards in carrying out their role in the accountability process. Therefore the approach from Quarter 2 is to provide the Action Trackers by exception, highlighting just those areas that are under performing or causing concern ie those traffic lighted amber or red. This is supplemented by a performance indicator report that includes all of the performance indicators relevant to the Board - except for those that already appear within the action trackers themselves.

The Scrutiny Board role is to challenge the council's performance to raise standards acting as a balance to the Executive Board by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities.

### 3.3 *Information Provided*

Therefore within this report the following information is provided:

**Appendix 1 Action Tracker Summary Sheet** - this sheet sets out all the improvement priorities relevant to the Board and shows the full set of overall progress traffic lights.

**Appendix 2 Action Trackers** – this appendix includes the action trackers for the improvement priorities that have been given an *amber* or *red* rating for overall progress. There is a guidance sheet to assist members in interpreting the information provided.

**Appendix 3 Performance Indicator Report** – this appendix list the Q2 performance indicator results for the indicators taken from the *green* action trackers, along with those from the rest of the 198 national indicator set and any locally agreed indicators for which quarterly results are available.

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

4.1 Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. The CAA will examine and challenge the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

#### **5.0 Legal and Resource Implications**

5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisations as they essentially replace an existing similar process.

#### **6.0 Conclusions**

6.1 The development of the partnership approach of the Leeds Strategic Plan, the introduction of a Council Business Plan and the changes resulting from CAA have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change in identifying lead and contributory officers and partners with accountable roles for each improvement priority within the Leeds Strategic Plan and Council Business Plan as appropriate. There is a need to fully complete this framework and strengthen a culture of accountability within the council and with partner organisations through our scrutiny arrangements.

6.2 At Qtr 2 each Lead Chief Officer/partner has completed an Action Tracker against each of the improvement priorities, which has significantly increased the amount of performance information produced. As such, in order for Elected Members to fulfil their role effectively through the scrutiny process, these action trackers are reported by exception; highlighting just those areas that are under performing or causing concern. This is supplemented by a complete set of performance indicator information to enable members to maintain an overview of performance.

6.3 As the lead partner for the Local Area Agreement and Leeds Strategic Plan, it is fundamentally important that the council can demonstrate to partners, Government Office and through CAA that its has an integrated, robust performance management framework that is fit for purpose.

#### **7.0 Recommendation**

7.1 That members of Scrutiny Board note the content of the report and comment on any particular performance issues of concern.

## Action Tracker Guidance

### Introduction

The 'Action Trackers' are prepared on a half yearly basis and are intended to give an organisational 'snapshot' view of the progress against the city's top level priorities as set out in the Leeds Strategic Plan and Council Business Plan. They provide a broader range of information and progress than is provided in the performance indicator results alone. Each improvement priority within the Leeds Strategic Plan and Council Business Plan has been allocated to a **Lead Officer** whose role is to provide leadership, co-ordinate the activities of contributing officers/partners and evaluate the performance information to ensure the delivery of the improvement priority. An action tracker has been completed for every improvement priority by the Lead Officer who has provided an overall evaluation of progress to date. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

<b>Overall Progress Rating</b>	<p>The Lead Officer provides an overall traffic light rating on the progress to date based on all the information provided in the completed action tracker including the results for the aligned performance indicators. The criteria for this traffic light is as follows:</p> <p>Green = Progressing as expected</p> <p>Amber = Minor delays or issues to address</p> <p>Red = Significant delays or issues to address</p>
<b>Overall assessment of progress</b>	<p>In this section the Lead Officer provides an overall summary analysis of the progress to date - taking a view based on all the information provided in the completed action tracker including the results for the aligned performance indicators. This section should provide an explanation for the overall traffic light rating.</p>
<b>Contributory Officers/partners</b>	<p>This part of the action tracker sets out who else is contributing to the delivery of the improvement priority and where relevant these officers/partners also appear in the main body against specific actions/activities.</p>
<b>Performance Indicator Information</b>	<p>In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both the result itself and for data quality. Brief commentary is also provided to highlight any issues or important information relating to the indicator.</p> <p><b>NB</b> this only shows the indicators which are <b>directly aligned</b> but additional performance information is presented in appendix 2.</p>
<b>Improvement priority progress to date</b>	<p>This is the main body of the action tracker and sets out the key actions/activities which are underway and contribute to the delivery of the overall improvement priority. For each action/activity a set of information is provided that includes any risks or challenges to delivery, the key actions which are due to take place over the next 6 months, who the contributory officer/partner is and highlights where any other more detailed information can be found.</p> <p>This section could not possibly include all activities and Lead Officers have been asked to provide a strategic overview through including the main activities only and signposting further sources of information where relevant.</p>
<b>Risk / Challenges</b>	
<b>Key actions</b>	
<b>Contributory officer</b>	
<b>Timescale</b>	
<b>Other information</b>	

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**Leeds Strategic Plan**

Thriving Places Improvement Priority		Harmonious Communities Improvement Priority	
Code	Accountable Director	Code	Accountable Director
TP-1a	Increase the number of decent homes Neil Evans	HM-1a	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents Neil Evans
TP-1b	Increase the number of affordable homes Neil Evans	HM-1b	An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery Neil Evans
TP-1c	Reduce the number of homeless people Neil Evans	HM-2a	Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services Neil Evans
TP-1d	Reduce the number of people who are not able to adequately heat their homes Neil Evans	HM-2b	An increased sense of belonging and pride in local neighbourhoods that help build cohesive communities Neil Evans
TP-2a	Creating safer environment by tackling crime Neil Evans		
TP-2b	Reducing and managing offending behaviour Neil Evans		
TP-2c	Improving lives by reducing the harm caused by substance misuse Neil Evans		
TP-3a	Reduce worklessness across the city with a focus on deprived areas Neil Evans		
<b>Health and Well Being</b>		<b>Environment Improvement Priority</b>	
Code	Accountable	Code	Accountable
HW-3b	Increase the number of vulnerable people helped to live at home Sandie Keene	ENV-1a	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill Neil Evans
		ENV-2a	Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces Neil Evans

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Harmonious Communities 2008/09 Quarter 2 Performance Update	Reference	HM-1a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents	Stephen Boyle	Leeds C C	Amber

#### Overall assessment of progress

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It is a recently established group that will develop and secure a consensus approach to policies, strategies and action enabling the VCFS to contribute to the delivery of the Leeds Strategic Plan. It is chaired by Sandie Keene, Director of Adult Social Services, NHS Leeds and the VCFS. It has a focus on NI 6, NI7 and NI4. A task group was established in October to take forward the work on Active Citizenship to contribute to the achievement of NI 6. This work programme will be further developed over the coming quarter. Area Committees are on track to complete their Community Engagement Plans by end of Q3. These will include a focus on community led initiatives supported by Well Being Funds.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 110:	Young people's participation in positive activities	To be reported through Children's Services and Children Leeds when available.	N/A	Due to be reported in November 2008		No concerns with data
NI 6:	Participation in regular volunteering	Task Group established under the VCFS Partnership Group and the outline work programme is summarised below. This will contribute to the outcome of this indicator.	N/A	Due to be reported in January 2009		As per Place Survey Methodology

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Improvement priority progress on NI6	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Progress is being driven through two complementary processes. At a City wide level the VCFS Partnership Group is providing a lead on VCFS contribution to the improvement priority and an Active Citizenship focus. Area Committees will provide support and a lead role at Area level in promoting community led action which will contribute to their Area Delivery Plan priorities  There will be a major focus on Community involvement in both planning and delivery of programmes in the main regeneration areas and other area based schemes  Young People are a key target group. Youth Services have an extensive programme of opportunities for young people. Targets and actions will be agreed with them to ensure that reporting includes young people specifically.	The challenge of identifying the baseline for this IP is great. Initial Mapping activity will be indicative rather than comprehensive to limit resource requirement and shape forward work programme There will also be increasing pressure on VCFS delivery capacity as a result of widespread reductions in funding, including NRF.  A further challenge in the current downturn may be impacts on business engagement in volunteering and potentially an increase in interest in volunteering as an alternative to work	Map / baseline existing activity and support and identify gaps in provision. Agree work programme focus to achieve maximum impact  Develop a directory of civic participation opportunities, training and support  Support the recruitment and retention of volunteers  Support sustainable asset transfer and the delivery of community benefits  Review the Compact Codes of Practice on Volunteering  Develop links to and support the work of partner's Corporate Social Responsibility programmes  Initiate one new community project in each wedge, focussed on an ADP priority	AMs/SW  SW  AMs/SW  AMs/SW  SW  SW  AMs/SW	Q2 2009/10  Q2 2009/10  Ongoing  Ongoing  Q4  Q4  Q1 2009/10	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Martin Farrington	City Development	Museums Libraries Archives Yorkshire	Jason Doherty
Catherine Blanshard	City Development	VCFS	Ann Pemberton/Jeanette Morris Boam
Andrew Mason	Environment & Neighbourhoods	Arts Council	Pete Massey
Paul Langford	Environment & Neighbourhoods		
Simon Whitehead	Environment & Neighbourhoods		
John England	Adult Social Care	Sport England	Julie Hannan
Chris Edwards	Education Leeds		



Harmonious Communities 2008/09 Quarter 2 Performance Update		Reference	HM-1b				
Improvement Priority		Lead Officer	Overall Progress Rating				
An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery		Stephen Boyle	Leeds C C Amber				
<b>Overall assessment of progress</b>							
Work has been undertaken with Government Office to develop a NI 4 Assessment Framework to aide the review of progress towards achieving these targets and preparing for CAA assessments. The initial assessment shows that the Council has, or is developing the appropriate policy frameworks; there are examples of good practice in almost every area examined but the extent to which these are tracked and measured is variable. Developed further, this framework would provides the Council with an opportunity to self assess its progress on NI 4 and develop the portfolio of appropriate evidence to prepare for the LAA mid-term and annual review and Comprehensive Area Assessment.							
PI Ref	Definition	Comments	Year to Date Performance	2008/09 Target	RAG Rating	Data Quality	
NI 4	Percentage of people who feel they can influence decision making in their locality			N/A		As per Place Survey Methodology	
<b>Improvement priority progress</b>		<b>Risk / Challenges</b>	<b>Key Actions</b>	<b>Contributory Officer</b>	<b>Timescale</b>	<b>Other Information</b>	
<p>NI 4 Assessment Framework includes the following questions: Does the Council and its partners know and engage with all communities including the vulnerable, disadvantaged and marginalised groups? Have communities been engaged effectively in developing the outcomes for their area, and in assessing whether they have been delivered? Are local people provided with opportunities to have their say and get involved in activities over and above being informed and consulted? How effective are local authorities and their partners in co-ordinating their engagement activity and communicating its impact on their decisions? How far is the local authority making increased efforts to revitalise local democracy?</p>		<p>LAA review and Comprehensive Area Assessment now requires local authorities to demonstrate effective engagement with communities and that local opinion has helped to shape improvement priorities, policies, strategies and outcomes in the area.</p> <p>Reputation - The Council has been identified as a pilot authority in a national programme to support the roll out of the approach across England</p> <p>There have been some creative approaches to engage residents and the VCFS in the development of the Area Delivery Plans, but community engagement in the development of plans and setting of local targets and priorities could be strengthened to achieve consistency of opportunity for engagement across the areas and to ensure that the plans are appropriately challenged.</p> <p>To be identified – the role of members in Area Committees / Neighbourhood Management / participatory budgeting, member workshops and development programmes to support leadership roles in communities / thematic partnerships</p>	<p>Develop assessment framework with GOYH. Undertake initial assessment and collate evidence portfolio. Identify gaps and develop action plan. Planned council-wide audit of engagement and communication resources and structures in early 09/10.</p> <p>Talking Point (a consultation calendar, database and e-portal) is being rolled out to aid information sharing and coordination within the Council and across partners</p> <p>Disseminate learning from pilots undertaken in South and West Leeds and identify opportunities to roll out of Participatory Budgeting opportunities in areas and across wider range of activity by Area Management.</p> <p>Work is ongoing to establish the Area Committee Community Engagement plans and calendar of events. This will provide an overview of activities led and delivered by the Committees and partners. It will enable further consideration of what opportunities exist for improving coordination at the area level and what role Area Management Teams should have in supporting and co-ordinating the delivery of this.</p> <p>Member engagement in area based partnership working to be agreed and nominations confirmed for all Area Committees. Regeneration Programme briefing to be included in corporate members' development programme. Report to Area Ctees on Communities in Control White Paper.</p>	All Cos	Q2 2009/10 ongoing		
<p>Participatory Budgeting - 2 pilots have been successfully delivered, in South and West Leeds. Area Managers are leading on the roll out of the approach through Area Committee and Partnership routes, including the use of Well Being Funds. A joint initiative with the Police is being developed in Middleton</p> <p>Community engagement plans of Area Committees. The Area Committees now have strengthened roles around engagement, including responsibilities to produce Engagement Plans and Annual Engagement Reports, which will provide an overview of all partners engagement activities in their area.</p> <p>Support for Elected Members to take on Place Shaping and Community Champion roles</p>					Area Managers	Q4	
					Area Managers	Q4	
					Stephen Boyle	Q4	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Community Asset Transfer - Leeds is a pilot Asset management Transfer Authority. Asset Management have produced initial guidance and criteria to assist the evaluation of asset transfer requests. One asset has been transferred and 3 others are in the pipeline. Further work is needed to develop a full Policy Framework with the involvement of VCFS.	Expectation created with local organisations by Government policy announcements will need to be addressed. Lack of a coherent policy framework has the potential to lead to inconsistent decision making and challenge.	Policy framework and assessment toolkit in development to support the transfer of Council assets to the community.	Head of Asset Management, Head of Policy and Resources	Q3 2009/10	
Regeneration activity presents both a challenge and an opportunity for significant involvement in plans and choices for major change in neighbourhoods. The proposed Neighbourhood Planning Programme for the EASEL Regeneration Scheme will give residents and stakeholders a major influence over how the regeneration process will work.	The Housing Market downturn will have a the effect of slowing down the Neighbourhood Planning process. There may also be a risk of increased pessimism about the ability to deliver real improvements through the regeneration process which might deter resident engagement	5 neighbourhood Masterplans will be produced in partnership with local residents and stakeholders over a 3-4 year period. Engagement support to ensure that involvement is as inclusive as possible will be provided by VCFS partners. The first plan for Seacroft will begin in 2009	Head of East Regeneration	Plan 1 - Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Sally Threlfall	Children's Services	West Yorkshire Police	Mark Milson
Andrew Mason	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Paul Langford	Environment & Neighbourhoods	Police Authority	Fraiser Samson
Simon Whitehead	Environment & Neighbourhoods	West Yorkshire Fire & Rescue	Mick Smith
Martin Farrington	City Development	Primary Care Trust	Christine Outram/Ian Cameron
Steve Speak	City Development	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Catherine Blanshard	City Development		
Paul Brook	City Development		
Phil Crabtree	City Development		
John England	Adult Social Services		
Chief Officer, Children and Young People's Social Care	Children's Services		

Harmonious Communities 2008/09 Quarter 2 Performance Update	Reference	HM-2a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services	Stephen Boyle	Leeds C C	Amber

#### Overall assessment of progress

The VCFS Partnership Group was established by the Leeds Initiative Narrowing the Gap Board. It is a recently established group that will develop and secure a consensus approach to policies, strategies and action enabling the VCFS to contribute to the delivery of the Leeds Strategic Plan. It is chaired by Sandie Keene, Director of Adult Social Services and its membership is drawn from Council services, NHS Leeds and the VCFS. It has a focus on NI 6, NI7 and NI4. The task group will meet in October to take forward the work on Resourcing to contribute to the achievement of NI 7. This work programme will be further developed over the coming quarter.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 7	Environment for a thriving third sector		To be set by Office of the Third Sector Survey -Autumn 2008	Increase of 4.1 percentage points on baseline by 2010/11 (measured by second OTS survey in Autumn 2010)		Amber	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The VCFS Partnership Group will be a key focus of this IP. The key actions for this year will be to increase capacity both in terms of skills and resources; to improve communications at all levels; and to develop more effective collaboration between the statutory and VCF sectors	The main challenge is the scale and complexity of the sector in the city	Establish a shared understanding of commissioning frameworks and approaches employed by partners including the use of terminology relating to contracts, grants and service level agreements.  Identify what / how support can be delivered to increase the capacity of the sector to respond to commissioning opportunities	S Wynne  Area Managers S Wynne	Q2 2009/10  Q4	
		Identify new resourcing opportunities to support VCFS activity to deliver active citizenship / community empowerment and public services to communities	Area Managers S Wynne	ongoing	
		Identify opportunities for support other than financial e.g. joint working	Area Managers S Wynne	ongoing	
		Review the effectiveness of the Resources Code of Conduct in the Compact in light of changes in the environment / infrastructure	Area Managers S Wynne	Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Sally Threlfall	Children's Services	West Yorkshire Police	Mark Milson
Andrew Mason	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Paul Langford	Environment & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Simon Whitehead	Environment & Neighbourhoods		
Steve Speak	City Development		
Paul Brook	City Development		
Catherine Blanshard	City Development		
Martin Farrington	City Development		
Wayne Baxter	Resources		
Dennis Holmes	Adult Social Care		

Harmonious Communities 2008/09 Quarter 2 Performance Update	Reference	HM-2b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
AN increased sense of belonging and pride in local neighbourhoods that help build cohesive communities	Stephen Boyle	Leeds C C	Amber

#### Overall assessment of progress

The baseline will be established by the Place Survey in January 2009. Progress will be monitored through the Annual Survey from Autumn 2009. Executive Board approved the Cohesion and Integration Priorities and Delivery Plan 2008-11 on 8 October 2008. A programme of pilot activity is also being established in target neighbourhoods to strengthen communities and promote inclusion. The programme will test and assess the extent to the prevailing culture and perceptions in neighbourhoods can be changed. The work to strengthen and support communities and neighbourhoods will be informed by an improved understanding and intelligence about their make up and concerns. Significant progress has been made on developing the Leeds response to the Prevent strategy to tackle extremism.

PI Ref	Definition	Comments	Key Actions	Contributory Officer	Timescale	Other Information
NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area		<ul style="list-style-type: none"> <li>Clarify policy objectives re integration and inclusion and identify the key policy areas and interventions that promote /mitigate against a sense of belonging and enable the development of inclusive and cohesive communities - implications and actions required.</li> <li>Implement improved tensions tracking systems</li> <li>Monitor and evaluate responses</li> <li>Develop preventative strategies in pilot areas to be identified</li> </ul>	N/A	Due to be reported in January 2009	As per Place Survey Methodology

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Cohesion and Integration Delivery Plan approved by Executive Board in October 08	Need to improve policy objectives and interventions to support integration and inclusion.	<ul style="list-style-type: none"> <li>Clarify policy objectives re integration and inclusion and identify the key policy areas and interventions that promote /mitigate against a sense of belonging and enable the development of inclusive and cohesive communities - implications and actions required.</li> </ul>	LY	Q3	
Tension tracking Improvement Plan delivered in Halton Moor. Further pilots areas to be identified and delivered through Divisional Crime Reduction Partnerships	Increased levels of hate crime and anti-social behaviour targeted at individuals and groups within neighbourhoods. Increasing number of neighbourhoods where people choose not to live.	<ul style="list-style-type: none"> <li>Implement improved tensions tracking systems</li> <li>Monitor and evaluate responses</li> <li>Develop preventative strategies in pilot areas to be identified</li> </ul>	SW	Q3	
Preventing violent extremism Pilot evaluation completed and disseminated. Draft Action Plan developed and decision making and reporting infrastructure developed	Increased levels of extremist views and behaviour targeted towards individuals or groups within communities undermining the safety of all.	<ul style="list-style-type: none"> <li>Develop an action plan to target activity /resources informed by police intelligence</li> <li>Establish infrastructure to support implementation of plan at City and local level</li> <li>Commission new activity and monitor implementation</li> </ul>	SB	Q3	
Migrant Families Report to Scrutiny Board and draft action plan produced	Unsupported migrant families not being appropriately supported or able to access services. Individuals become targets of hate crime and anti-social behaviour. Unplanned for pressures on public services. Tensions within communities often fuelled by myths and misinformation.	<ul style="list-style-type: none"> <li>Quantifying and understanding the needs and service impacts of new and changing communities' e.g. A8 and A10 economic migrants, refugees and asylum seekers to input to strategic needs analysis, inform service planning and input to regional and national policy forums</li> </ul>	SB / PL	Q3	
Cohesion and Integration Pilot Programme Pilot areas identified and programme outputs and outcomes broadly defined. Activities and interventions to be detailed.	Increasing number of communities/ neighbourhoods which lack social mobility, become inward looking and become intolerant to change and difference	<ul style="list-style-type: none"> <li>Identification of contrasting neighbourhoods and development of relevant initiatives to improve and sustain community cohesion</li> </ul>	SB	ongoing	
Area profiling to improve understanding of communities and neighbourhoods Concept model supported by CLT. Task Group established to develop model further. Profiling included in Information and Knowledge Management Forward Programme to be submitted to Executive Board in November 08. Technical specification to be developed and agreed by January.	Lack of evidence base to inform resource allocations, shape and scale of interventions required. Reactive rather than planned work.	<ul style="list-style-type: none"> <li>Tracking and understanding changes in the quality of life of local communities by developing and systematically updating community profiles and a neighbourhood index. Build infrastructure / capacity and a corporate data repository to support the Area profiling capability and Joint Strategic Needs Assessment data requirements.</li> </ul>	SB / JE	Q4	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Andrew Mason	Environment & Neighbourhoods	West Yorkshire Police	Mark Milson
Paul Langford	Environment & Neighbourhoods	VCFS	Richard Norton/Richard Robson
Simon Whitehead	Environment & Neighbourhoods	Primary Care Trust	Christine Outram/Ian Cameron
Martin Farrington	City Development	Leeds Colleges	Carolyn Wright
Steve Speak	City Development	Natural England	David Rees
Catherine Blanshard	City Development		
Paul Brook	City Development		
John England	Adult Social Services		

Health and Wellbeing 2008/09 Quarter 2 Performance Update	Reference	HW-3b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Increase the number of vulnerable people helped to live at home	John Lennon (Paul Broughton)	Leeds City Council	Amber

Overall assessment of progress
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Improvements in enablement services, day services modernisation and assistive technology, whilst not fully implemented, will combine to deliver opportunities and support for more people to live at home.

PI Ref	Definition	Comments	Baseline	Target	Year to Date Performance	RAG Rating	Data Quality
NI 136	People supported to live independently through social services (all adults)		New indicator	To be determined	Annual reporting		Not completed
NI 139	The extent to which older people receive the support they need to live independently at home		Baseline and targets to be taken from the 2008 Place Survey. This information will be available from January 2009.	N/A	Due to be reported in January 2009		As per Place survey
NI 141	Percentage of vulnerable people achieving independent living	Quarter 2 monitoring returns were due to be submitted by 20th October. At today's date (22nd October), a small number of returns are still to be received and are being pursued. The awaited submissions are from small services which will not significantly skew the final figure. Final figure will be provided shortly. Performance is slightly down on quarter 1 but significantly above both 07/08 figures and the 08/09 target.	58.61% (Q2 2007/08)	66%	70.91%	72.7%	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<b>Direct Payments and Individualised Budgets</b> - project plan in place with milestones attached and Financial risks scoped for Q4 and 09/10. Started the Self-Directed support programme which has 13 projects in place. Work with the early implementers on Individualised Budgets has been successful across all 4 RAS areas and we expect to start the pilots in Feb 09	Improve level of understanding of the process by both service users, carers and by staff. There are financial risks associated with this which are picked up on in the Project Plans for Self Directed Support and Direct Payments	Increase the take up of Direct Payment on a year to year basis. Preparatory work starting now so that by 2011 start to deliver significant numbers of people in receipt of individual budgets. By Autumn 09 go live so new applicants are offered Individualised Budgets and existing services users will be offered them at review stage	John Lennon	01/11/2009 - go live for new applicants for individualised budgets	
<b>Assistive Technology: telehealth and telecare</b> - project plan approved, recruitment of the team started, resources identified	New and innovative working practices need to be in place for this technology to benefit people, Staff skills need to be appropriate, Resistance to change and use new technology by customers	Interactive services need to be explored such as telehealth, broadband/interactive access and telecare in order to see if these technologies meet our requirements. Once the team is in place they will need to work on and implement the project	John Lennon	Mar-11	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p><b>Transformation of Day and Accommodation Services</b> - pilot work being undertaken in the West, South and inner East which is developing the service model in more operational detail. The South Pilot has developed the enablement service which started in September. In West North West pilot there has been the development of an enablement service at Radcliffe Lane with over 70 service users benefiting from it. Nearly 2/3rds of service users have responded to the approach making significant progress in relation to the outcomes which have been agreed with them as the focus of their individual programme. Improvements have been made in mobility, management of personal care, confidence and social alertness and interaction. Work has started to foster closer links with key PCT staff around the management of long term conditions.</p> <p>An outreach service has been established in the West North West pilot alongside building based services. In the East pilot an enablement service has been established for this area. Dedicated days for a dementia service have been created and a specialist service for physical frailty and long term conditions has been developed.</p> <p>St Anne's supported housing and supported living services have had their contracts extended and are developing a "floating" support service for Leeds. Canopy Housing provide support and training to integrate their tenants into local community.</p>	<p>Social Landlords fail to come forward to meet demand, economic climate, Wider understanding and engagement in the process from key stakeholders, Consumer resistance to change, Speed of change with vulnerable clients</p>	<p>Phase 2 of the Transformation to commence in January 2009, Ensure a systematic home closure strategy is implemented which offers alternatives to service users offering them more choices.</p> <p>Continue to support Hemmingway Housing scheme.</p> <p>Consult over locality planning in January and February 2009.</p> <p>New service model will be rolled out city wide in 2009.</p>	Lynda Bowen	Phase 2 to commence in January 2009	
					This information was provided by VCF

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Dennis Holmes	Adult Social Care	Primary Care Trust	Christine Outram/Ian Cameron
Paul Langford	Environments & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/Mike Doyle
Andrew Mason	Environments & Neighbourhoods	Leeds Colleges	Carolyn Wright
John Lennon	Adult Social Care	Re'new	Steve Williamson
Catherine Blanshard	City Development	VCFS	Eddie Mack/Jenaette Morris Boam
Paul Broughton	Adult Social Care	West Yorkshire Fire & Rescue Service	Mick Smith
Chief Officer Support & Enablement	Adult Social Care	Job Centre Plus	Ian Hunter
Julie Meakin	Resources	Leeds Teaching Hospital Trust	Maggie Boyle
John England	Adult Social Services		
Stephen Boyle	Environments & Neighbourhoods		



Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-1b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Increase the number of affordable homes	Paul Langford	Leeds C	Red

#### Overall assessment of progress

The current delivery through the Leeds Affordable Housing Strategic Partnership is progressing in terms of developing the Phase 1 schemes and the Northern Affordable Housing Challenge following the award of Housing Corporation funding. Work is also being undertaken on the second phase of sites to maximise grant from the Homes and Community Agency. This involves ALMOs and a range of partners. Work is also being undertaken with developers to look at developing models to purchase / lease city centre and surrounding developments utilising a combination of private and public sector funding. However, the current national and global situation is affecting overall delivery especially within the private sector, which will have an impact on LAA and RSS targets which will need to be re-negotiated with partners and government. A formal renegotiation of the LAA targets is currently underway in conjunction with the GOYH with formal submissions to be made by the 12th December 2008.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 154	Net additional homes provided	Good performance is typified by an increase in numbers of net additional homes (DCLG view). Good performance is measured by strong output in relation to RSS requirements and past trends (service view). Current indications are that around half of the target figure will be achieved due to the economic downturn.	3,327 (2006/07)	At least 3,400 after year 1	Annually Reported	Amber	No concerns with data
NI 155	Number of affordable homes delivered (gross)	These are units of affordable housing that are delivered through either the planning process, Housing Corporation National Affordable Housing Programme or any other initiatives including the English Partnerships, First Time Buyers Initiatives. The current housing market conditions will place pressures on the ability to deliver affordable housing. To date the grant funded element is on track to deliver (160 units). Units delivered through Planning policy are a little more difficult to predict. However at this stage there are approximately 30 units in the pipeline (a lot of units we were expecting are now part of larger schemes which have been mothballed). We are actively pursuing additional grant to purchase existing units from developers who are experiencing difficulties in selling properties in the hope of achieving the overall target of 300 units.	258 (2006/07) 440 (2007/08)	300	Annually Reported	Amber	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
The Leeds Affordable Housing Strategic Partnership is tasked with the delivery of affordable housing. The land available has been split into two phases. The First phase has attracted over £47,000,000 public and private sector investment. The implementation of the Phase 2 is currently in development and progress reports are considered on a regular basis by the Board.	Ensuring all sites are cleared and funding is available for demolition and clearance by the ALMOs. Securing grant from the Homes and Communities agency.	Work closely with ALMOs in terms of decanting and demolition. Enhance relationship with Homes and Communities Agency in order to secure grant funding. Submit Design and Cost report for injection of capital funding. Submit bids for funding in accordance with timescales prescribed.	Paul Langford ALMOs	Mar-09	
The Housing Delivery and Governance Team have direct links to the Regeneration Service to provide advice, guidance and support in relation to EASEL and PFI Schemes to ensure delivery of Affordable Housing and to assist with any additional funding opportunities through the Homes and Community Agency.	Use of Homes and Communities Agency funding to assist with development of schemes. Create additional affordable housing options for those people who have lost their homes. Risks of delays in PFI and other initiatives will cause delay in production of affordable housing units.	Attend relevant meetings and provide advice and guidance in respect of developing additionally to the schemes. Working in conjunction with City Office, ALMOs, Development Department, EASEL Regeneration Team and the PPPU to deliver outputs and outcomes..	Paul Langford	Mar-09	
Implementation of the SPD - Affordable Housing - Consultation Stage with the Final Adoption February 2009 has been developed by the Director of Development with the support of the Chief Housing Services Officer as part of the suite of documents that will support the Local Development Framework	Delays in the introduction of the SPD affordable housing will have effect of reducing the numbers of affordable housing units delivered. Slow down in general housing market and reduction in capacity of house builders will reduce the numbers of affordable units delivered	Work closely with Planning to ensure that the SPD is introduced on time. Tracking housing market conditions and responding to the improvement in the market.	Steve Speak	Jan-09	
Outcome of the Strategic Housing Land Availability Assessment and the future release of land for development to be completed March 2009. This is a task that has been placed upon Local Government as part of the Housing and Regeneration Act 2008. This process will inform land release for development use over the coming years and will lead to structured investment planning.	Insufficient land identified to meet regional spatial strategy targets and those set out in the local area agreement.	Influencing the assumptions on land release as part of the local development framework process.	Steve Speak	Mar-09	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Maximising Grant from the emerging Homes and Community Agency to increase provision of affordable housing on Council and non - Council land is the responsibility of the Leeds Affordable Housing Strategic Partnership to deliver on Council owned site sand to monitor in relation to the delivery of affordable housing through the planning process.	Alignment of the Strategic priorities of the Homes and Communities Agency with that of the Authority.	High level meetings between Environment and Neighbourhoods and the Homes and Community Agency to agree strategic priorities and method of approach to future investment.	Paul Langford	Mar-09	
The current economic conditions have led top developers mothballing a number of schemes within the City Centre in particular and surrounding areas. This will have a longer term effect on the delivery of housing numbers and the levels of affordable housing.	Discussions are underway with developers and consultants to look at ways of minimising the impact of blocks of empty properties by entering into sale/ lease arrangements with Housing Associations drawing upon their resources and that of the Homes and Communities Agency	High Level meetings between the Housing Delivery and Development Team, Housing Finance and organisations such as Savills, Morgans City Living and Developers such as Kiers.	Paul Langford	Ongoing	
The Golden Triangle Partnership have been working since February 2008 to develop a Mortgage Rescue Scheme that moves on from the success of the local Home Buy Plus Scheme.	The scheme is now in the final stage of development and has received the necessary approvals from the Partnership Board and the respective local authorities ( Harrogate, Leeds and York). The Procurement of the scheme is to commence in early December 2008.	A national Mortgage Rescue Scheme is being developed by CLG which will be informed by the work currently being undertaken by the Golden Triangle Partnership which will hopefully receive national recognition as an inspirational pilot.	Paul Langford	Mar-09	
Working is underway to develop schemes relating to the second phase of land within the Affordable Housing Strategic Partnership that includes areas within the Middleton and Beckhills together a range of smaller sites across the City. Further land is being identified that will contribute to overall delivery of affordable housing that forms part of the Corporate Asset Management portfolio.	Master planning in relation to the Middleton and Beckhills sites are underway working in conjunction with ALMO'S, Area Management , Development Department , Urban Design, Highways and local tenants and residents to develop schemes that contribute to the wider regeneration of the area,	Ongoing meetings and master planning sessions are reported on a regular basis to the Affordable Housing Strategic Partnership	Paul Langford	Mar-09	
In view of the economic situation steps are being taken to review the targets with government office.	Failure to agree realistic targets	Negotiations with government office.	Paul Langford	Dec-08	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Stephen Boyle	Environment and Neighbourhoods	Leeds Housing Partnership	Steve Williamson
Steve Speak	City Development		
Phil Crabtree	City Development		
Paul Brook	City Development		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-1c
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce the number of homeless people	Paul Langford	Leeds C C	Amber

**Overall assessment of progress**

The government has placed an obligation on all housing authorities to develop a Homelessness Strategy setting out the Council's plans to tackle the incidence of homelessness in the city. The overarching aim of the Leeds Homelessness Strategy 2006-2010 is to reduce the incidence of homelessness in the city, by maximising homeless prevention opportunities. Homeless services in the city are delivered by a wide variety of organisations and the Council is both a provider and commissioner of homeless services. A key target relating to reducing homelessness is LKIHAS4: Number of homeless acceptances made. This indicator is linked to the provision of a range of homeless prevention options: Sanctuary scheme, Mediation scheme and Private Sector Lettings Scheme, which are managed in conjunction with external partners. The continued reduction in the number of available homes to let through social landlords, the evolving economic climate and other pressures, such as the Case Resolution programme, do make it more challenging for the Council to continue to reduce the number of homeless acceptances. However, it is forecast that LPSA2 target to reduce homeless acceptances to no more than 1800 in 2008/09 will be comfortably met.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
LKI HAS4	The number of homeless acceptances made in the year	The emerging economic climate, and the accompanying impact on housing markets, the under supply of sufficient units of social housing and increases in demand, caused by programmes such as Case Resolution, has rendered it unlikely that the Council could continue the downward trend in homeless acceptances. A revised target of no more than 1320 acceptances has been set. There have been 724 homeless acceptances in the first two quarters of 2008-09. The UK Borders Agency programme (CRP) to resolve old cases resulted a significant increase in number of Refugees seeking a housing outcome - average presentations increased from 9 per month to 27. Additionally change in Asylum process (NAM) has resulted in increase in volume of presentations. It is anticipated that this will increase volume of acceptances in 08/09 by 120. Current Year End Projection is based on a straight line forecast. However the October figure was considerably lower than the average monthly performance to date, therefore it may be that performance will be better than the current prediction.	1,142 2007/08	1320	724	1448	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contribution Officer	Timescale	Other Information
<b>Embed the provision of prevention options to tackle the main causes of homelessness in the city:</b> the main causes of homelessness in the city are domestic violence/hate crime and parental eviction. The Council has developed a Sanctuary scheme, in conjunction with West Yorkshire Police and CASAC, to help victims of domestic violence and hate crime to remain 'safely' in their home through the provision of security measures. This scheme has helped 674 households remain their existing homes, including 154 in the first two quarters of 2008/09. There were 166 homeless acceptances relating to dv/hate crime in Q1/2 08/09 - the target is to have no more than 550 in the year. The Council has commissioned a youth mediation service with Archway to help young people reconcile their differences with parents. In Q1/2 08/09 96 people had their homelessness prevented through mediation.	There is scope to develop the Sanctuary scheme to work with households who have experienced hate crime, especially racial hate crime. However, funding has been maintained at 200k for the last two years and this level of funding is available for the next two years. The current contractual arrangements with CASAC are due to expire at the end of 2008/09 and the service will be re-tendered. The mediation service is also being re-tendered in conjunction with Children's Service.	Continue to promote the availability of the Sanctuary scheme - with an emphasis of using it as a tool to tackle hate crime. Re-commission the Sanctuary scheme and the mediation service through a tendering process.	Paul Langford	End of March 2009	
<b>Maximise other housing options:</b> the Council is increasingly using accredited private landlords as a key housing option to prevent or end homelessness. The Council has an existing Private Sector Lettings Scheme, which offers accredited landlords the opportunity to find tenants who approach for assistance through the Homelessness Advice and Prevention Service. This scheme assisted 254 households to secure an Assured Shorthold Tenancy in the first two quarters of the year. It is believed that around 60 lettings per month could be secured if landlords were aware that an accompanying housing support service was in place to support the tenant and ensure they adhered to their tenancy agreement. A service has been commissioned through the Supporting People programme.	Supporting People funding has only been secured until the end of the financial year 2008/09. Longer-term funding will need to be considered. If this is through the Supporting People programme, then the service will need to be subject to tender. It is envisaged that longer-term funding could be secured as a consequence of an increase in lettings reducing the number of households in temporary accommodation.	Test the effectiveness of the housing related support service at increasing private sector lettings. Identify options for longer term funding of the service, including through the Supporting People programme.	Paul Langford	End of March 2009	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p><b>Promote tenancy sustainment services:</b> The Supporting People programme commissions a range of services, predominantly externally managed, that are designed to help people achieve or maintain an independent living outcome. Performance relating to NI141: number of people achieving independent living has improved from 54% in Q1 07/08 to 74% in Q1 08/09. Performance relating to NI142: number of people helped to maintain independent living is running at 99% - this indicator includes services that are designed to help formerly homeless households maintain their independent housing. The Leeds ALMOs are also focusing on intensive housing management practices that are designed to support more vulnerable tenants. For example, Aire Valley Homes are carrying out assessments on new tenants in relation to risk of tenancy failure and support required to sustain housing.</p> <p>The ALMO has a secondee from Jobcentre Plus who works to help tenants to maximise benefit entitlement and gives debt advice. Information designed to reduce homelessness is available in a variety of formats and the ALMO carries out annual visits to tenants.</p>	<p>Key homeless support services, TEAS and Resettlement Service, have been subject to tender through the Supporting People programme. External organisation, Foundation Housing, has been selected as preferred bidder. Transfer of service will deliver improved outcomes in relation to achieving and maintaining independent living arrangements. Practice adopted by Aire Valley Homes needs to be rolled out to other social landlords. This can be achieved through the Leeds Homes Partnership.</p>	<p>Complete TEAS and Resettlement tender process. Continue to deliver improved service outcomes through the Supporting People contract management process. Embed intensive housing management practices across all social landlords.</p>	Paul Langford	TEAS - December 2008 Other action - end of year	
<p>The focus on personalised homeless prevention services is framed around the service transformation currently being implemented at the Homelessness Advice and Prevention Service: Housing Solutions programme. The improved service is focusing on offering a wider range of housing options, maximising homeless prevention opportunities, giving more realistic advice on housing options, improving customer access to information and housing options through web based improvements, improving stakeholder access to information on housing options.</p>	<p>Housing Solutions model primarily being embedded at HAP service. Need to consider role and remit of other homeless service providers in the city.</p>	<p>Further develop homeless prevention options and housing options services. Roll out key principles of Housing Solutions model to other service providers including housing advice agencies and Supporting People commissioned services.</p>	Paul Langford	End of March 2009	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Stephen Boyle	Environments & Neighbourhoods	Leeds Housing Partnership (including the Leeds ALMOs)	Steve Williamson (Chair)
Jim Wilson	Environments & Neighbourhoods	Leeds Supporting People Commissioning Body	
Andrew Mason	Environments & Neighbourhoods		
Sally Threlfall	Children's Services		
John Lennon	Adult Social Services		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-1d
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce the number of people who are not able to adequately heat their homes	Andrew Mason	Leeds C C	Red

**Overall assessment of progress**

In the first half of the year, over 7,500 households have received energy support or improvement through advice. An increase in the number of referrals through the Health Through Warmth scheme has also been achieved. Although a number of positive steps have been taken to improve the situation for a number of local residents the current financial crisis and credit crunch coupled with increasing fuel bills will in all likelihood lead to more people entering fuel poverty. For this reason the priority has been rated as Red.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 187	Tackling fuel poverty - % of people receiving income based benefits living in homes with low energy efficiency rating	This is a new national indicator and national methodology on this measure was not confirmed until mid August. The figures for this PI is generated via a local postal survey, undertaken annually and the deadline for the return of information has been extended to March 2009. There are still ongoing discussions around what figure for properties should be used as the baseline and this will have an impact on the final figures. At present, for those properties with a SAP rating of <35, 606 have been improved (a result of 3.35%). The section is also developing a new local indicator to highlight the council's impact in tackling fuel poverty, in terms of private sector improvements achieved via grant work and improvements made through capital on public sector dwellings (as improvements can be hidden by changes in the fuel market - e.g. increased gas prices/fuel bills etc).	4.00% (2007/08)	3%	3.35%	Amber	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
80,000 questionnaires were sent to households in respect of home energy efficiency measures and ascertaining whether people are finding it difficult to heat their homes. This HECAMON survey has resulted in the identification of people who need assistance with heating their homes and also those who have improved the energy efficiency of their homes over the past 12 months and now moved out of fuel poverty.	The current global financial situation is affecting the UK economy and there is an increased risk of higher unemployment in the coming months Increased fuel prices over the past 12 months may lead to more people entering fuel poverty in the future	Deliver the Affordable Warmth Strategy in conjunction with partners Continue to work with internal and external partners to improve the energy efficiency of properties and access to grants to help with this work (this includes monitoring the capital works undertaken by ALMO's to improve properties and energy efficiency and grants offered by energy providers to people to improve the energy efficiency of their homes).	Keith Gibson / Alan Jones	Mar-09	
Staff who visit people in their homes (includes ALMO's, Social Services etc) have been trained in a three stage process: (i) send a referral to the Fuelsavers team (ii) provide advice to residents on access to benefits etc which they may be entitled to but not claiming and (iii) request agency support for remedial work	Recent issues in the housing market mean that people are in increased danger of being in negative equity and it is difficult to encourage people to spend money on their homes to make them more energy efficient (thereby reducing the likelihood that they will enter fuel poverty).	Council is piloting a "Heatseekers scheme" with a private sector company which is a revolutionary private homes scheme that identifies properties which could benefit from cavity wall insulation through thermal imaging.	Keith Gibson	Mar-09	
Any property with a SAP rating of <35 is classed as a category 1 hazard in the housing health and safety rating scheme. The council is to start to investigate landlords within the private rented sector and if homes are found to have a SAP rating of 35<, landlords have a duty to improve them.	This will cover landlords with single lets as under current legislation, houses in multiple occupation (HMO's) are excluded from the scheme.	The council will serve notice on landlords within the private rented sector if their properties are SAP 35<. The council will ensure that required improvements are undertaken.	Alan Jones	Mar-09	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Steve Carey	Resources	Primary Care Trust	Christine Outram/Ian Cameron
Paul Langford	Environments & Neighbourhoods	VCFS	John Preston/Jon Holland
Steve Speak	City Development		
Paul Brook	City Development		
John Lennon	Adult Social Care		
Paul Broughton	Adult Social Care		

Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-2b
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reducing and managing offending behaviour	Neil Evans		Amber

#### Overall assessment of progress

Overall progress is in line with expectations. The improvement priorities have been agreed by the Integrated Offender Management Board - progress against the three priorities listed below will be available by the end of quarter 3. Phase 1 of the Integrated Offender Management (IOM) Model is being monitored closely by Safer Leeds and the Strategic Integrated Offender Management Group. Funding has been allocated from Supporting People to provide the assessment and case management functions. Arrangements for measuring the offending rates of prolific and priority offenders need to be resolved with the Home Office. Without this it will be difficult to assess performance against this priority.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 30	Re-offending rate of prolific and priority offenders	The Home Office are currently reviewing the methodology applied for this measure. The Integrated Offender Management Board are aware of the problems with the current methodology and are awaiting clarity from the Home Office.	The baseline for this metric will be calculated against our cohort of Persistent and Prolific Offenders (PPOs) as at 1st April 2008 and their re-offending during the preceding 12 months. The cohort will then be tracked forward for a further twelve months and the re-offending rate compared to the baseline.	-15% (indicative target)			Data Quality Arrangements being developed
LSP-TP2b(i)	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified	The Youth Offending Team (YOT) is continuing to work with Youth Justice Board and national Police Improvement Agency to improve timeliness of results being made available. Performance has improved this quarter, one of the contributing factors is that there are now protocols in place to ensure schools use criminal sanctions as a last resort, and not to resolve minor incidents. This result is subject to change as firstly, offences can be brought to justice after the end of the reporting quarter and secondly due to delays in data transferred by Police to YOTs.	2,076 (2004/05)	1,877- LPSA2 Stretch Target	355	1800	No concerns with data
LSP-TP2b(ii)	A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the year specified	The improved performance may have been influenced by the targeted work carried out by the Youth Service's four Area Teams. This number is subject to change offences can be brought to justice after the end of the reporting quarter. Quarterly results are subject to revision once the outcome is known.	622 (2005)	573 - LPSA2 Stretch Target	21.71	15.00	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Implement the agreed Leeds Integrated Offender Management (IOM) model. £615k per annum has been allocated from Supporting People for the assessment and case management functions; this has been operationally aligned to Drug Intervention Programme (DIP) service providers, £90K of this is specifically for DIP housing support. A further £130K of NRF has been allocated non-recurrently for IOM court team staffing, case management system development and pathways activities.	Ensuring strategic and operational engagement from key agencies. Some IOM processes are being developed as a West Yorkshire product, this could have an impact on Leeds time scales.	1. Agree selection/ deselection criteria for IOM scheme. 2. Agree clear operational guidance for IOM process. 3. Establish effective divisional IOM / PPO case conferencing arrangements. 4. Enhance DIP court team to work with IOM cohort.	Louise Hackett	During 08/09	
Establish effective assessment and case management arrangements for non statutory PPO/IOM cohort. Contracts for case management and assessment have been put in place by Supporting People, these are overseen jointly by Safer Leeds. Initial focus has been on the PPO cohort (217) however a further 150 individuals have been identified for targeting through IOM.	The operationally processes to ensure performance targets are being reviewed jointly between Drug and Offender Management Unit and Safer Leeds, this will ensure effective targeting of resources.	1. Contracts and performance reporting frameworks to be put in place with providers.	Louise Hackett	During 08/09	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Develop intervention pathways for IOM cohort. Opportunities for joint working with housing providers, Jobs & Skills and Job Centre + are currently being progressed. A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.	Ensuring support and involvement of specialist agencies in developing working protocols	1. Establish clear routes with LCC/ Social Landlords, SP and other housing providers. 2. Establish clear working arrangements with Jobs and Skills, Progress to Work, Job Centre Plus. 3. Establish clear routes with physical and mental health services.	Louise Hackett	During 08/09	A multi-agency event to develop mental health pathways in IOM is being jointly hosted by NHS Leeds and Safer Leeds in December 08.

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Simon Whitehead	Environments & Neighbourhoods	West Yorkshire Police	Mark Milson/Alison Rose
Chief Officer, Children and Young People's Social Care	Children's Services	VCFS	Richard Norton/Richard Robson
Sally Threlfall	Children's Services	Probation	Maggie Smallridge
Sarah Sinclair	Leeds PCT	Youth Offending Service	Jim Hopkinson
Chris Edwards	Education Leeds	Job Centre Plus	Ian Hunter
Val Snowdon	Jobs&Skills	Leeds Colleges	Carolyn Wright
Bridget Emery	Supporting People	Re'new	Steve Williamson
Jim Willson	Leeds Community Safety	Learning Skills Council	Anne Craven



Thriving Places 2008/09 Quarter 2 Performance Update	Reference	TP-3a
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Improvement Priority	Lead Officer	Organisation	Overall Progress Rating
Reduce worklessness across the city with a focus on deprived areas	Stephen Boyle	Leeds C C	Amber

#### Overall assessment of progress

The LSP service improvement priority to reduce worklessness provides an opportunity to refocus activity to priority groups and neighbourhoods with shared targets for key stakeholders and a move away from the current fragmented largely funding-led approach. The Council established the Worklessness Strategic Outcome Group to oversee and direct partnership activity to deliver the required outcomes. The Working Group will establish a city wide framework and joint working protocol to improve collaboration across all agencies and organisations leading or contributing to worklessness reduction. Jobcentre Plus as the key agency with responsibility for tackling worklessness is identified as the lead agency in the Leeds Strategic Plan. Jobcentre Plus will take over the chair and servicing of the group from November 2008. The current economic situation and the increase in unemployment is likely to worsen and last for some time. It is therefore essential that the initial targets for this improvement priority are urgently reviewed. It would quite counter-productive to be concentrating resources and effort based on a strategy which did not recognise and respond to massive contextual change.

It may well be that targets to reduce worklessness will have to be suspended in favour of outcomes which concentrate on maximising intervention and achieving progress towards full employability for the current workless cohort. Research undertaken last year on worklessness interventions in Leeds concluded that there is insufficient provision at either end of the Journey to Work – support for engagement / first steps with the hardest to reach people in work. Further work has identified that there is a wealth of organisations delivering engagement/first steps provision in Leeds but there is a need for better co-ordination. Work is ongoing through the three Area Worklessness Groups to better co-ordinate this activity. LSC expansion of Train to gain along with YF future provision to be focused on employer engagement suggests that the local authority led activity is best focused on first steps engagement. We are now better placed as a local partnership to realign our activities to ensure that they are complementary and add value and shape our strategies and action plans moving forward.

PI Ref	Definition	Comments	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 152	Working age people on out of work benefits	Figures are reported through DWP 6 months in arrears. The Q1 figure was 11.1% however it is anticipated that the number of JSA claimants will start to increase as the effects of the credit crunch and the recession are felt in local businesses and jobs are lost, therefore the indicator has been rated 'Amber'.	11.1%	Awaiting DWP data update	Amber	6 month time lag on data
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Figures are reported through DWP 6 months in arrears. The Q1 figure was 28.3% however it is anticipated that the number of JSA claimants will start to increase as the effects of the credit crunch and the recession are felt in local businesses and jobs are lost, therefore the indicator has been rated 'Amber'.	29.8%	Awaiting DWP data update	Amber	6 month time lag on data
<b>Improvement priority progress</b>		<b>Risk / Challenges</b>	<b>Contributory Officer</b>	<b>Timescale</b>	<b>Other Information</b>	
Joint planning processes to deliver against priority workless client groups and neighbourhoods through area based worklessness groups and joint panels on LCC managed commissions have been successful in bringing together providers and encouraging signposting and referrals to support a more people centred service.		Fall out of funding including NRF / SSCF / Single Pot over the next two years is significant and will mean the loss of targeted provision in the areas with the highest levels of worklessness. Increases in the number and type of claimant resulting from economic recession will require different interventions and will stretch resources.	IH / SB	09-Dec-08		
Indicative resources available in 2007/08 – 2010/11 include £9.2m from Job Centre Plus; £2.8m from LSC; £1.1m from the City Council; and £3.3m from discretionary grant funding sources. Much of the existing resource is locked into mainstream programme provision which needs to be more utilised more flexibly to be responsive to local needs and opportunities. Funding priorities of key agencies has shifted to engage employers and the fall out of NRF leaves a gap in supporting first steps engagement with those furthest from the labour market, however potential investment opportunities are being explored further. Development work is taking place with Early Years through Family Outreach workers to support first step engagement and JCP ESF provision.		Intervention activities need to be coupled to areas with potential for economic growth and private sector investment over the longer term. The existing and planned major regeneration schemes where the developers and site users have a relationship with the City Council with the potential to provide numerous opportunities during construction and on completion of schemes to offer training and employment opportunities for local people.	IH / SB / PS	End of Jan 09		
Initiatives are being developed to tailor the pre-employment training of workless individuals to meet the needs of key employers as part of Local Employment Partnerships with a wider package of enabling measures offered by the local authority. A business plan is in development to draw down £2m plus following positive discussions with Yorkshire Forward to develop a retail skills academy and support construction Leeds to maximise the number of local residents accessing the estimated 10,000 construction and retail jobs in the Trinity and Harewood developments in the city centre.		Close working relationships required with the developers / end users working to a tight timescale to meet their needs. Finance to support interventions dependent on the speed of the YF appraisal, approval and issue of contract.	SB/ PS/IH	End of December 2008		

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
Partnership work has focused to date on building good working relationships with Jobcentre Plus and the Learning and Skills Council. Recent work has examined the approaches adopted by health providers and the Mental Health Employers Consortium to support those with mental health issues - the largest incapacity benefit claimant group- back into work.	New approaches to engage health professionals in assisting claimants better manage their muscular skeletal and mental health conditions and re-engage with providers to move back into work have been trialled with some success. However the scale of this intervention is small in comparison to the numbers of claimants. Further partnership work is required to learn and build on this good start	Further work required to realign resources and bring initiatives together to deliver added value. Citywide framework to be agreed through Worklessness Outcome Group. Explore the Mindful Employer initiative - to act as exemplars in the employment of individuals from this client group	JW/ IH/ SB	Jan - March 2008/09	
With employers to develop customised programmes. Based on a casework approach to better integrate a wide range of personal support services with employment and training opportunities. It will require the co-ordination of partner inputs - GP surgeries, addiction treatment services, children's centres, transport providers, debt advisors and require a flexible response from employers supported by job brokerage, work trials, interview guarantee. Target area to be Halton Moor / Osmondthorpe.	Difficulties in identifying freedoms and flexibilities to be championed by John Healey, CLG Minister. Employer engagement that leads to jobs may be difficult in current climate Capacity exists within an existing YF programme due to underspend in other LA areas. Business plan to be submitted and agreed by end of December 2008	Need to build in evaluation and learning from outset to capture benefits both financial and non-financial Task group established to develop and implement under EASEL and East/North East Worklessness Group.	SB / IH / AC	End of December 2008	
		Pilot intensive casework model in neighbourhoods with highest rates of worklessness	VS/MG	End March 2009	
		Review initial NI 152 and 153 targets in the light of increasing unemployment which is likely to be sustained in the medium term. Consider alternative outcomes in response to changing circumstances which retain a focus on improving employability and resilience of current workless so that they are able to benefit from opportunities when the economy recovers.	SB	End of December 2008	
		Assess the potential for introducing transitional employment opportunities, including involvement in regeneration activity, which will provide an alternative to reducing mainstream employment.	SB	End March 2009	

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Paul Stephens	City Development	Job Centre Plus (Lead Organisation)	Ian Hunter
Amanda Jackson	Children's Services	Yorkshire Forward	Helen Thomson
Paul Broughton	Adult Social Care	VCFS	Steve Williamson
		Learning Skills Council	Anne Craven
		NHS Leeds	Jane Williams

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Appendix 3

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
1	Leeds Strategic Plan - Government Agreed BP-05(c)	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.53%	96.53%	97%	96.55%	96.5%	97%	No Concerns with data
<p>As stated in the August reporting spreadsheet the expected improvement in performance has occurred but a slight drop of 0.05 on quarter 1. This could be due to the current financial climate. Our concerns are being raised with the ALMO's who are acutely aware and also concerned. This PI is being monitored on a weekly basis in order to identify any unwelcome trends</p>												
2	Leeds Strategic Plan - Government Agreed NI 16	Serious acquisitive crime rate	Community Safety	Monthly %	Fall	27%	N.A.	26.4%	6.2%	6.8%	26.1%	No Concerns with data
<p>Between April and September 2008, there were 9,793 recorded acquisitive crimes, this is down 0.7% (73 fewer offences) compared with the same period for the previous year. If performance continues at this current rate the target will be achieved. However, Domestic Burglary showed an unexpected seasonal increase during quarter 2. Theft of vehicle is rising in Leeds, with thieves targeting older vehicles to sell on for scrap. West Yorkshire Police, Safer Leeds and Trading Standards are working to identify rogue scrap metal dealers who may be receiving stolen vehicles (and metal from other sources). Theft from motor vehicles has also shown an increase against previous year's performance. This increase is a turn around in the long term trend for falling offence numbers. Thefts from vehicles in hotel car parks have been a cause for concern, to tackle this; partners have been working with the hotels to develop solutions. The Safer Leeds Delivery Plan for acquisitive crime details planned activities. The development and implementation of the Integrated Offender Management model (targeting our most prolific offenders) will be critical to reducing domestic burglaries especially within the context of the current economic climate.</p>												
3	Leeds Strategic Plan - Government Agreed NI 20	Level of Assaults with injury crime per 1,000 population	Community Safety	Monthly %	Fall	8.2%	N.A.	7.8%	1.9%	2.1%	7.8%	No Concerns with data
<p>Between April and September 2008, there were 2,972 recorded offences, this is down 7.8% (250 fewer offences) compared with the same period for the previous year. If performance continues at this current rate the target will be achieved.</p> <p>Results for Assaults with Injuries currently give no indication that there is a cause of concern in terms of meeting the set target. Continued work around tackling violent crime and its association with the night time economy remains a priority.</p>												
4	Leeds Strategic Plan - Government Agreed NI 192	Percentage of household waste sent for reuse, recycling and composting	Environmental Services	Monthly %	Rise	27.05%	N.A.	30.26%	29.71%	34.4%	31.65%	No Concerns with data
<p>The service, as part of the recycling strategy, has increased the volume of waste composted through the extension of the garden waste scheme. Tonnages over the period were over 20% higher than original forecasts due to an increased number of properties receiving the collection service than originally planned. This has been possible through the use of Routesmart.</p> <p>In addition to this, the Education &amp; Awareness Team have hosted locally, a number of national campaigns including Composting Awareness Week and Recycle Now Week, in conjunction with organisations such as ASDA. This involves promoting recycling in-store and at their Head Office.</p> <p>Overall, the service is set to exceed its year end target.</p>												
5	Leeds Strategic Plan - Partnership Agreed LSP-TP1c (LKI-HAS4)	The number of homeless acceptances (made in the year (cumulative))	Homeless and Advisory Service	Monthly Numerical	Fall	1,722	1,142	1,320	301	423	1,204	No Concerns with data
<p>We have seen a 41% increase in homeless acceptances between quarter 1 and quarter 2 08/09. A major factor in this has been the focus of resources to close cases and improve effective case management.</p>												

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Appendix 3

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
6	NI 158	% non-decent council homes	Strategic Landlord	Monthly %	Fall	22.81%	N.A.	15%	27%	21.71%	15%	No Concerns with data
<p>Quarter 2 Performance has seen a significant improvement on quarter 1, however it is felt that some data cleansing that has occurred has significantly contributed to this improvement. Keystone is continuing to be developed which will cause fluctuations and there will be further fluctuation during the year as properties fall out of decency at different times but this is being monitored closely month on month. The current figure includes all PFI schemes but we can now exclude these properties which further reduces Non-Decency to 20.72%. As a result of a financial exercise that took place in earlier this year the Department is confident that there is sufficient funding for the ALMO's and the Council to attain the decency target set for March 2011.</p>												
7	NI 15	Serious violent crime rate	Community Safety	Monthly Number	Fall	0	N.A.	600	144	160	600	No Concerns with data
<p>Between April and September 2008, the number of serious violent crimes recorded was 304, this is up 4.2% (12 more offences) compared with the previous year. There is a risk of not achieving this target if performance continues in line with the current trends. The Home Office have changed the definition for this target since first publication. The police have revised their operational target taking into account the changes and has set a target of 600 for 2008/09. Overall the increase in the serious violent crime rate is consistent with this change in recording. Safer Leeds has compiled a Violent Crime Profile and activity to address these complex issues is being reviewed and refreshed.</p>												
8	NI 18	Adult re-offending rates for those under probation supervision	Community Safety	Quarterly Number	no	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	No Concerns with data
<p>The reporting organisation for this target is the National Offender Management Service (Probation). Arrangements need to be made to access this information from this organisation and data quality checklist will then be finalised.</p>												
<p>NI 29 Gun crime rate</p>												
<p>West Yorkshire Police report these figures to the Home Office on a quarterly basis; however, the figures are for the whole of West Yorkshire and not broken down by district. West Yorkshire Police are working towards producing district level information and anticipate that this should be possible before December 2008.</p>												
<p>Data quality checklists will be available when WYP provide the information.</p>												
10	NI 34	Domestic violence - murder	Community Safety	Quarterly Number	no	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N/A
<p>West Yorkshire Police report these figures to the Home Office on a quarterly basis; however, the figures are for the whole of West Yorkshire and not broken down by district. WYP are working towards producing district level information and anticipate that this should be possible before December 08. Information is awaited from WYP after which checklists will be finalised.</p>												
11	NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Community Safety	Quarterly Number	Fall	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	Not Completed
<p>The reporting organisation for this target is the Primary Care Trust. The definition includes both chronic health conditions linked to alcohol consumption, as well as crime related behaviour and accidents linked to alcohol. This limits its usefulness and it may be more relevant as a Health PI. The information can be disaggregated and so a more useful local indicator might need to be developed.</p>												
12	NI 28	Knife crime rate	Community Safety	Quarterly Number	No	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	No Concerns with data
<p>West Yorkshire Police report these figures to the Home Office on a quarterly basis; however, the figures are for the whole of West Yorkshire and not broken down by district. West Yorkshire Police are working towards producing district level information and anticipate that this should be possible before December 2008.</p>												
<p>Data quality checklists will be available when WYP provide the information.</p>												

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality	
13 National Indicator	NI 196	Improved street and environmental cleanliness through reducing levels of tipping whilst increasing levels of enforcement activity	Environmental Action Team	Monthly Number	Fall	1	N.A.	3	4	3	3	No Concerns with data	
<p>Due to the way this PI is calculated (i.e. - a year on year comparison) a fluctuation in the overall performance score should be expected. Over the last few years, performance on this indicator has been assisted by additional Neighbourhood Renewal Fund resources for enforcement. This led to an increased level of enforcement actions, in particular prosecutions which resulted in our 'very effective' rating in previous years. In 2008/09 a number of factors have impacted performance on this measure. The service introduced improvements to the way fly tips are recorded to ensure the quality of the data. This resulted in an increased number of fly tips being recorded (as opposed to necessarily fly tips increasing in real terms). The amount of enforcement actions has increased in the first half of the year (despite the merger of the two former teams) with a significant increase in duty of care inspections and prosecutions.</p> <p>Although, the level of enforcement action is high in the year to date, it needs to be borne in mind that NRF resources are only available until March 2009 and a result, high levels of prosecution activity (which score a lot of points in the measure) may not be able to be maintained without those resources. Due to volatile nature of this measure, the service is considering introducing local measures in this area.</p>													
14 National Indicator	NI 184	Food Establishments in the area which are broadly compliant with food hygiene law	Environmental Services	Quarterly %	Rise	N.A.	N.A.	N.A.	See Comments				Some Concerns with data
<p>To be broadly compliant, premises need to achieve a score of 30 or less (broadly complaint equates to over 2 stars in our own internal star rating assessment). In addition, there has been some concern expressed as to the comparability of this NI in terms of what premises authorities are including in their calculations. Work is being progressed between the Food Standards Agency (FSA) and the West Yorkshire Principal Food Officers Group to determine a consistent baseline (e.g. are premises such as child minders, milkmen included/excluded from this measure. If they are our performance will drop as the denominator will increase).</p> <p>This work is ongoing and until it has been agreed, it is only possible to provide an interim indicative results. In quarter 2, 70% of high risk premises (i.e. ranked A-C) were broadly compliant. Further updates will be provided at quarter 3, where it is hoped, an agreement will have been reached with other WY authorities and the FSA. The FSA visited Leeds two weeks ago as a follow up to their audit and were happy with the As -Cs position.</p>													
15 National Indicator	NI 191	Kilograms of residual household waste collected per household	Environmental Services	Monthly Kg	Fall	736.15kg	N.A.	697.89kg	184.99kg	358.5kg	672.66kg	No Concerns with data	
<p>Since the implementation of the recycling strategy the service is steadily reducing the kilograms of residual household waste collected per household. Levels of composting are up over the period through the expansion of the garden waste collection service and overall, more waste is diverted from landfill. The service is forecast to achieve its year end target (please note there are seasonal variations on this PI).</p>													
16 National Indicator	NI 193	Percentage of municipal waste land filled	Environmental Services	Monthly %	Fall	68.82%	N.A.	65.92%	66.26%	64.81%	65.39%	No Concerns with data	
<p>Our success on this indicator can be directly attributed to our success in NI 192 - Percentage of household waste sent for reuse, recycling and composting (Action Tracker ENV-1a). As the levels of recycling, composting and reuse increases, the volume of waste land filled reduces, thus having a positive effect on this indicator.</p> <p>The continued roll-out of the recycling strategy and the work undertaken by the Education &amp; Awareness Team should further improve our performance on this indicator and initial indications are, that the service will meet its year end target.</p>													
17 National Indicator	NI 156	Number of households living in temporary accommodation	Homeless and Advisory Service	Quarterly Number	Fall	548	N.A.	333	432	519	500	No Concerns with data	
<p>Over the 3 months in quarter 2 the figure for households living in temporary accommodation has levelled off. The implementation of a temporary accommodation action plan has been effective in contributing to this. The figure of 432 represents the figure reported to CLG on the P1e return following analysis of duty owed across the emergency tier in Leeds.</p>													

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
18	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Strategic Housing and Commissioning	Quarterly %	Rise	99%	N.A.	99%	99%	98%	99%	No Concerns with data
No comments												
19	NI 33a	Number of deliberate primary fires per 10,000 population	West Yorkshire Fire Service	Quarterly Number per 10,000 population	Fall	N.A.	N.A.	N.A.	3.08 per 10,000 population	3.25 per 10,000 population	N.A.	Not Completed
National Indicator	NI 33b	Number of deliberate secondary fires per 10,000 population	West Yorkshire Fire Service	Quarterly Number per 10,000 population	Fall	N.A.	N.A.	N.A.	11.68 per 10,000 population	7.87 per 10,000 population	N.A.	Not Completed
National Indicator	NI 49a	Total number of primary fires per 100,000 population	West Yorkshire Fire Service	Quarterly Number per 100,000 population	Fall	N.A.	N.A.	N.A.	55.6 per 100,000 population	59.5 per 100,000 population	N.A.	Not Completed
National Indicator	NI 49b	Total number of fatalities due to primary fires per 100,000 population	West Yorkshire Fire Service	Quarterly Number per 100,000 population	Fall	N.A.	N.A.	N.A.	0.14 per 100,000 population	0.39 per 100,000 population	N.A.	Not Completed
National Indicator	NI 49c	Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population	West Yorkshire Fire Service	Quarterly Number per 100,000 population	Fall	N.A.	N.A.	N.A.	2.37 per 100,000 population	2.23 per 100,000 population	N.A.	Not Completed
NI 33 & 49 comments	<p>1. Overall annual target for home fire safety check for Leeds district is 21300. Half yearly figures show an over achievement on target (first half) of 311.</p> <p>2. Crews continue to focus safety check demand in areas of vulnerability ie elderly, social deprivation.</p> <p>3. Following a significant house fire, crews and community safety teams are deployed into the area to reduce risk and anxiety and promote home safety checks.</p> <p>4. The fire-eaters team continue to work in the community with juveniles prone to fire setting behaviour.</p> <p>5. A number of dedicated high risk officers are deployed within the Leeds district to deal with the most vulnerable and at risk households. This activity utilises to the full the extensive multi agency and partnership networks established by Leeds officers.</p> <p>6. The Arson task force continues to work in conjunction with Police and other agencies to tackle the issues of arson (rubbish and bin fires) and those subjected to domestic violence involving fire.</p> <p>7. The Community safety teams and arson task force continue to work at a local level with neighbourhood policing teams with initiatives such as Operation Champion.</p> <p>8. Current (half year) figures indicate below baseline performance for NI 33 and 49.</p>											
20	Local Indicator	LAA-SSC12	The number of offences of dwelling burglary recorded by the police	Monthly Number	Fall	N.A.	8,449	7,242	1,899	2,158	8,144	No Concerns with data
<p>Between April and September 2008, there were 4,057 recorded domestic burglaries recorded this is up 1.8% (70 more offences) compared with the same period for the previous year. If performance continues at this current rate the target will not be achieved. Domestic Burglary showed an unexpected seasonal increase during quarter 2, with sneak-in offences in a number of localities causing concern, the type of goods targeted are laptops and other small electrical goods. The Safer Leeds Delivery Plan for acquisitive crime details planned activities to tackle domestic burglary. These include target-hardening work to improve security in vulnerable properties, crime prevention campaigns with vulnerable groups and working with ALMOs and RSLs to devise a programme of work to upgrade security in these properties. The development and implementation of the Integrated Offender Management model (targeting our most prolific offenders) will be critical to reducing domestic burglaries especially within the context of the current economic climate.</p>												

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
21	LKI-CS8A	Addressing domestic violence by: a) increase the number of reported incidents of domestic violence	Community Safety	Monthly Number	Rise	N.A.	9,305	13,035	2,334	2,393	9,454	No Concerns with data
		Between April and September 2008, there were 4,727 recorded incidents of domestic violence this is down 4.1% (204 fewer offences) compared with the same period for the previous year. If performance continues at this current rate the target will not be achieved. The reasons for the fall in reported domestic violence incidents are unclear but appear to have followed regional trends, there may be a change in recording practices. Safer Leeds has completed a review of domestic violence services, and identified improvement activities, which services will put into practice in 2008/09 as part of the Domestic Violence Strategy. Ongoing focus will be around the following improvement activities; raising public awareness, improving service to women and children, developing effective offender management systems, supporting effective civil and criminal justice response, preventative work with children and young people and ongoing community development.										
22	LKI-CS8B	Addressing domestic violence by: b) reduce repeat victimisation as a proportion of reported domestic violence incidents	Community Safety	Monthly %	Fall	49.0%	46.1%	43.0%	46.2%	44.9%	44.9%	No Concerns with data
		Between April and September 2008, there were 4,727 recorded incidents of domestic violence of which 2124 were repeats, 44.9% repeat rate compared with 46.0% for the previous year. If performance continues to improve the target may be achieved. Improved partnership working through Multi Agency Risk Assessment Conferences (MARACs) has ensured that the police and partners are able to provide an effective service to victims of domestic violence. For the months of April '08 through to August '08, the domestic violence repeat rate for the 4 MARACs is below that recorded for Leeds District in the same period. This is partly due to the new, more stringent, CAADA guidelines of what constitutes a 'repeat incident' and appears to show that early intervention with a multi-agency approach to the most difficult and/ or complex high risk cases is having an effect on performance.										
23	LKI-CS8C	Addressing domestic violence by: c) increase the number of reported incidents of domestic violence that result in a sanctioned detection	Community Safety	Quarterly %	Rise	N.A.	21.9%	18.0%	26.7%	27.2%	27.0%	No Concerns with data
		Between April and September 2008, the number of domestic violence incidents resulting in sanction detection was 27.0% compared with 19.3% for the previous year. If performance continues at this rate the target will be achieved. Improved partnerships working through Multi Agency Risk Assessment Conference (MARACS) ensures that the police and partners are able to provide an effective service to victims of domestic violence. Improved investigations of domestic violence cases means that the police detect more cases and as a result more perpetrators are brought to justice.										
24	LAA-SSC25	Homelessness acceptances due to violence and harassment	Homeless and Advisory Service	Quarterly Number	Fall	307	307	300	68	98	300	No Concerns with data
		The reason for increases in acceptances in July and September is due to backlogs of cases being cleared. With the backlog now cleared we have seen the total number of acceptances fall to 78 in October. As acceptances due to violence and harassment make up approximately 20% of all acceptances we expect this figure to return to around 20 per month (60 per quarter). Such figures would result in the year end figure being just below the 300 target.										
25	LKI-HAS11	Number of sanctuary installations completed	Homeless and Advisory Service	Monthly Number	Rise	305	305	325	70	84	325	No Concerns with data
		There were 98 homeless acceptances relating to Domestic Violence or Hate Crime out of a total in the period of 423.										
26	LKI-HAS5	The number of homeless acceptances resulting from parental eviction (cumulative)	Homeless and Advisory Service	Monthly Number	Fall	209	106	150	24	55	110	No Concerns with data
		As with all acceptances we have observed an increase in acceptances due to parental evictions.										

Appendix 3 Environment and Neighbourhoods Performance Report Quarter 2 2008-09

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
27	Local Indicator BV-91b	Percentage of households resident in the authority's area served by a kerbside collection of at least two recyclables	Refuse Collection & Waste Management	Quarterly %	Rise	N.A.	92.64%	95.0%	95.3%	95.3%	95.3%	No Concerns with data
No Comments												
28	Local Indicator LKI-RC1	Number of household collections missed per 100,000 collections	Refuse Collection & Waste Management	Quarterly Number	Fall	67.98 per 100,000 collections	67.98 per 100,000 collections	90 per 100,000 collections	110.12 per 100,000 collections	140.15 per 100,000 collections	120 per 100,000 collections	No Concerns with data
There were a high number of misses reported by the crews in September which have had an impact on performance. The service is investigating the reasons for this as it affected a number of routes across the city. An investigation of the data and report produced to generate the result is also being scrutinised. Performance should improve in quarter 3 although the year end target is not likely to be met.												
29	Local Indicator BV-199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	Street Cleansing	Quarterly %	Fall	N.A.	13%	15%	13%	N.A.	15%	No Concerns with data
There is no data for quarter 2 as this measure is collected in 4 monthly chunks. Therefore, the results for August to November (period 2) will be included in the quarter 3 performance packs. This indicator has been retained as it forms part of the LPSA 2 agreement. If the council achieves its stretch target of 15% by March 2009 the authority will receive a financial reward.												



Column Title	Description
<b>No.</b>	Each indicator is numbered to allow for easier navigation through the report.
<b>Performance Indicator Type</b>	<p>This column gives a little more information on the type of indicator and gives some indication of its relative importance and what the implications might be of poor performance. Some of the indicators fall into more than one type, for example, all LSP government agreed indicators are also national indicators. The types of indicator are:</p> <p><b>Leeds Strategic Plan Government Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been negotiated and agreed, by the council and its partners, with government. They form part of our current Local Area Agreement and additional reward grant is paid if we meet these targets. The Audit Commission will also give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p><b>Leeds Strategic Plan Partnership Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been agreed with our partners as priorities for the city. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p><b>Council Business Plan</b> - these indicators form part of the Council Business Plan 2008 to 2011 and we have set these targets to drive change and progress across the organisation. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our internal organisational priorities.</p> <p><b>National Indicator</b> - this is a set of 198 indicators used by Government nationally to monitor the performance of public services in local areas. Our performance against this set of indicators will contribute to the Comprehensive Area Assessment. This has replaced several sets of other indicators including the old best value indicators.</p> <p><b>Local Indicators</b> - these indicators have been nominated by service areas to provide a more complete picture of performance. In many cases these indicators will also directly contribute to the delivery of our priorities</p>
<b>Reference</b>	<p>Each indicator is given a unique reference code and these codes tell us which basket each indicator belongs to. A basket is a set of indicators which are used to report on progress relating to different plans or frameworks. Below we have listed the main groups of indicator you will see in these reports.</p> <p><b>LSP</b> - Leeds Strategic Plan indicator</p> <p><b>NI</b> - National Indicator</p> <p><b>BP</b> - Business Plan indicator</p> <p><b>LAA</b> - Local Area Agreement indicator - for this year only we are continuing to measure a small number of indicators from our previous LAA which are subject to reward monies based on the year end position in April 2009.</p> <p><b>LKI</b> - Local key indicator</p>
<b>Title</b>	<p>The title column gives a description of the indicator.</p> <p><b>NB</b> The Government have provided the descriptions for all national indicators.</p>
<b>Service</b>	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
<b>Frequency &amp; Measure</b>	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). With the exception of education attainment figures which are reported in quarter 3.</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
<b>Rise or Fall</b>	The rise or fall column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
<b>Baseline</b>	This column gives the baseline performance figures upon which we have set our targets and/or will be comparing our performance over the coming years
<b>Last Year Result</b>	This column displays the result from the end of the previous financial year (31 March 2008)
<b>Target</b>	This column shows the target we have agreed for this financial year.
<b>Qtr1</b>	This shows the current position at the end of this quarter.
<b>Qtr2</b>	This shows the current position at the end of this quarter. This result might be given a traffic light (red, amber or green) if the service is unable to accurately predict the full year performance based on the interim results (see below). If they can forecast their year end position then the traffic light will appear in the next column.
<b>Predicted Full Year Result</b>	<p>Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. Where possible we use this figure to inform whether an indicator is traffic lighted red, amber or green.</p> <p>The green light shows that the Directorate predicts this indicator <b>WILL</b> meet its target. The Directorate uses current performance information to make this forecast.</p> <p>An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.</p> <p>The red lights shows that the Directorate predicts this indicator <b>WILL NOT</b> meet its target at the end of the year. The Directorate uses current performance information to make this forecast.</p>
<b>Data Quality</b>	<p>We are using this information to make strategic decisions therefore it is important that it is both accurate and reliable. This column provides an overall assessment of the data quality for each indicator.</p> <p>No Concerns indicates that the data is accurate and there are good processes in place to check and validate this information.</p> <p>Some Concerns indicates that more work needs to be done to ensure the data is accurate and reliable. Services may be in the middle of implementing improvements to their systems and processes but these are not fully in place yet.</p> <p>Concerns indicates that there are concerns that the quality of the data may not be good or that maybe they have not got the correct data. Again services are working toward improving this position. Many of the national indicator set are new and we are having to set up new systems to collect data - until these are fully embedded and proven there are likely to be outstanding concerns.</p>
<b>Comments</b>	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Environment and Neighbourhoods)

Date: 12<sup>th</sup> January 2009

### Subject: Recommendation Tracking

#### Electoral Wards Affected:

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

## 1.0 Introduction

- 1.1 Members introduced a formal recommendation tracking system in December 2006. Each Scrutiny Board receives a quarterly report, coinciding with the quarterly presentation of performance information, on the progress made in implementing the Board's recommendations.
- 1.2 This tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 To assist Members with this task, the Principal Scrutiny Adviser has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.5 This quarterly report shows progress against recommendations arising from a number of previous inquiries dating back to 2004/5. These relate to the following:
  - Inquiry into Bulky Waste Collections (2005)
  - Inquiry into Anti-social Behaviour Interventions (2005)
  - Inquiry into Affordable Housing (2006)
  - Inquiry into Regeneration in Beeston Hill and Holbeck (2007)
  - Lettings Inquiry (2008)

## **2.0 Recommendations**

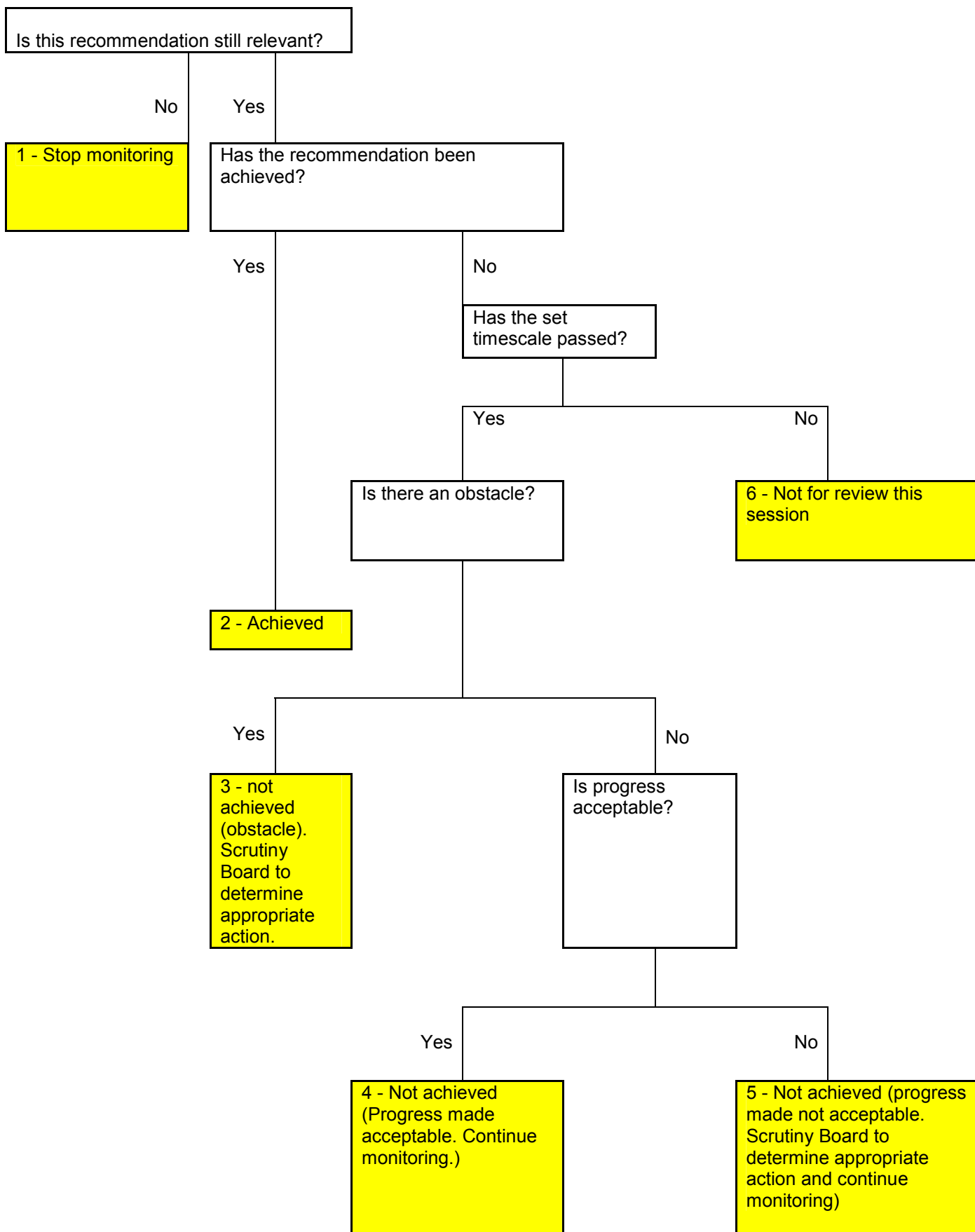
2.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

### Background Papers

None.

**Recommendation tracking flowchart and classifications:**  
**Questions to be Considered by Scrutiny Boards**



**Recommendation Tracking – Progress Report (January 2009)****Categories**

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

**Inquiry into Bulky Waste Collections (2005)**

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>RECOMMENDATION 1</b></p> <p><b><i>That the department makes it clear and explicit to residents where and how bulky items need to be presented in order to avoid confusion for the operatives and the public. We also recommend that the department develop a method of identifying items for disposal, particularly in cases where a 'pull out' service is required.</i></b></p>	<ul style="list-style-type: none"> <li>• Clear instructions given by call centre staff when bulky collection requested. This includes details of what can be collected by the service and how and where items should be presented for collection.</li> <li>• Information about the bulky item collection service are given on the Council's web-site.</li> <li>• Households in the Headingley area are sent separate information giving details of the service and in particular the arrangements that are put in place to cover the tenancy changeover period in June/July.</li> </ul>		

	<ul style="list-style-type: none"> <li>The Council does not offer a 'pull-out' service for bulky item collections ( problems have been encountered in the past with staff entering private properties to remove items. In addition, the time allocation for each job is on the basis of items being easily accessible and presented outside )</li> </ul>		
<p><b>RECOMMENDATION 2</b></p> <p><b><i>That the department have a clear strategy to communicate with residents what constitutes trade waste (including arrangements for house clearances) and under what circumstances residents and the business community can be expected to be charged for the service.</i></b></p>	<ul style="list-style-type: none"> <li>Clear guidelines given by call centre staff, re: what can &amp; can not be taken.</li> <li>Clear details of what can be taken by the service on the Council's web-site.</li> <li>Call centre staff advise trade waste customers that the Council no longer offer this service and direct them to the private sector.</li> <li>In view of the 13 collections per year allowance for domestic customers a single household will not be able to exceed this allowance. Where bulk clearances are requested this is referred to a Streetscene Manager for inspection and costing.</li> </ul>		
<p><b>RECOMMENDATION 3</b></p> <p><b><i>That the department establishes a clearly communicated procedure for missed collections.</i></b></p>	<ul style="list-style-type: none"> <li>Crews are to be issued with cards to leave at properties where a collection has not been possible, usually due to non-presentation or access difficulties. The customer is asked to contact the Council to re-book the collection.</li> </ul>		
<p><b>RECOMMENDATION 4</b></p> <p><b><i>That the department undertake a thorough education campaign for Councillors, ALMO staff and members of</i></b></p>	<ul style="list-style-type: none"> <li>Contact centre staff identify waste that can not be removed by this service when the initial request is made by the customer. Waste regarded as hazardous – customers are referred to the Chemical Advisory Service within Environmental Services. The contact</li> </ul>		

<p><b><i>the public with regard to what is hazardous waste and who to contact for its disposal.</i></b></p>	<p>details are given on the Council's web-page. Where appropriate arrangements are made with a specialist contractor to have the waste removed. The Council does not provide a removal service for asbestos but customers can take their own asbestos waste to Kirkstall TLS for which a disposal charge is made.</p>		
<p><b>RECOMMENDATION 5</b></p> <p><b><i>That the department seek the views of users of the bulky items collection service in such a way as to provide baseline customer satisfaction information to compare performance year on year.</i></b></p>	<ul style="list-style-type: none"> <li>As part of the refuse collection service standards review work that will be undertaken during 2009/10 customer consultation and satisfaction surveys will be carried out</li> </ul>		
<p><b>RECOMMENDATION 6</b></p> <p><b><i>That the department develop key indicators which show the types of waste being collected and their disposal to ascertain the percentage of bulky waste being recycled or going to landfill.</i></b></p>	<ul style="list-style-type: none"> <li>The majority of bulky item waste is disposed of through the Household Waste Sorting Sites which do not have weighbridge facilities. Waste is recorded by type but accurately identifying recycling levels by weight would be difficult.</li> </ul>		
<p><b>RECOMMENDATION 7</b></p> <p><b><i>That the department further develop initiatives which link the bulky items collection service with the recycling policy, such as liaising with voluntary furniture stores. We also recommend that the</i></b></p>	<ul style="list-style-type: none"> <li>Discussions with the voluntary sector have started. Positive discussions through the Voluntary and Community Sector Recycling Credit Scheme. Some capacity building is needed with individual groups to get to the point where they could collect on behalf of L.C.C.</li> </ul>		



<p><b><i>department seeks ways of establishing partnerships with other areas of the voluntary sector which may provide an avenue to recycle and re-use materials, in consultation with Area Committees.</i></b></p>	<p>The redevelopment of the East Leeds TLS site has begun which will include a re-use shop. Discussions are on going with social enterprise organizations regarding operating this facility.</p>		
<p><b>RECOMMENDATION 8</b></p> <p><b><i>That the department look for further income generation schemes in terms of recycling and re-use.</i></b></p>	<ul style="list-style-type: none"> <li>• The redevelopment of the East Leeds TLS site has begun which will include a re-use shop. Discussions are on going with social enterprise organizations regarding operating this facility. Re-useable items collected via the bulky item service will be sold through this outlet.</li> <li>• The Council has a number of contracts in place for the disposal of recyclable materials. Only metal, cardboard and paper generate income although the contract s are linked to market prices which means that income levels change. The remaining contracts are either cost neutral or at a cost to the Council.</li> <li>• A pilot scheme has recently been set up to allow re-usable white goods to be refurbished and put back into use through selected charitable organizations. Although this scheme currently diverts goods from 4 HWSS the potential for the future is to extend it to white goods collected via the Bulky Item Service.</li> <li>• At the point of contact with the Call Centre if a customer enquires about their items being re-used they are directed to one of five social enterprise organizations who will collect furniture free of charge. The SEO's have a limited capacity to deal with work referred from the Council.</li> </ul>		

<p><b>RECOMMENDATION 9</b></p> <p><b><i>That the department consider the use of the internet in accessing the service both in terms of information and in requesting a service.</i></b></p>	<ul style="list-style-type: none"> <li>• SMS Texting is used to notify customers of planned bulky collections. The Contact Centre is not yet able to accept service requests by text..</li> <li>• Work is on-going with ICT to develop an on-line booking service.</li> </ul>		
<p><b>RECOMMENDATION 10</b></p> <p><b><i>That the department investigate and discuss the following options as a basis of finding a solution to the issue of charging ALMOs for disposal of bulky items:</i></b></p> <p><b><i>That the department establish whether it would be possible to define ALMOs as agents of the department when collecting and disposing of bulky items.</i></b></p> <p><b><i>That the department, in conjunction with the Strategic Landlord and ALMOs, investigate the possibility of ‘top slicing’ the management fee allocated to ALMOs to provide an annual payment to Environmental Services, together with a service level agreement which allowed a defined number of free visits to</i></b></p>	<ul style="list-style-type: none"> <li>• The ALMOs are not charged for the collection and disposal of bulky household items if collected by Streetscene Services.</li> <li>• The last advice given by the Environment Agency was that this would not be possible. This issue has not been pursued as the situation appears to be working well.</li> <li>• Any other type of waste collected by the ALMO’s would be regarded as non domestic and therefore chargeable.</li> <li>• The ALMOs have well developed disposal arrangements in place with private sector waste disposal contractors that appear to work effectively.</li> </ul>		

<p><b>disposal sites for ALMO operatives.</b></p>			
<p><b>RECOMMENDATION 11</b></p> <p><b><i>That the department reinforce the relationship with the caretakers of multi-storey accommodation to encourage them to request the collection service in good time and to help manage how bulky items are presented where there is an issue of health and safety.</i></b></p>	<ul style="list-style-type: none"> <li>• In some high and low rise flats bulky items are stored in a central location on site and collected by Streetscene Services on request free of charge, This arrangements is working well.</li> </ul>		
<p><b>RECOMMENDATION 12</b></p> <p><b><i>That the department considers its service to multi-storey accommodation and how it might encourage residents to make full use of the bulky item collection service provided by Environmental Services.</i></b></p>	<ul style="list-style-type: none"> <li>• In some high and low rise flats bulky items are stored in a central location on site and collected by Streetscene Services on request free of charge, This arrangements is working well..</li> </ul>		

## Inquiry into Anti-social Behaviour Intervention (2005)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>RECOMMENDATION 1</b></p> <p><i>That the department report back to the Board progress on previous recommendations relating to anti-social behaviour.</i></p>	<p>To be scheduled in the work programme at the appropriate time.</p>		✓
<p><b>RECOMMENDATION 2</b></p> <p><i>That the Scrutiny Board receives a detailed appraisal of the Safer Leeds Strategy and an update on progress made on the action plan.</i></p>	<p><b>Update December 08</b> The Safer Leeds Partnership Plan has been produced for the period April 2008 to 31 March 2011. <b>The Executive Board approved the Safer Leeds Partnership Plan in April 2008.</b></p> <p>The delivery plans will be refreshed and reviewed on an annual basis. The Safer Leeds Executive has completed the second joint strategic assessment (analysis of crime and disorder in Leeds) for the period 08/09 and reviewed the current delivery plans. The refreshed delivery plans and priorities are currently being developed for April 09 to 31st March 2010.</p>		
<p><b>RECOMMENDATION 3</b></p> <p><i>Whilst noting the work already taking place we recommend that the police and the Anti-Social Behaviour Panels work towards preventing multiple</i></p>	<p><b>Update December 2008</b></p> <p>Following a review of the panel process, to maximize relevant input a new streamlined panel system has been introduced in which all the divisional panels meet on the same day. An offender</p>		

<p><b><i>breaches of ASBOs, particularly where the behaviour represents a serious breach and that first time breaches are dealt with robustly.</i></b></p>	<p>management team has been set up within the ASBU to better track and manage ASBOs; the process includes reviewing all orders due to expire, visiting both perpetrator and victim prior to panel, and amending orders where appropriate.</p>		
<p><b>RECOMMENDATION 4</b></p> <p><b>That the Neighbourhoods and Housing department researches the reasons for breaches of orders to determine how they can be tailored more effectively to individuals with the aim of minimising breaches.</b></p>	<p><b>Update December 2008</b> See Recommendation 3 update.</p>		
<p><b>RECOMMENDATION 5</b></p> <p><b><i>We recommend that the Neighbourhoods and Housing department consider how other measures are utilised before ASBOs are put in place in order to preserve the ASBO as a measure of last resort, in most cases. We also recommend that ASBOs are not used routinely in circumstances involving domestic violence or where there are mental health issues.</i></b></p>	<p><b>Update received in June 2007 – recommendation completed</b></p> <p>Although legal outcomes clearly demonstrate where actions have been taken to deal with ASB much of the work of the unit aims to resolve cases without the need to use legal measure if possible through prevention and diversion work.</p> <p>Analysis of cases closed between August and October 2006 found that 105 cases were closed due to no further complaints. The most common activities undertaken to resolve the ASB was the use of ABCs (acceptable behaviour contracts) and ASB warnings (pre legal action warning). Other measures include other warnings/cautions (Housing caution/ Notice of Intention to seek possession, verbal warnings by Police, ASBU or ALMO, referral to diversionary schemes.</p> <p>In the period June- November 2006 the ASBU entered into 66 ABCs with individuals.</p> <p>Further analysis to measure the success of ABCs has established that of the 524 used by the unit (since recording began) only 25</p>		<p style="text-align: center;">✓</p>


Data

	<p>individuals receiving an ABC have progressed to an ASBO. (less than 5%).</p> <p>The circumstances surround Domestic Violence would usually exclude the opportunity to use ASBO legislation (the definition states "... causing harassment, alarm of distress to one or more people not of the same address...") There may be occasions when the behaviour resulting in domestic violence impacts on people outside the immediate household and under these circumstances an ASBO may be appropriate. In addition the ASBU and Police are represented on MARACs (Multi Agency Risk Assessment Conferences) where cases involving high risk victims and perpetrators of Domestic Violence are considered and any decision to use an ASBO would be done in consultation with these groups.</p> <p>In relation to both domestic violence and mental health cases any decision regarding the use of an ASBO would be made through the ASB panel process where representatives from relevant partner agencies including social services would consider the whole circumstances of a case before approving a course of action.</p>		
<p><b>RECOMMENDATION 6</b></p> <p><b><i>We recommend that the Neighbourhoods and Housing Department submit a further report to the Board detailing whether joint working between different services to support ASBOs is successfully and effectively employed.</i></b></p>	<p><b>Update December 2008</b></p> <p>Leeds was last visited by Respect Task Force (RTF) in April 2007. RTF has now been replaced by the Youth Task Force, which funds both coordination and activity towards its action plan.</p>		


<p><b>RECOMMENDATION 7</b></p> <p><i>That the Positive Actions for Young People scheme is evaluated and assessed according to its impact on anti-social behaviour.</i></p> <p><i>We also recommend that should the evaluation of the scheme confirm its success, it is appropriately funded to allow further development and greater capacity.</i></p>	<p><b>Update December 2008</b></p> <p>A full evaluation called “The Story So Far” was published in autumn 2008 and describes the work, success and outcomes of the first five years of PAYP in Leeds. Over 8,000 young people have accessed PAYP activities, 330 projects have been delivered with 31 partner agencies, and 1,224 young people have received individual PAYP keyworker intervention during this five year period. The evaluation document would be readily available to Scrutiny Board members. It includes some very interesting and noteworthy case studies.</p> <p>PAYP funding, through an Area Based Grant, is secure until March 2011. Additional investment from DCSF, for targeted work on weapons awareness and gang culture related work, is confirmed as from April 2008 for a three year period.</p>		
<p><b>RECOMMENDATION 8</b></p> <p><i>That where further operations, such as Operation Chariot, are proposed, consideration is given to extending activities to the district centres within Leeds, taking into account the type of issues specific to the area.</i></p>	<p><b>Update December 2008</b></p> <p>During 2007 there were 30 separate Operation Champions and during 2008 there have been 36. All inner and outer areas have had operations take place within them during this time but the emphasis has been on the inner areas due to the nature of the problems that exist within those areas. . The areas are chosen generally by the relevant police division and the NPT Inspectors with that division and this decision is intelligence led however each operation is preceded by a planning meeting attended by all participating agencies and this provides an opportunity to bring information to the table to help in refining the area where each operation is to be focussed to ensure that resources are deployed in the most effective manner and place throughout the duration of the operation. These meetings are co-chaired by The NPT Inspector and the relevant Area Community Safety Co-ordinator and are often attended by ward members as well.</p>		

<p><b>RECOMMENDATION 9</b></p> <p>That the Anti-Social Behaviour Panels periodically review their workloads and membership to ensure that capacity is maximised and that input from other organisations, particularly in the voluntary sector, is utilised effectively.</p> <p>We also recommend that where the use of supported measures is increased by the Anti-Social Behaviour Unit, this is matched by an increase in capacity in the Anti-Social Behaviour Panels.</p>	<p><b>Update December 2008</b></p> <p>See Recommendation 3 update.</p>		
<p><b>RECOMMENDATION 10</b></p> <p>That the Director of Children's Services and the Anti-Social Behaviour Unit consider and review the implications of the Children Act with regard to anti-social behaviour measures, and update the appropriate Scrutiny Board of any issues arising.</p>	<p><b>Update December 2008</b></p> <p>CLT considered a report in March 2008 that considered lessons from the impact of support and enforcement interventions on a family with multiple issues. As a result it has been agreed that the Director of Children's Services is empowered to make a decision on actions to be taken with families with children where no agreement can be reached between services.</p>		
<p><b>RECOMMENDATION 11</b></p> <p><i>That consideration is given to the provision of additional PCSOs and Neighbourhood Wardens throughout the city to support the various strategies for tackling anti-social behaviour.</i></p>	<p><b>Update received in June 2007 – recommendation completed</b></p> <p>PCSO numbers have increased to 170</p>		<p>✓</p>



<p><b>RECOMMENDATION 12</b></p> <p><b>That Ward Members are systematically kept informed of anti-social behaviour issues and activities within their Ward by Council departments and ALMOs, within the constraints of the law. We recommend that a mechanism be established that will allow the ‘two way’ sharing of information from Ward Members. We also recommend that Council departments and the ALMOs ensure that the same level of communication occurs between themselves.</b></p>	<p><b>Update received in June 2007 – recommendation completed</b></p> <p>A database of all ASBOs is now sent out monthly to lead members for CS ( to then be disseminated through their own internal routes).The Council’s intranet is undergoing a facelift and it is intended that this information will be made available via the intranet. Other data regarding cases being dealt with by the ASBU is available on a ward basis and this will also be made accessible via the intranet.</p> <p>ASBU team leaders and officers attend Area Committees as required and local forums to update on action being taken. ALMO/ ASBU meetings take place on monthly basis to review cases and staff from both organisations attend local ‘tasking’ meetings.</p>		
<p><b>RECOMMENDATION 13</b></p> <p><b>That the Youth Service reports back to the Scrutiny Board on the progress of the Revizit scheme and how it might be implemented more widely</b></p>	<p><b>Update December 2008</b></p> <p>The Revizit programme, delivered jointly by Youth Service and Youth Offending Service, was originally a pilot project in West Leeds. All five wedges now have a Revizit programme in operation. All the schemes are well attended and showing encouraging signs of effectiveness.</p>		
<p><b>RECOMMENDATION 14</b></p> <p><b>That appropriate Scrutiny Board receives information from Youth Services regarding the distribution of resources, the relationship with the ‘narrowing the gap’ agenda and</b></p>	<p><b>Update December 2008</b></p> <p>Ward allocations for Youth Service area based work were reviewed and increased in mid 2008 and communicated to all councillors. The Breeze Youth Promise has been finalized by young people. This sets out a full list of entitlements for young people in the city.</p>		

<p><b>whether there is scope for further developing ways of ‘rewarding good behaviour’ in young people.</b></p>	<p>Its contents, and its relationship with various strategies and expectations, have been the subject of a major enquiry by the Children and Young People’s Scrutiny Board.</p>		
<p><b>RECOMMENDATION 15</b></p> <p><b>That consideration is given to Youth Services working more actively with 8 – 13 year olds, should funding allow.</b></p>	<p><b>Update December 2008</b></p> <p>The Youth Service target age range is prescribed nationally as 13 to 19. Within Leeds a flexible approach is taken whereby approximately 20% of young people in contact with the service are aged 11 and 12. Given resource limitations and Best Value Performance indicators to achieve for the 13 to 19 age group, it would be difficult for the Youth Service, as one agency, to increase the current level of flexibility.</p> <p>Some specific, additional, measures have, however, been taken in order to partially address the issues. For example:-</p> <ul style="list-style-type: none"> <li>- Senior member training to enable older young people to work with a younger age group in a voluntary capacity but supported by youth workers.</li> <li>- Youth development workers funded by some Area Committees to support voluntary organisation work with the 8 to 13 age range.</li> <li>- Allocation of Positive Activities for Young People (PAYP) funding to the younger age range.</li> <li>- Open age range for Breeze on Tour events.</li> </ul>		
<p><b>RECOMMENDATION 16</b></p> <p><b>That the Youth Offending Service analyse the reasons for non-attendance for parent programmes in order to devise alternative methods of making contact with parents of young offenders.</b></p>	<p><b>Update December 2008</b></p> <p>Leeds has now established a Parenting Unit, based within Children's Services which coordinates parenting provision within the city. Two senior parenting practitioners are employed to work with the unit. Funding for these employees comes from the Youth Task</p>		


<p><b>RECOMMENDATION 17</b></p> <p><b>That, should the scheme ultimately be judged to have been successful, the Neighbourhoods and Housing department considers the long term funding for Signpost, both through mainstream budgeting and through funding from other partners beyond March 2006 and that a city wide application of the scheme be considered.</b></p>	<p>Force.</p> <p>Engagement with parenting programmes has increased following the introduction of the 16 week <i>Webster Stratton</i> parenting programme which continues to operate across the city. Parents of young offenders also have access to the 6 week <i>Escape</i> parenting programme which has been developed by the Trust for the Study of Adolescence. Both programme include significant pre programme engagement as part of their methodology and this has secured much better attendance. The programmes are fully evaluated and monitored.</p> <p>Organisations that provide interventions to young people known to the Anti Social Behaviour team including Signpost, the 2 Senior Youth Inclusion Programmes, 5 Junior Youth Inclusion Programmes and Positive Activities for Young People refer into and co-staff a number of these parenting programmes.</p> <p>The Courts remain reluctant to make Parenting Orders (preferring voluntary contracts of engagement) given that the process for breaching parenting orders remains unclear. This is a national issue which the Youth Task Force is progressing with the Home Office.</p> <p><b>Update received in June 2007 – recommendation completed</b></p> <p>This scheme will be expanded from 2006 into other areas using Safer &amp; Stronger Communities fund and NRF. While this funding isn't mainstream it will support the scheme over the next two years and will be developed to meet the Governments RESPECT agenda.</p>		
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<p><b>RECOMMENDATION 18</b></p> <p><b>That Education Leeds provides to a future Scrutiny Board an update on its policies regarding truancy prevention, including information on the guidance provided to parents and the latest information on initiatives such as the City Centre Truancy Sweep.</b></p> <p><b>We also recommend that such Truancy Sweeps are done as regularly as possible in order to maintain the momentum and the profile of the message</b></p>	<p><b>Update December 2008</b></p> <p>(i) Education Leeds, Attendance Strategy Team can provide Scrutiny Members with updated reports on strategies and policies regarding attendance improvement, persistent absentees and truancy prevention as requested; including City Centre, Truancy Watch East and local area Truancy Sweeps, Attendance Champions Initiatives, Target School action, Children Missing Education, Looked after Children protocols and use of Legal interventions, including Parenting Orders, Parenting Contracts and Penalty Notices.</p> <p>An update report on the impact of these initiatives and the Attendance Strategy can be found on the Education Leeds site <a href="http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=2142">http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=2142</a> and the Annual Attendance and Exclusions report 2006/07 <a href="http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=1611">http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=1611</a></p> <p>New initiative to improve attendance and reduce persistent absentees since June 2007:</p> <ul style="list-style-type: none"> <li>• Refocus of the Education Welfare Service, renaming to the Attendance Strategy team. This included the positions of Attendance Advisers one of whom has a specific remit of the Youth Task Force.</li> <li>• A specific Children Missing Education Team (CME) based at Merrion.</li> <li>• The 'Power of Me' Anti Bullying initiative.</li> <li>• Involvement of ASB Officers at Multi Agency meetings such as School Attendance Panels.</li> </ul>		
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- Funding was secured for the academic year 2007/08 for the implementation of the Truancy Watch East Team, who do daily sweeps in the East of the City in conjunction with the WYP.
- Raised awareness of Child Employment within the City.
- Training of all new PCSO's around attendance.
- Attendance Strategy Team Looked After Children protocol in place.
- Roll out of the CAF training to all Attendance Improvement Officers.
- Attendance Improvement Officers located within clusters to enhance a more multi agency approach for the family.
- Implementation of the Safer School initiative in partnership with WYP.
- 'Say No to Knives' campaign in partnership with WYP, Education Leeds, Safer Leeds and Royal Armouries.
- Issue of penalty notices for pupils who are found in a public place during the truancy sweeps within the first 5 days of an exclusion.

(ii) Truancy Sweeps are planned activities with WYP, under the Crime and Disorder Act and as such must be undertaken with the cooperation and permission of the Police who have the legal power to stop and detain truants if necessary.

The academic year 2007/08 the AST and WYP have carried out

	<p>160 sweeps and 1027 pupils were stopped within the City Centre. AIO's participate in local truancy sweeps in partnership with the School Youth Service Officer, these usually are in connection with Operation Champions that run within the City.</p> <p>Funding was secured from SSCF funding, Area Management Boards, Education Leeds, Tasking groups and David Young Community Academy in April 2007 which enabled us to develop a dedicated Truancy Watch Team in the East of the City. From June 08 to November 08 58 sweeps have been carried out and 224 pupils were stopped. We are currently seeking funding with a view to a possibility to expanding this city wide.</p>		
<p><b>RECOMMENDATION 19</b></p> <p><b>That consideration is given by Education Leeds to introducing business and enterprise and other vocational skills into schools to channel young people's entrepreneurial interests and that any examples of this type of project currently being undertaken by schools be circulated to the Board.</b></p>	<p><b>Update received in June 07 – recommendation completed</b></p> <p>Education Leeds have been working closely with Enterprise Advisory Service and the Learning &amp; Skills Council to form <b>Leeds Enterprising Schools Partnership</b> which has been established to support schools in developing their Enterprise Education capacity.</p> <p>The Partnership Programme provides:-</p> <ul style="list-style-type: none"> <li>• Senior Management briefing on Enterprise Education capacity building</li> <li>• Briefing for key staff on Ofsted Enterprise Inspection Criteria</li> <li>• Support for key staff in completing the Enterprise Progression Guide</li> <li>• Support in identifying gaps in provision</li> <li>• Access and support to Staff Development Programmes</li> <li>• Access and support to Activity Brokering Services</li> <li>• Access and support to materials provision/development</li> <li>• Access and support to business and employer engagement programmes</li> <li>• Access and support to match funding activities</li> </ul>		

**Enterprise Funding** - All secondary schools have been awarded funds, between £15,000 and £20,000 per annum, to support the inclusion of enterprise programmes into the curriculum at KS4 and there is an expectation that all KS4 students will experience the equivalent of 4 days of enterprise activities a year.

As a result of this there are many commercial organisations offering services to schools most of which are 'events' of one day duration.

**Education Leeds Education Business Partnership (EL EBP)** support schools throughout the city to deliver enterprise events, examples include:

**Everyday Economics Project**

Fifty five Year 10 students at Priesthorpe High School worked with business volunteers on an Enterprise project that simulated the running of a business. The objectives were to develop students' financial awareness and their understanding of how businesses operate and the role they play in the economy.

**Coca Cola visit**

GCSE Business Studies students from Wortley High School visited Coca Cola Enterprises in Wakefield. The objective was to develop business knowledge including marketing, sales, production and distribution.

**Enterprise Day**

Bright Futures and Business Dynamics delivered an Enterprise event for Crawshaw High School. The objective was to develop the communication, problem solving and personal financial awareness of 205 Yr 10 students.

#### Stock Market Challenge Activity

Bruntcliffe High School is running the Stock Market Challenge project from December 05 to April 06 with the aim of developing the economic understanding of 280 Yr 10 students. The project entails the students researching companies and then (a virtual exercise only) buying and selling of shares.

'Newsletter' Literacy & ICT Activity at Yorkshire Post Newspapers Education Leeds EBP worked with the Education 'Newsroom' at Yorkshire Post Newspapers to offer one-day activities for students that involved using Quark Express software to write articles for a newsletter. At the end of the activity each student left with a colour copy of a 4 page newsletter. The schools that took advantage of this activity were Woodkirk, Wortley, Roundhay, Priesthorpe, Lawnswood, South Leeds and Crawshaw High Schools.

#### Forensic Science Workshops

CSI Workshops is a company that delivers forensic science workshops in High schools that are designed to inspire and enthuse students about scientific careers. Students learn about the retrieval of finger prints, foot prints and the analysis of blood spatter patterns. They use this knowledge to work in teams on a crime scene with a view to identifying the culprit. Education Leeds EBP supported 7 Leeds High Schools to purchase workshops for Year 10 and Yr 11 students. Participating schools in January and February 06 were City of Leeds, Morley, Temple Moor, Allerton, Horsforth, Woodkirk, St Mary's Menston and Boston Spa High Schools.

During Enterprise Week, in November, a number of funding bodies support enterprise events on a regional basis inviting schools from across West Yorkshire to take part in competitive events such as the Real Business Challenge sponsored by Coca Cola Enterprises. Throughout the year many schools organise their own enterprise programmes.



Over the past two years DTI have sponsored Enterprise Advisers to work with schools to advise on the development of enterprise skills but this programme is due to finish in July 2006.

EL EBP also supports Enterprise activity for students indirectly, by organising Teacher Professional Development Placements in industry, for example, training teachers in the use of Debtcred, the High Sheriff's financial literacy project and Face to Face Finance, sponsored by Royal bank of Scotland. Both of these programmes are free to Leeds High Schools and are an important component of developing an understanding of enterprise. Also a wide range of professional development opportunities are offered for teachers to experience enterprise in industry, for example, Tesco have provided placements for teachers wishing to gain an understanding of the retail industry.

One of the key challenges in schools is to ensure that the concepts of 'being enterprising' are integrated into the curriculum and not considered as another subject to teach. The key skills are learning to work in a team, learning to respond positively to change and challenging circumstances and developing a creative approach to problem solving. An enterprise programme should also include an element of financial awareness.

A wide range of vocational subjects are available to students in Leeds, many of which include work placements and a reduced timetable at school. An example of a creative approach to course development is the BTEC Environment course run by Joseph Priestley College with the support of South Leeds CLC which provides students with laptops that can be used in the field to follow and record course materials.

However, many of these courses are taken up by students who are disaffected with school rather than students who are disaffected

with the curriculum. Another challenge therefore is to introduce vocational subjects for students of C/D borderline and above ability who have the motivation to learn but need a more interactive approach to their learning and demand a greater understanding of the relevance of their learning to their everyday lives. In support of this need Education Leeds EBP has developed resources for the BTEC First Diploma in Retail working with nine partners in the retail industry, the Sector Skills Council and Park Lane College. The course is running at Pudsey Grange field school where students are offered a wide range of opportunity to visit companies related to the retail industry and encouraged to learn independently with the teacher acting as a facilitator. Similar resources are under development to support BTEC Hospitality and Art & Design courses due to start in September 2006.

Education Leeds EBP has also supported the creation of resources for vocational qualifications through the Teacher Professional Development Placements programme by identifying companies willing to collaborate in the production of classroom resources. The first resource is a case study based on Rhodia UK Ltd, a local chemical company. Created by two Leeds science teachers the resource is designed to support the teaching of the Applied Science GCSE and comprises a DVD with presentations about the company history, products and H&S regulations. It also includes printed copies of actual company documents including H&S reports, risk assessments, H&S Policy, Company Training Policy, company structure, job descriptions.


Leeds has a very well developed an extensive **Vocational Offer** that is available to all 14-16 Year olds across the city. A wide range of organisations are involved in the delivery of this provision including; FE Colleges, work-based learning providers, City Learning Centres, LCC Jobs & Skills Department and Voluntary and community Sector organisations as well as schools themselves.



Currently around 2,500 young people in Year 10 and 11 spend at least one day per week undertaking a vocational programme outside the school, studying for one or more of nearly 100 different qualifications. Several of the programmes available such as the Young Apprenticeship Scheme and Job Guarantee Scheme involve extensive workplacements.

Details of all the vocational programmes available to young people in Leeds are contained in the 14-16 web-based prospectus available at [www.vocationallearningleeds.org](http://www.vocationallearningleeds.org)

The Education Business Partnership Team within Education Leeds, supported by a grant from West Yorkshire Learning and Skills Council, are driving forward a number of enterprise programmes which include:

- ❑ During 2006/07 all high schools will be supported in developing an action plan to support the introduction of enterprise across the curriculum
- ❑ An Enterprise Forum has been established to which Enterprise Coordinators in all high schools are invited. This meets each term and offers an opportunity for training and dissemination of ideas.
- ❑ Working with the Business and Enterprise schools to support delivery of enterprise programme 'Project Business' and support the training of staff in identified schools.
- ❑ Individual, city wide and regional enterprise challenges for high schools supported by a range of business partners e.g. Real Business Challenge with Coca Cola Enterprises and Flat Pack Challenge with IKEA; Rotary Club Technology Challenge.
- ❑ Five day programmes involving a whole year group (Y7 & Y9) and all curriculum areas developing, producing and marketing a new product or service e.g Candy Company, promotional campaign for British Legion.
- ❑ Mini enterprise programme for SEN groups in conjunction

	<p>with John Smeaton High School</p> <ul style="list-style-type: none"> <li>❑ Teacher Professional Development days in industry which result in the development of new classroom based curriculum support materials e.g. visit to chemical company to support delivery of science. Visit includes input on how principles of enterprise can be introduced into curriculum.</li> <li>❑ Just The Job programme supports Y6 children from 15 inner city primary schools to engage in a number of lessons explaining the world of work followed by visits to two local companies. This involves 45 companies and 700 children.</li> </ul> <p>The LEGI funding recently awarded to the city will provide an opportunity to expand on this foundation and, in particular, provide additional support for schools in some of our most deprived areas.</p>		
<p><b>RECOMMENDATION 20</b></p> <p><b>That as an Authority we are robust in our enforcement and that enforcement protocols are quickly put in place.</b></p> <p><b>We also recommend that an analysis of the Government's Alcohol Misuse Enforcement Campaign is provided to the appropriate Scrutiny Board, detailing the lessons learnt.</b></p>	<p><b>Update received in June 2007 – recommendation completed</b></p> <p>The only time when an application will come before the licensing committee is if the applicant has a relevant offence and the police object. In such instance the committee has two options - reject or grant the application. The Act does not appear to allow for the grant subject to conditions.</p> <p>Where an existing personal licence holder is convicted for a 'relevant offence' before the Magistrates, he is duty bound to advise the Magistrates that he is the holder of a Personal Licence. In this instance it is the Magistrates who decide on the penalty to be applied - revocation or suspension of licence.</p> <p>Enforcement Protocol for the Licensing Act 2003 is in place. Meetings of all partners held on a monthly basis. Info shared and problem premises identified. Joint visits between LCC Entertainment Licensing and West Yorkshire Police regularly held with positive results.</p>		

<p><b>RECOMMENDATION 21</b></p> <p><b>That the Scrutiny Commission undertaking an inquiry into the misuse of alcohol receives the comments and recommendations from Scrutiny Board (Environment and Community Safety) on enforcement and reviews for licences.</b></p>	<p><b>Update received in June 07 – recommendation completed</b></p> <p>The Scrutiny Commission has now ceased, however, the licensing aspect falls under the remit of Overview and Scrutiny.</p>		
<p><b>RECOMMENDATION 22</b></p> <p><b>That Council departments consider how ‘good news’ press releases can emphasise the positive contributions being made by young people.</b></p>	<p><b>Update received in June 07 – recommendation completed</b></p> <p>Continue to consider all positive stories as good news opportunities and to link with Children’s services to make the most of such opportunities.  Work is also underway to link with the Youth Council to establish links and identify opportunities to work together to promote young people who have made positive contribution. An event is being considered aimed at young people to make them aware of the work being done to deal with ASB and also to recognise young people are often victims of asb and methods that can be used to avoid victimisation or how to report incidents.</p>		
<p><b>RECOMMENDATION 23</b></p> <p><b>That the department continues to study best practice from other authorities and where appropriate apply it to this Council’s own approaches to tackling anti-social behaviour.</b></p>	<p><b>Update December 2008</b></p> <p>Leeds has participated in an ESRC-sponsored seminar series that featured research and practice in the UK and in Europe. The series concludes with a conference in 2009.</p> <p>Gillian Mayfield, the Public Safety Manager, is being seconded to</p>		

	the Youth Task Force from February 2009, and will feed back to Leeds identified good practice from other areas.		
<p><b>RECOMMENDATION 24</b></p> <p><b>We recommend that wherever possible the Youth Council is given a higher profile and that the Youth Council itself seeks creative ways of representing more widely the views of young people across the city, particularly around the issue of anti-social behaviour.</b></p>	<p><b>Update December 2008</b></p> <p>The Youth Council has recently reconfigured its working groups to look at different and creative ways to not only engage other young people, but also elected members and service providers. The groups include communications, scrutiny and the Breeze Youth Promise. The Youth Council also works alongside young people from ROAR, (Reach Out and Reconnect) a membership forum that enables a wider range of children and young people to be proactive in the positive contribution agenda whilst promoting opportunities for others. Over the next year the Youth Council will be taking more structured activities into schools to seek the views and ideas of young people on a variety of issues. They will also work closely with young people from ROAR on a variety of issues including anti social behaviour and be part of the extension of the successful Anti Bullying Ambassadors programme from schools to communities.</p> <p>They are also looking to raise their profile through Campaign work, new publicity materials and working with the Breeze website on the Have Your Say section of the Breeze Youth Promise. Alongside other participation initiatives such as the Anti Bullying Ambassadors, Youth on Health, the Youth Council is exploring creative ways to use collaborative sites with Leeds Learning Net.</p>		
<p><b>RECOMMENDATION 25</b></p> <p><b>We recommend that bodies, (public and voluntary) working within the community should look for further</b></p>	<p><b>Update December 2008</b></p> <p>Under the Breeze Youth Promise agenda, the Youth Council will work with a range of young people from different sections of the community to check out whether Leeds is keeping its promise of</p>		

<p><b>opportunities to involve young people in community projects, which allow contact between the different sections of the community. We also recommend that the Council continues to encourage the involvement of young people in the democratic functions of the Council, such as the Scrutiny process and the work of Area Committees.</b></p>	<p>safe places to go and things to do, someone to talk to and having opportunities to have their say. This is a main focus of the Teens transforming Leeds event in February 09, where over a hundred young people will come together in half term at a young person led event to talk about their issues and solutions.</p> <p>Having won national recognition for their first joint scrutiny process on Transport, the Youth Council and young people from ROAR will be meeting with members of the Children and Young People's Scrutiny Board early in the new year to look at building and developing children and young people's engagement with the scrutiny process. Current young people led scrutiny initiatives include the young people's scrutiny panel looking at environment issues, a new young people led scrutiny process for Advice, Information and Guidance services and an activity pack for schools to make young people aware of the Breeze Youth Promise and obtain their feedback.</p> <p>The LS£ash group (young people's panel for Youth Opportunity and Youth Capital Fund) are training and working with young people to localize their grant giving activities. Part of this process will include working with Area Committees to increase young people's participation in their decision making activities.</p>		
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## Inquiry into Affordable Housing (2006)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>RECOMMENDATION 1</b></p> <p><b>That the Director of Neighbourhoods and Housing takes forward the proposal to promote moves for people under occupying council properties, and also that possible management incentives for ALMOs to promote the policy sensitively are considered.</b></p>	<p>Following the debates held at the Scrutiny Board a revised Lettings Policy was implemented in April 06, setting out a number of incentives for customers living in council or Housing Association homes that are under occupying their home. These include:</p> <ul style="list-style-type: none"> <li>• awarding Priority Extra where appropriate,</li> <li>• greater promotion and support for those moving, from ALMO staff,</li> <li>• The ability for ALMO to consider making financial payments to assist such customers with the moving process.</li> </ul> <p>In the Department's view, under occupation does not lend itself easily to be linked with a financial incentive to the ALMO's.</p> <p>The number of council tenants moving to smaller accommodation rose from 63 in 2004/5 to 175 in 2005/6. Such an increase is in part attributable to the introduction of the revised policy, but also due to the lettings as a result of rehousing those displaced from clearance schemes. In such circumstances, many customers may be let homes based upon their housing need, and thereby rehoused in smaller properties.</p>		
<p><b>RECOMMENDATION 2</b></p> <p><b>That mutual exchange marketing is further developed by the Strategic Landlord and ALMOs.</b></p>	<p>Mutual Exchanges have been advertised weekly in the Leeds Homes flyer and on the Leeds Homes website since 2005. In addition Housing Associations advertise their mutual exchanges in these media.</p>		



	Mutual Exchanges have increased from 22.2 per month in 05/6 to 25.7 per month in 06/7.		
<b>RECOMMENDATION 3</b>  <b>That the Neighbourhoods and Housing department encourage Registered Social Landlords to advertise their available properties through the choice based lettings scheme.</b>	Leeds Federated HA and Unity HA advertise almost all their properties through the Leeds Homes choice based lettings scheme. In 2006/7 q1 – 3 131 properties were advertised. Registered Social Landlord (RSL) properties were advertised. Negotiations are on-going with 10 other housing associations to advertise their properties.		
<b>RECOMMENDATION 4</b>  <b>That the Neighbourhoods and Housing department develops stronger links with RSLs, particularly in establishing nomination agreements.</b>	<p>The Council re-launched the need for nominations in 2006 by developing both a new strategic and operational monitoring structure. Officers are in contact with meet each RSL monthly to discuss their nominations performance. As a result, nominations performance is being monitored by Strategic Landlord Group.</p> <p>All RSLs are expected to sign an agreement stating that they will let a minimum of 50% of their properties as a nomination. To date 19 RSLs have agreements have been signed covering 85% of RSL stock in the city</p>		
<b>RECOMMENDATION 5</b>  <b>That a profile of the housing register is made to find the average length of time a customer waits for rehousing, and the sizes of households who need rehousing.</b>	<p>Strategic Landlord group can now inform ALMOs the average lengths of time to rehouse customers by their Priority band, and for homeless customers. This information will be very useful to inform customers, so that they can then make informed decisions on where to be rehoused.</p> <p>In addition, reports are now available to demonstrate average length of time for some customer profiles – by ethnicity, and age.</p>		

**RECOMMENDATION 6**

**That the Affordable Housing Task Group develops further affordable housing schemes in Leeds, and takes note of key research findings and best practice being established nationally.**

A Housing Market Assessment including the needs assessment for affordable housing across the City based upon the national guidelines set out by the Dept of Communities and Local Government has been completed. The conclusion is that there is a need for an additional 1889 affordable homes on a year by year basis for the next 15 years. A follow up piece of research has been commissioned which is to be made available early 2009. It is not expected that any of the figures will have altered however it demonstrates that key research is up to date.

Research has also been carried out to understand the issues behind the resurgence in social housing being seen by customers as a form of entry into the housing market. The research was completed in 2007. This research demonstrated that there is a growing demand for council and social housing. From the 1889 figure requiring affordable housing on a year on year basis 30% of the figure relates directly to the social housing sector.

87 acres of Council owned land has been transferred to The Strategic Affordable Housing Board in order to develop for affordable housing. To date the first phase of sites has attracted grant in the region on £5m and private sector investment in the region of £23m. The first 6 sites will see 190 new affordable units developed. Work is underway on the preparation of the next phase of sites in order to maximise public and private sector investment.. In addition a further 5.5m has been attracted to develop affordable housing on sites within the Fairfield's Estate under the Northern Affordable Housing Challenge

**Phase 2 Sites** – Work has been underway during 2008 to prepare the remainder of the sites for development. The Partnership has identified a number of sites which initially could have been sold on the open market (with the affordable Housing planning component); however the current financial conditions have led to these sites being

considered for auction. If the reserve value placed on each of the sites is not met. Then consideration will be given to developing the schemes for affordable housing utilising resources from the National Affordable Housing Programme

Smaller sites have been packaged up for development and are in the process of being procured.

The two largest sites are Middleton which is located in south Leeds and the Beckhills in the North East of the city are in the process of having urban design briefs developed that will lead to the future procurement of the sites. The work undertaken in terms of Middleton is the furthest advanced. Progress reports on all of the sites and actions taken are reported on a regular basis to the Partnership.

**Single Regional Housing Pot** – A number of sites within the inner urban ring surrounding the City Centre, where obsolete private sector back-to-back housing was identified for clearance works has been undertaken with the use of Regional Housing Board funding.

The Councils Executive Board earlier this year agreed that the sites in question agreed for the sites to be transferred to the responsibility of the Partnership Board in respect of developing the site as and when cleared, subject of course to any Compulsory Purchase Order requirements.

The Development procurement brief has now been produced and was agreed formally by the Partnership Board at his meeting on the 5th of December 2008. The brief is to be circulated shortly to housing associations and private sector developers accredited by the Homes and Communities Agency to elicit bids which will be subject to an agreed assessment criteria.

The submitted bids will be reviewed by assessment panel made up of Council Officers and Representatives from the Homes and

Communities Agency and the Partnership Board with the successful partner being announced in April 2009

**Gipton Homebuy Scheme** – The Partnership has been briefed on this successful development whereby the Council has used the capital receipt from the land sale to purchase equity shares in 25 of the properties built on the site. This has been an extremely popular scheme and has the added advantage of retaining the homes affordable in perpetuity.

A further scheme is in development with Bellways who have recently agreed a joint venture agreement with the Council known as EASEL on sites that sit outside the joint venture with the possible support of funding from the National Affordable Housing Programme.

**Council House Build** -In advance of the governments recent announcements the Council following Executive Board approval in April 2008, three sites have been identified to develop over 70 properties of which approximately 30 will be built for council housing with the remainder of the units being funded by funding from the National Affordable Housing Programme and housing association reserves. The Council House Build units will be funded using a combination of capital land receipts and commuted sums.

It is hoped to present this approach as an exemplar project to both the Government Office and the Homes and Community Agency next year.

**Developing a Public - Private Sector Partnership to create opportunities within the City Centre** – Work has been undertaken with Savills to develop a model that can be presented to the Homes and Communities Agency in order to attract funding from the £200 made available by Central Government to the Agency as part of the package of measures to stimulate and support the housing market.

The Council in conjunction with the Partnership Board has also

	<p>received a number of other approaches from private sector organisations and developers which are currently being assessed in terms of viability and value for money.</p> <p>First time buyer's initiatives and Homebuy products are being accessed by the Council in order to widen the range of affordable home ownership products available to people in Leeds.</p>		
<p><b>RECOMMENDATION 7</b></p> <p><b>That clear criteria for access to affordable housing is developed for all schemes, maintaining local links, and giving priority to those who have been displaced through regeneration schemes.</b></p>	<p>The Affordable Housing Delivery Plan that has been agreed by Executive Board set</p> <p>Out a broad strategic framework in relation to developing criteria for access to affordable housing. Separate to this area, Environment and Neighbourhoods and the Development Department are working closely to develop standardised section 106 agreements and in relation to new and existing planning applications are working closely to ensure that affordable housing requirements are fully met in line with the Supplementary Planning Guidance and that local requirements in terms of management and meeting the needs of the local community are met. An updated SPD 'Affordable Housing' is being produced and having gone through all the various consultation processes should be adopted early in 2009.</p> <p>With the current pressures on social housing in terms of managing the decanting of secure tenants and residents, ongoing work is being undertaken with the Regeneration Partnerships Division of Neighbourhoods and Housing to see how additional affordable housing developed either by public or private sector funding can assist with the delivery of regeneration schemes and the re housing of those displaced.</p>		

<p><b>RECOMMENDATION 8</b></p> <p><b>That a co-ordinated approach to marketing affordable housing is established to ensure that those who are eligible are given opportunity to benefit from the schemes.</b></p>	<p>The Housing Market Assessment will inform and advise in terms of housing need across all tenures. Development Department and Environment and Neighbourhoods are working to ensure a co-ordinated approach towards the marketing of affordable housing. In addition Environment and Neighbourhoods are working closely with registered social landlords who will be either managing or marketing properties to take into account local requirements where applicable.</p>		
<p><b>RECOMMENDATION 9</b></p> <p><b>That the appropriate Scrutiny Board receives a progress report on the Golden Triangle Partnership</b></p>	<p>The Golden Triangle Partnership has been developing a Mortgage Rescue Scheme in advance of the recent development of the Central Government scheme. The procurement process has been undertaken and a contractor appointed to deliver the scheme.</p>		
<p><b>RECOMMENDATION 10</b></p> <p><b>That the future target attached to BVPI 64 is high enough to ensure that it drives continued improved performance.</b></p>	<p>Whilst BVPI 64 (non decency in vulnerable private households) is no longer part of the Gov suite of indicators, the Dept continues to set and monitor performance in terms of the numbers of households occupied by vulnerable people made decent. In 2008/9 the target is 600 homes to be made decent</p>		
<p><b>RECOMMENDATION 11</b></p> <p><b>That the department considers future funding arrangements for the Empty Property Team.</b></p>	<p>As part of the reorganisation of services and the establishment of the Health and Environmental Action Service in May 2008, the Empty Property Team was incorporated as part of the permanent structure, funded through base budget, and continues to operate as a dedicated unit to address the problems associated with long term empty private properties</p>		

**RECOMMENDATION 12**

**That the department reports to the appropriate Scrutiny Board on the Housing Market Assessment once this is complete.**

A report on the outcome of the Housing Market Assessment will be reported back to the appropriate scrutiny board in April 2007.

## Inquiry into Regeneration in Beeston Hill and Holbeck (2007)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>Recommendation 1:</b> Shaftesbury House be used as a flagship for promoting the regeneration of the area.</p>	<p>We have worked closely with the developer behind this project. Despite various delays, the project is ongoing and does afford a real opportunity to promote the area. We will continue to offer support to the developer, not least in seeking to secure a suitable site for the required wind turbine, which also affords the opportunity to create a Leeds landmark, and statement about the local concern for environmental sustainability.</p>		
<p><b>Recommendation 2:</b> That clear and regular communication is offered to residents currently not included in regeneration projects in order to keep them informed of progress and the likely timescale of future schemes and that the strategy for achieving this is reported back to the Board.</p>	<p>A wide range of ongoing regular and bespoke consultation has taken place regarding key developments in the area and both the Holbeck and Beeston Hill regeneration plans. Despite the loss of significant funding which would have previously underpinned this work, we are pursuing all opportunities for regular newsletters. The advent of the PFI scheme has enabled a newsletter covering regeneration issues in the BHH area to be produced, and work is ongoing for a version to be published in early February. See also answer 8</p>		
<p><b>Recommendation 3:</b> That the department report back to the Board outlining the benefits and risks of extending the licensing scheme to all private landlords.</p>	<p>Selective Licensing is no longer being promoted for South Leeds, primarily due to a concern that in an improving area it could possibly destabilise the market. . However we have been pursuing this as an opportunity in the Richmond Hill area, and after a very extensive process, and careful consideration of reservations expressed by sections of the private rented sector, we are just nearing securing the consent of the DCLG to this scheme.</p>		



<p><b>Recommendation 4:</b> That the Regeneration Board make shop fronts a priority (where this has not already been done) and that such schemes include wider factors such as traffic and environmental improvements</p>	<p>No funding has been available to improve shop fronts. Work is ongoing to progress environmental works, not least on Holbeck Moor. However, funding for such projects is going to prove difficult to achieve at desired levels due in part to the present market valuation of the potential sites for sale. Such opportunities were viewed as one of the main mechanisms for funding this work. Given the present economic climate it is likely that funding will still be forthcoming but over a longer timescale.</p>		
<p><b>Recommendation 5:</b> That consideration is given to the appropriate development of the Matthew Murray school site. We recommend that the primary consideration should be the development of affordable housing.</p>	<p>Residential use still remains the first choice for the redevelopment of this site. However careful consideration will now be required regarding when to bring this site to the market. Affordable housing options are also being developed for the Beverley's site which is partly cleared and the land around Brown Lane East which will be cleared in the new year.</p>		
<p><b>Recommendation 6:</b> That wherever possible, local businesses within the regeneration area are employed to undertake regeneration activities.</p>	<p>Opportunities for this have been limited due to the technical nature of the work required, procurement requirements and the scale of the PFI contract itself. However, the consortia's still involved with the process are indicating that wherever possible and appropriate they do wish to work with locally based companies to promote local training and employment. At the Beverleys site, local companies have been used. For example following a tendering exercise, demolition work was awarded to the in house LCC Building Agency, and local removal companies have been employed to help people move. At Holbeck Moor, groundwork has assisted parks and countryside staff to undertake planning and design work. On the Group repair sites local training and local labour both feature with 11 of the 20 staff on site being Leeds based. Local firms have also been used where ever possible; however this does depend on cost and availability.</p>		

<p><b>Recommendation 7:</b> That the Regeneration Partnership Manager is proactive in promoting Social Enterprise support in Beeston Hill and Holbeck with the aim of increasing the number of social enterprise businesses being supported specifically in this area</p>	<p>Since this recommendation was formulated, the Area Regeneration Team and both the 'Sustainable Futures Project' and the 'South and West Leeds Community Capacity Building Project' have ceased to operate due to the ending of short term funding streams. Consequently support for this area of work is now more limited. However considerable support has been given by the LEGI team to Tiger 11, and the social enterprise and catalyst centre at Hillside has now opened.</p>		
<p><b>Recommendation 8:</b> That the department ensures that lessons from previous consultation exercises are applied to the ongoing communication and consultation within Beeston Hill and Holbeck.</p>	<p>See recommendation 2. Extensive consultation has been undertaken in regards to both the RHB and PFI sites. Close working has been established with local elected members and members of the community. For example, to inform work on the PFI scheme, a Community Advisory Group has been established, and the umbrella Neighbourhood Renewal Residents Forum has been enlarged to include membership from an adjoining community group. It also continues to receive support from both the Area Management Team and the City Projects Office, who make a small payment to organizations represented on the group in return for their assistance with communicating information regarding the PFI scheme.</p>		
<p><b>Recommendation 9:</b> Having emphasised the continued importance of Government financial support, we also wish to urge the Regeneration Board to continue with those activities that are still viable and to begin to seek contingency arrangements should future PFI credits not be forthcoming</p>	<p>In respect of housing regeneration: The PFI bid has been successful. In addition other work is being funded by the Regional Housing Board, the Housing Corporation, and preliminary discussions are ongoing with the private sector regarding the potential for a much wider South Leeds Regeneration programme. As mentioned above and below, many other funding streams have contributed to improvements in educational , health and enterprise schemes.</p>		

<p><b>Recommendation 10:</b> That the appropriate Scrutiny Board receives six monthly updates on the status of the funding streams on which the current level of regeneration activity depends</p>	<p>Updates have not been requested. However it is fair to say that the Beeston Hill and Holbeck Regeneration Board has been kept informed regarding the availability of regeneration funds in the area. Largely this is positive, in that substantial sums are committed or expected from the sources mentioned above to help regenerate the area. Other initiatives have been financed through Liftco, BSF and housing decency monies. However there have been significant reductions in the smaller pots of funding available including ERDF/ESF, NRF and SSCF. This is taking its toll in terms of revenue funding available to the Council, Partners and the VCF sector to deliver improvement programmes and regeneration activity. These issues have been well documented at a local and national level.</p>		
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## Inquiry into Lettings (2008)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>1. That the Strategic Landlord considers how best to involve the Scrutiny Board (Environment and Neighbourhoods), or its successor body, as part of the annual review of the Council's Lettings Policy, prior to final approval</p>	<p>Strategic Landlord Group is currently consulting on changes to the lettings policy, and has included Environment and Neighbourhoods Scrutiny Board in the formal consultation process.</p> <p>The proposed changes, discussed in the Scrutiny Board Inquiry into lettings, will be considered by Executive Board in October 2008.</p> <p>Timescale: June 2008, then ongoing with future lettings policy revisions</p>		<p><b>COMPLETE</b> - Scrutiny Board were included in formal consultation of review in Aug 08</p>
<p>2. (i) That, through the ALMOs, the Strategic Landlord ensures that all local ward members are provided with quarterly performance information relating to local housing issues, in particular waiting times and lettings.</p>	<p>Leeds Homes will provide quarterly performance reports on lettings to all ward members.</p> <p>Timescale: From Quarter 1 2008/9, ie July 2008</p>		<p>Quarter 1 +2- <b>COMPLETE</b></p>
<p>(ii) That, in conjunction with the Head of Scrutiny and Member Development, the Strategic Landlord, as and when appropriate, delivers a series of Member briefing/ information sessions on housing related matters, particularly following any significant changes to policy.</p>	<p>Strategic Landlord will arrange briefing sessions with Member Development to tie in with the revision of lettings policy.</p> <p>Timescale: October 2008, then twice annually</p>		<p><b>NOT COMPLETE.</b> To be completed once Lettings policy handbook finalised – Jan 09. Sessions to be undertaken in partnership with</p>

			Member Development team
(iii) That, to supplement the Member briefing sessions (referred to above), the Strategic Landlord produces and maintains a Members' handbook on the Council's Lettings Policies.	Strategic Landlord Group will produce a Members' Handbook on the lettings policy and key changes to it.  Timescale: October 2008, then updated in line with future lettings policy revision		<b>NOT COMPLETE</b> – to be distributed Jan 08
3. That, to enhance the openness and transparency in the development of Local Lettings Policies (LLPs), the Strategic Landlord ensures that, through the ALMOs, all local ward members are formally consulted in a timely and appropriate manner.	In future, ALMOs will be expected to consult with local ward members as part of the annual review of LLPs.  Leeds Homes will revise the LLP review template for use in the next review scheduled for autumn 2008. Where no evidence is provided that member consultation has been undertaken, the council will not approve the LLP.  Timescale: From September 2008		<b>COMPLETE</b> – new review template includes requirement for ward member consultation
4. That, working with each of the Arms Length Management Organisations (ALMOs) and the Belle Isle Tenant Management Organisation (BITMO), the Strategic Landlord seeks to develop a set of principles to ensure that information on all LLPs in operation across the City are easily accessible by all members of the public, and are presented in a clear and consistent manner, by December 2008.	The ALMOs will provide customer information leaflets to customers about their LLPs.  The Leeds Homes website will provide a web link to this information from all properties with a LLP advertised through the Leeds Homes website. (Timescale: November 2008)		<b>NOT COMPLETE</b> – ALMOs are still developing customer information leaflets. Improved leaflets will be developed as part of the LLP review (to be completed June 09)  Website link delayed due to IT

			resources dedicated in other housing projects.
<p>5. That as a matter of urgency, the Strategic Landlord reviews all relevant policies and procedures to ensure that each ALMO adopts a consistent approach and takes appropriate legal action when the Council becomes aware that any false and/or misleading information has been provided at any stage during the application process.</p>	<p>Under the ALMO Management Agreement, ALMOs are already obliged to inform the council of any fraudulent activity they are aware of.</p> <p>Strategic Landlord Group has included a statement on tackling fraud in the revised lettings policy. (timescale: Consultation currently ongoing)</p> <p>In addition, Strategic Landlord Group will develop procedures with Legal Services and implement a reporting regime. (Timescale: August 2008)</p>		<p><b>COMPLETE</b> – statement included in new lettings policy.</p>
<p>6. That, by December 2008, the Strategic Landlord review the application registration procedures to ensure that appropriate checks on customers' identities are undertaken at an earlier stage of the lettings process, for example, as part of the housing need assessment process.</p>	<p>A new customer checklist has been included in the revised Leeds Homes Register application form which will require customers to provide additional proof of identity, for example, copies of official documentation (such as a bank statement or driving licence) confirming the name and address of the applicant. (Timescale: August 2008)</p> <p>The lettings procedures on priority awards will be updated following the lettings policy review, to require staff to make identity checks being prior to awarding any priority. (Timescale: October 2008)</p>		<p><b>COMPLETE</b> – checklist included in new LHR form.</p>
<p>7. That, within each ALMO/ BITMO, the Strategic Landlord actively promotes the photographing of all main and joint tenants at the time of signing their tenancy agreements.</p>	<p>The 2008 lettings policy review proposes that main and joint tenants are photographed prior to taking up their tenancy, to enable staff to identify the rightful tenant and reduce incidences of subletting. Strategic Landlord will develop detailed procedures to ensure this is done according to Data Protection requirements. (Timescale: Consultation currently ongoing, Executive Board – October 2008)</p>		<p><b>COMPLETE</b> – included in new lettings policy. Recognised as good practice in ALMO inspections</p>

<p><b>8. (i)</b> That, by December 2008 and in conjunction with each ALMO and the BITMO, the Strategic Landlord seeks to develop and implement suitable strategies to tackle sub-letting of council properties.</p>	<p>The proposed revised lettings policy includes a statement that the council takes fraud seriously, including subletting (where a tenant sublets the whole of the property to another person), and that all reports of suspected fraud will be investigated. (Timescale: Consultation currently ongoing, Executive Board – October 2008)</p> <p>Strategic Landlord Group will encourage ALMOs to publicise reporting mechanisms such as hotlines or online reporting to tackle subletting.</p> <p>Strategic Landlord will develop procedures for ALMOs to follow. (Timescale: December 2008)</p>		<p><b>COMPLETE</b> – included in new lettings policy</p> <p>ENE have established a hotline.</p> <p>Completed &amp; Consultation with ALMOs taken place. To publish when Equality Impact assessment complete in Jan 09.</p>
<p><b>(ii)</b> That a review of such strategies is undertaken 12 months after implementation, with a view to ensuring such strategies are and remain fit for purpose.</p>	<p>As above (Timescale: December 2009)</p>		<p>As above</p>
<p><b>9.</b> That by April 2009, the Strategic Landlord, through the ALMOs:</p>			
<p><b>(i)</b> Ascertain the level of under-occupancy across all council housing stock.</p>	<p>ALMOs are currently gathering data on the level of under-occupancy in their area. This is being undertaken through the customer profiling process. (Timescale: April 2009)</p>		<p>IT was initially thought that ALMO collection of customer profiling data would provide data on the level of under-occupation.</p>

		<p>However, the methodology used by ALMOs robust data. However, alternative data sources are being used to promote the under occupancy scheme – such as data known on length of tenancy, housing register information.</p>
<p>(ii) Undertakes further research to establish the most appropriate interventions for reducing under-occupancy across council housing stock locally.</p>	<p>In June 2008 Executive Board approved a pilot underoccupation incentive scheme (see point 9 iii below for details). The scheme will be evaluated to establish how successful various interventions are in achieving moves. (Timescale: April 2009)</p> <p>The Golden Triangle Partnership is planning to commission further qualitative research to evaluate underoccupation schemes, through interviewing underoccupiers who have moved successfully as well as those who have decided against moving. (Timescale: 2009/10)</p>	<p>As of early Dec 08, 18 family homes released (most 3 bed+), resulting in freeing up 39 bedrooms of stock.</p> <p>An Executive Board paper will be presented with an evaluations of the scheme in March 08</p> <p><b>INCOMPLETE</b> - Golden Triangle Partnership plans for research to be reviewed by the Partnership Board. The Board have</p>



			not set up a date.
(iii) Formulate proposals, including the allocation of dedicated resources, aimed at proactively addressing under- occupancy, in the longer-term, across council housing stock locally.	<p>In June 2008 Executive Board approved the establishment of a £300,000 fund for 2008/9 to provide financial incentives to encourage underoccupying council tenants to move to a smaller property. Tenants will receive £1,000 for each bedroom released by a move. The scheme will initially focus on 4+ bedroom properties, but will be rolled out to 2 and 3 bedroom stock in the autumn, dependent on the take up of the scheme. (Timescale: April 2009)</p> <p>A further report and detailed action plan will be brought back to Executive Board proposing a longer term strategy and budget once the initial pilot scheme has been evaluated. (Timescale: February 2009)</p> <p>In addition, the Golden Triangle Partnership is developing a pilot scheme which aims to relocate a total of 50 underoccupying households from across Leeds, Harrogate and York over a two-year period from 2009/10. (Timescale: from April 2009)</p>		<p>As above (ii)</p> <p>As above (ii)</p> <p><b>INCOMPLETE</b> No developments yet in Leeds. Golden Triangle Partnership (GTP) Partnership Board will consider this latter in 2009. However in York, GTP agreed in Oct 08 to spend £30K for 6 under occupying households units to move into a new build scheme</p>

<p><b>10. That the Strategic Landlord:</b></p> <p><b>(i)</b> Continues to monitor the use of Leeds Choice Based Lettings (CBL) scheme, and actively promotes and encourages its use as a mechanism to advertise a range of housing options and opportunities, including private landlord accommodation and affordable housing.</p>	<p>Following a review, the CBL scheme for accredited private landlords was relaunched in March 2008. The scheme is now much more flexible and most landlords are choosing to place freestanding adverts in the Leeds Homes flyer and website with the aim of rehousing more customers from the Leeds Homes Register.</p> <p>Nomination agreements with our Housing Association partners now include affordable housing scheme nomination targets as part of the agreement. (Timescale: ongoing)</p>		<p><b>COMPLETE</b> – take up from private sector improved and closer working with RSLs on affordable developments. Since April 08 to-date, 322 RSL properties, 10 affordable housing and 65 private rented properties advertised through the CBL scheme</p>
<p><b>(ii)</b> Ensures that affordable housing solutions are more closely linked to the Leeds Homes Register and CBL scheme by actively identifying appropriate customers and signposting them to relevant schemes in the City.</p>	<p>The revised Leeds Homes membership pack will include a 'Housing Options' customer information leaflet giving details of alternative solutions to their housing need. (Timescale: August 2008)</p> <p>IT improvements to the Leeds Homes registration process will enable staff from Housing Needs and the ALMOs to identify tailored housing solutions for customers, based on the information provided on their membership form. (Timescale: October 2008)</p>		<p><b>COMPLETE</b> – new form with literature launched Oct 08 On going - dependant on IT solution delivery in early 2009</p>
<p><b>11. That, by December 2008, the Strategic Landlord:</b></p>			
<p><b>(i)</b> Explores and implements ways in which 'mutual exchanges' are better promoted and marketed as part of the available housing options.</p>	<p>Strategic Landlord Group will develop publicity materials eg posters for housing and one stop offices, articles in ALMO newsletters and the Leeds Homes property flyer. (Timescale: December 2008)</p>		<p><b>INCOMPLETE</b> Strategic Landlord Group have been in negotiations with 2 national IT</p>

<p><b>(ii)</b> Considers ways in which a more proactive approach by staff could help provide customers with realistic advice and help facilitate mutual exchanges where such an approach offers an appropriate solution.</p>	<p>Strategic Landlord Group will target mutual exchange information to LCC and RSL tenants with LHR applications registered.</p> <p>Strategic Landlord Group will develop IT solutions to enable a better mutual exchange matching process for customers using on-line facilities and for housing staff to actively promote potential exchanges between tenants. (Timescale: December 2008)</p>		<p>based mutual Exchange providers. A decision will be made in Jan 09 on which one to partner with. The MX partner service will provide publicity material as part of the contract.</p>
<p><b>12. (i)</b> That the Strategic Landlord continues to develop and promote a 'Housing Solutions' approach in order to respond to the changing nature of customers housing needs in the City, including appropriate changes to the Council Lettings Policy.</p>	<p>Strategic Landlord is working closely with Housing Needs Group's Business Change Project to develop a housing solutions approach.</p> <p>A bid has been submitted to Communities and Local Government's Housing Solutions Trailblazer Programme. If successful the council could receive £240,000 for the Housing Options programme in 2009/10. The council is currently awaiting the outcome of the bid.</p> <p>As part of the Business Change Programme, the project aims to deliver a housing solutions website. The website specification is currently being developed, but the site will include information on renting privately, social housing, affordable housing and support available to remain at home. (Timescale: October 2008)</p>		<p>CLG Housing Solutions bid not successful. Despite the unsuccessful bid, within Housing Services a lot of work has been undertaken to improve housing options for customers presenting at Homeless Advice and Prevention. This includes changes in front line delivery, and</p>

			<p>better use of technology, increasing the number of private lettings, RSL lettings and improved literature to so that customer have a more informed choice.</p> <p>Timescale for Housing Solutions website has been delayed to April 09</p>
<p>(ii) That in considering any proposed changes to the Council Lettings Policy, the Strategic Landlord seeks to undertake a further and more detailed examination of the likely implications of such, and provides this to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, for consideration.</p>	<p>Environment and Neighbourhoods Scrutiny Board will be involved in consultation on future lettings policy changes as per recommendation 1.</p> <p>The proposed changes discussed previously as part of the Scrutiny Board inquiry include: action to reduce fraud, eg by photographing tenants prior to sign-up, reducing preference for unsuitable customers and assisted bidding.</p>		<p><b>COMPLETE</b> – Lettings Policy review approved by Executive Board Oct 2008. Leeds Homes developing lettings policy consultation strategy which will formalise arrangements for involving E&amp;N Scrutiny Board</p>
<p>(iii) That, in developing a 'Housing</p>	<p>A performance framework will be developed covering key areas</p>		<p>Current Homeless</p>

<p>Solutions' approach, the Strategic Landlord develops and implements a robust performance framework, in order to provide meaningful, accurate and timely performance information for all key stakeholders.</p>	<p>including: homeless prevention, support to enable the customer to stay in their current accommodation (eg through mortgage advice / rescue, or prevention of eviction), and customer satisfaction. (Timescale: April 2009)</p>		<p>and Lettings performance targets have been brought together to be reported through the Directorates performance reporting regime.</p>
<p><b>(iv)</b> That the Strategic Landlord provide a 6-monthly report to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, regarding progress in developing a 'Housing Solutions' approach and any available performance data.</p>	<p>Strategic Landlord will submit a further report to Environment and Neighbourhoods Scrutiny Board. (Timescale: December 2008)</p>		<p>Report not submitted yet, but the Housing Solutions team could provide a report if a date is timetabled.</p>
<p><b>13.</b> That, within 12 months, the Chief Housing Services Officer establishes and commences a process, involving all key stakeholders, to determine the future customer profile of Council Housing within Leeds.</p>	<p>In 2007 the Strategic Landlord Group published a detailed report on the 'Demand for Council housing'. The main findings was that the future demand for council housing will come increasingly from single and young people, and particularly from BME groups. In addition, customers with increasing chaotic and complex housing needs are being rehoused. As a result Housing management practices need to respond to the changing needs of this new customer profile. ALMOs are addressing this, for example, WNW have implemented a tenancy support team to provide practical support and life skills training to customers who may be at risk of failing in their new tenancy.</p>		<p><b>NOT COMPLETED.</b> However, the Directorate has a huge amount of data on customer profiles from those both on the housing register and those in council tenancies. The source of this</p>

It is proposed that a future Scrutiny Board session is held to examine the future profile in more detail. Recommendations would be made on how to widen this debate and to involve future stakeholders.  
(Timescale May 2009)

information is from research commissioned in 2006, and from the housing management database.



Originator: Superintendent  
Simon Whitehead

Tel: 3950800

**Report of the Chief Community Safety Officer**

**Scrutiny Board (Environment and Neighbourhoods)**

**Date: 12 January 2009**

**Subject: The role of Police Community Support Officers (PCSOs)**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**1.0 Purpose Of This Report**

1.0 The report outlines the role and deployment of Police Community Support Officers (PCSOs) in West Yorkshire, and provides an outline of PCSO activity in Leeds.

**2.0 Role**

2.1 The fundamental role of a PCSO is to contribute to the policing of neighbourhoods, primarily through high visibility patrols with the purpose of:

- Reassuring the public
- Tackling anti-social behaviour in public places
- Being accessible to communities and partner agencies working at a local level

2.2 The PCSO role is one of engagement as opposed to enforcement. Day-to-day activities and emphasis could vary from neighbourhood to neighbourhood depending on local priorities.

**3.0 Deployment**

3.1 On appointment, PCSOs commence a seven week training programme, which is followed by four weeks of tutored patrol at their appointed Division. Thereafter they are required to patrol alone unless a risk assessment determines otherwise. All PCSOs in the West Yorkshire Force are posted to Neighbourhood Policing Teams and are deployed on a ward basis.

- 3.2 In keeping with the Neighbourhood Policing focus of the West Yorkshire Force, PCSOs work to a common shift pattern that ensures cover every day (see appendices).
- 3.3 Leeds City Council provide 30% of the funding for 170 of the 320 PCSOs working in the Leeds area, distributed as 5 per ward except Burmantofts and Richmond Hill ward with 8 and Gipton and Harehills ward with 7. A contract governs this arrangement. In terms of the Leeds policing Divisions this equates to 70 funded PCSOs in North East Leeds, 65 in North West Leeds and 35 in City & Holbeck.
- 3.4 The following table illustrates the spread of PCSOs across the North of England:

City/LA	Approx Population	Total No. Of PCSOs	No. LA Part Funded	Approx PCSO per 1000 Population
Leeds	750,000	320	170	0.43
Bradford	470,000	205	130	0.44
West Yorkshire	2,200,000	762	407	0.35
Greater Manchester	2,500,000	848	25	0.34
Sheffield	530,000	143	25	0.27
Newcastle	272,000	109	0	0.40
Liverpool	436,000	119	0	0.27
Merseyside	1,500,000	466	0	0.31

- 3.5 A monthly updated list of PCSOs in post is supplied to Leeds City Council. This is supplemented by a quarterly report of PCSO activity.

#### 4.0 PCSO Activity

- 4.1 At the end of each tour of duty a PCSO is required to complete an electronic monitoring form covering that day's activities. Amongst the activities currently measured are:

- Time spent on high visibility patrol
- Time spent on high visibility patrol in their allocated area
- Time spent at incidents
- Time spent on school related activity
- Surgeries/contact points held
- Asb complainant and offender visits
- Intelligence reports submitted
- Alcohol, tobacco and vehicle seizures

- 4.2 Neighbourhood Policing Team Internet sites are regularly updated with details of local policing activity; however, below is a snapshot of activities involving PCSOs during quarter 2 of this year.



#### 4.3 North East Leeds

##### July

**Car Boot** (27<sup>th</sup>) - Operation to target the sale of counterfeit goods at Crossgreen car boot sale - £10,000 worth of goods seized. 2 stops, 4 intelligence reports.

**Operation Champion** (29<sup>th</sup> to 31<sup>st</sup>) - Multi agency operations to address 'crime and grime' issues - Seacroft - 61 stop searches, 9 arrests, 14 vehicles seized, 1250 homes supplied with crime reduction information material.

##### August

**Car boot** (17<sup>th</sup> and 31<sup>st</sup>) - £10,000, 1 arrest, 1 stop search, 1 intelligence report.

**Gipton area** - 3 month dispersal order commenced in the Gipton area.

**Operation Champion** (12<sup>th</sup> to 14<sup>th</sup>) - Harehills - 12 intelligence reports, 4 vehicles seized, 1 arrest.

##### September

**Car boot** (7<sup>th</sup> and 26<sup>th</sup>) - £25,000 worth of counterfeit goods seized.

**Operation Bulgaria** - Wetherby Villagers - Collingham and Scarcroft - 2 day operation to address burglaries in the villages - 1 arrest.

**Wetherby area** - Multi agency operation - test purchases at off-licences.

**Operation Champion** - East End Park: 19 calls attended, 4 arrests made, 19 traffic related fixed penalty tickets, 72 Stops, 15 intelligence reports, 32 Tons of waste removed from gardens/bin yards, 30 Tags of graffiti removed from properties, 50 bin yards cleared of rubbish, 250 leaflets delivered offering free home fire safety checks.

**Operation Champion** (30/9 to 2/10) – Roundhay.

#### 4.4 City and Holbeck

##### July

**Operation Catch** - Coordinated NPT-led operation to arrest priority crime type offenders in the Morley area deploying targeted PCSOs - 48 arrests including participation in a number of drugs search warrant operations.

**Operation Dampen** - Operation to address off-licence alcohol sales to underage customers. Clampdown on teen drinking during the summer holidays has helped to cut calls about anti-social behaviour by 20%. Operation Dampen launched in late July saw officers and PCSOs from the NPT seize more than 120 bottles and cans of alcohol from underage drinkers on the town's parks and streets. More than 50 local youngsters caught drinking or committing anti-social behaviour were dealt with during the operation, which officially concluded on 2 September. Action taken against the youths included taking them home and speaking to them in front of their parents, and writing letters to parents advising of their child's behaviour. The operation also clamped down on those who were buying the alcohol, with fixed

penalty notices issued to people for either buying or attempting to buy alcohol for a person under 18.

**Operation Champion** (14<sup>th</sup> and 15<sup>th</sup>) - Belle Isle - 650 homes supplied with crime reduction information material, 60 VCRAT referrals (generating letters to vehicle owners re. valuables left on display in their cars), 33 vehicles removed, 4 arrests, 4 warrant arrests, £225 recovered in outstanding fines.

### *August*

**Trojan Bus** (6<sup>th</sup> to 8<sup>th</sup>) - use of 'undercover' bus staffed by police staff - 3 youths arrested for trying to cause damage to bus by throwing objects at it.

**Drugs operation** (14<sup>th</sup>) - Belle Isle - 2 arrests and several stolen vehicles recovered.

**Dispersal Order** - 15th of August for 3 months - Middleton Park area.

**Operation Catch** - As above - 33 arrests.

**Operation Divensure** - through August - is a combination of diverting young people away from anti-social behaviour, positive action when called to deal with incidents of anti-social behaviour and reassuring local people that their concerns over such activity are being taken seriously. Organised and partly funded by the Holbeck NPT, it ran throughout the school summer holidays and gave teenagers aged between 13 and 16 the chance to take up activities such as canoeing, caving and rock climbing, and car mechanics, along with sports including football and swimming. Officers and PCSOs also took enforcement action, including working with local residents to identify anti-social behaviour hot spots and tackle problems for the benefit of the local community. 40% reduction in ASB reports over 5 weeks.

**Operation Champion** (6th to 8<sup>th</sup>) – Beeston.

### *September*

**Operation Catch** - 52 arrests.

**Operation Date** (25th) - Morley - Operation to address nuisance off-road motorcycles.

**Operation Champion** (9th to 11<sup>th</sup>) - Beeston - Target hardening at 110 addresses.

## 4.5 North West Leeds

### *July*

**Operation Champion** (23rd to 25<sup>th</sup>) - New Wortley - 23 vehicles recovered, 11 fixed penalty tickets issued, 2 vehicles seized under Sec 59 and 7 Sec 59 warnings issued, 10 arrests, 21 arrests for outstanding warrants and £2,277 recovered in fine defaults.

## *August*

**Operation Champion** (20<sup>th</sup> to 22<sup>nd</sup>) - Woodhouse - 1000 homes supplied with crime reduction information material, 8 vehicles seized, 6 arrests, 5 fine warrant arrests.

## *September*

**Belle Vue Open Day** (13<sup>th</sup>) - 350 visitors to an open day, including the Dog Section, Crime Reduction, Neighbourhood Watch, Ward information, Graffiti Removal Demonstration, Mountain Bike Display, Mounted Section, Police Uniform and Kit Display, HeadCams, Specials Recruitment, NPT Presentation, CJS, the Amplitude Van, the Motorway Unit, FSU - Fire Arms Support Unit, Traffic Vehicle with Automatic Number Plate Recognition capability, Off Road Motorcycle, NPT Vivaro, the Otley Land Rover and a Fire Engine from the Leeds Fire Station "Red Watch".

**Otley Police Station open day** (20<sup>th</sup>) – as above

**Pudsey Police Station Open Day** - as above (extensive media coverage).

**Operation Walksafe** - through September - increased uniformed patrols around the University and Headingley area with University of Leeds, Leeds Metropolitan University and Trinity and All Saints College. Students visited and crime prevention advice given, property marking with a UV marker. During the 'Walksafe' Operation, high-visibility patrols were conducted in joint patrols with all the Universities security staff, around halls of residences and the main Woodhouse Lane corridor, resulting in a decrease in street robberies around this area during 'Freshers' Week'.

**Operation Acrid** - from 5<sup>th</sup> of September - Operation to address burglary in the Pudsey area.

**Operation Champion** (17<sup>th</sup> to 19<sup>th</sup>) – Farnley.

## **5.0 Surgeries/Contact Points**

A review of current NPT web sites reveals that there are over 100 public surgeries/contact opportunities held by the District NPTs. PCSOs are involved in these and in many cases have responsibility for their operation. Many of the surgeries are held in school premises or community/village halls or similar familiar public buildings. A number of the opportunities are held jointly with councillors or parish council surgeries.

## **6.0 Recommendation**

Members are asked to note this report.

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City & Holbeck		NPT - City				PCSO			
<b>Authorised: 18<sup>th</sup> March 2008</b>		<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
<b>Week 1</b>	14X22	RD	RD	RD	07X16	07X16	08X16	34	
<b>Week 2</b>	07X15	14X22	14X22	16X02	RD	RD	RD	34	
<b>Week 3</b>	RD	07X15	07X15	07X15	17X03	17X03	16X00	52	
<b>Week 4</b>	16x00	RD	RD	RD	08X17	08X17	08X16	34	
<b>Week 5</b>	08x16	16X00	16X00	16X02	RD	RD	RD	34	
<b>Week 6</b>	RD	08X16	08X16	08X16	17X03	17X03	16X00	52	
						<b>Total Hours</b>		<b>240</b>	

City & Holbeck		NPT City				Markets PCSO			
<b>Authorised: 18<sup>th</sup> March 2008</b>		<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
<b>Week 1</b>	09x19	09x19	RD	07x15	07x15	09x19	RD		
<b>Week 2</b>	07x15	07x15	RD	11x19	09x19	RD	RD		
						<b>Total Hours</b>		<b>80</b>	

City & Holbeck		NPT – Morley, Holbeck, Rothwell				PCSO			
<b>Authorised: 18<sup>th</sup> March 2008</b>		<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
<b>Week 1</b>	15X00	RD	RD	RD	08X16	08X16	08X16	33	
<b>Week 2</b>	08X16	15X00	15X00	15X00	RD	RD	RD	35	
<b>Week 3</b>	RD	08X16	08X16	08X16	15X01	15X01	15X23	52	
						<b>Total Hours</b>		<b>120</b>	

City & Holbeck		NPT Morley – White Rose				PCSO			
<b>Authorised: 18<sup>th</sup> March 2008</b>		<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
<b>Week 1</b>	13X21	RD	RD	RD	08X17	08X17	08X17	35	
<b>Week 2</b>	08X17	13X21	13X21	13X22	RD	RD	RD	34	
<b>Week 3</b>	RD	08X17	08X17	08X17	13X21	12X20	10X18	51	
						<b>Total Hours</b>		<b>120</b>	

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<b>North East Leeds</b>	<b>NPT</b>				<b>PCSO</b>			
<b>Authorised: 18<sup>th</sup> March 2008</b>	<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
<b>Week 1</b>	15X23	RD	RD	RD	08x17	08x17	09x17	34
<b>Week 2</b>	08X16	15x23	15x23	14X24	RD	RD	RD	34
<b>Week 3</b>	RD	08X16	08X16	08X16	15x01	15x01	15x23	52
						<b>Total Hours</b>		<b>120</b>

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<b>North West Leeds</b>	<b>NPT</b>				<b>PCSO</b>			
<b>Authorised: 18<sup>th</sup> March 2008</b>	<b>Implemented: (wef)</b>							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
<b>Week 1</b>	16X00	RD	RD	RD	08X17	08X17	08X16	34
<b>Week 2</b>	08X16	16X00	16X00	16X02	RD	RD	RD	34
<b>Week 3</b>	RD	08X16	08X16	08X16	17X03	17X03	16X00	52
						<b>Total Hours</b>		<b>120</b>

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

**Scrutiny Board (Environment and Neighbourhoods)**

**Date: 12<sup>th</sup> January 2009**

**Subject: Update on Houses in Multiple Occupation (HMO) Mandatory Licensing**

**Electoral Wards Affected: All**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**1.0 Introduction**

1.1 An earlier paper has already been submitted to the Board as part of its inquiry into Private Rented Sector Housing giving a brief on the legislation covering the private rented sector (PRS), including the use of Mandatory, Selective and Discretionary licensing provisions in the Housing Act 2004 (The Act). This paper provides a progress report regarding Mandatory Licensing, including the main issues currently impacting on the delivery of the service in Leeds.

**2.0 Current Status with HMO Mandatory Licensing:**

2.1 The Housing Act 2004 introduced the mandatory licensing of certain high risk houses in multiple occupation (HMOs). The Act was implemented on 6 April 2006 and gave a period of 3 months from the implementation date for applications to be made for a licence after which time it became an offence to operate a licensable HMO without having made an application. A licence once issued lasts for 5 years.

2.2 The Act redefined the term HMO for the purpose of housing legislation . The actual definition of an HMO is complex as is that of a licensable HMO, but in simplistic terms a licensable HMO is a house where there are 5 or more persons, comprising of at least 2 households and the accommodation is on 3 or more storeys.

2.3 The results of the Leeds House Condition Survey in 2007 undertaken by Consultants commissioned by the Council have recently become available. Having regard to the definition of a licensable HMO in the Housing Act 2004 the consultants advise that there were at that time an estimated 3000 licensable HMOs within the City, give or take 10% for estimating purposes. Therefore the range was between 2700 and 3300 licensable properties.

2.4 By the end of December 2008 Leeds had received a total of 3058 applications for licensing. Of these applications only 125 are in respect of bedsit properties with the remaining relating to shared housing which are predominantly located in NW Leeds.

Licences Issued	2597
Variations issued	60
Received	13
Withdrawn	245
Being processed	143
TOTAL	3058

2.5 From the above figures it can be seen that there are 2597 confirmed licensable HMOs , plus a further 156 either recently received or currently being assessed, bringing the potential number licensed to 2753. This suggests that there are several hundred unknown properties operating somewhere in the city without a licence.

2.6 The HMO team has largely concluded the administrative processing of the majority of applications and is now focussing on inspection and licence compliance . Inspections are priority rated over the 5 year period of the licence, with higher priority being afforded to bedsit type accommodation often housing the most vulnerable households. At this early stage of inspection joint landlords of one particular HMO housing vulnerable tenants have been prosecuted and been found guilty of failing to comply with licence conditions or achieve even basic standards. Their licence was revoked and the property was subject to emergency prohibition and enforcement action. Further recent inspections have identified four more properties where prosecution action is being taken.

2.7 Currently the first phase of inspection for the high risk properties is nearing completion and it is anticipated that priority will move to the shared housing market which represents the majority of mandatory HMO licences granted in Leeds.

### **3.0 Issues Affecting the Implementation of Mandatory Licensing:**

3.1 Leeds has been broadly successful in implementing mandatory licensing and has received and responded to more mandatory licence applications than any other local authority in the country. However, the task has not been easy and currently the Building Research Establishment (BRE) are undertaking a national review of mandatory licensing on behalf of the Department for Communities and Local Government (CLG). This review is aimed at fundamentally assessing the effectiveness of mandatory licensing as a tool for tackling poor housing conditions and ineffective management of properties by landlords. This authority has been at the forefront of implementing the powers and has therefore submitted a response to BRE detailing our thoughts on the process, some of which are critical. A copy of the response is attached as Appendix 1, however, the main points can be summarised as follows:

#### **Concerns:-**

- Lack of sufficient Government consultation with key stakeholders prior to implementation,

- The Government neglected to provide standard forms or draft licences to authorities thus causing inconsistencies and unnecessary delays,
- Introduction of changes to the legislation soon after implementation causing disruption, lack of trust from landlords and extra costs,
- A very bureaucratic process that is very resource intensive,
- Lack of detailed advice and support to local authorities thus causing authorities to interpret legislation in different ways,
- It appears that the better landlords, such as those already in accreditation schemes, are the ones cooperating and the rogue landlords are still trying to avoid licensing,
- Some of the process has very strict criteria and is inflexible in its application.

**Positive Aspects:-**

- The process has helped raise the profile of the PRS and provided a platform to promote higher housing standards,
- The process has provided the authority with a comprehensive list of licensable properties and landlord details,
- It has helped develop better extensive networking between key stakeholders and partners,
- The licence conditions have helped raise fire safety and amenity standards in the PRS,
- It has seen the introduction of compulsory training for landlords on managing properties,
- The self financing nature of the service has seen the development of new and efficient ways of dealing with a complex administrative process.

3.2 **Fire Safety complications** – It is important to note that one major problem that has occurred has been the late introduction of national fire safety guidance in July 2008, after the majority of licences have already been issued with locally developed fire safety standards as licence conditions. Prior to implementation, this Authority consulted widely with a range of key stakeholders, including West Yorkshire Fire and Rescue Authority (WYFRA), other local authorities and various landlord associations to develop an effective fire safety protocol. This protocol was formally adopted and formed the basis for licence conditions on high risk HMO's. Regrettably, CLG then issued national guidance two years after the initial implementation date that, in some circumstances, specified less onerous fire safety requirements for certain premises. This has caused considerable unrest with many landlords and the authority is now working closely with all stakeholders to develop new agreed standards and also a protocol to enforce the existing licence conditions.

3.3 The effect of the introduction of new national fire safety standards has been to postpone the inspection of certain shared housing (Cat B properties) pending new standards being formally adopted by the Council. This adoption procedure is almost complete but there are many challenges ahead in relation to mandatory HMO licensing as a result of these changed standards. Development of new licences, advisory notes, licence application form and standard letters must now be undertaken. In addition, it may be the case that each property will require a pre-licence inspection to determine the type of licence to be granted, and it is anticipated that some landlords will want their existing licences varying to reflect the new standards, all of which will have serious resource implications.

#### **4.0 Management Orders:**

- 4.1 Local authorities have a legal obligation, under the Act, to serve Interim Management Orders (IMO's) or Final Management Orders (FMO's) on licensable properties in the following two situations. Firstly, where for whatever reason(s) there is no reasonable prospect of a property being licensed in the near future and secondly where the health, safety or welfare of the occupants, or potential occupants, is at risk.
- 4.2 The Act also enables authorities, at their discretion, to introduce both Additional Licensing of other HMO's ( not within the mandatory licensing definition) and the Selective Licensing of the whole of the PRS in certain situations in defined areas of an Authority. If an authority applies for and is granted these powers then the Authority needs to be in a position to implement both IMO's and FMO's where the need arises.
- 4.3 The Act also introduces Empty Dwelling Management Orders (EDMO's). These powers are also discretionary and apply to properties that have been fully unoccupied for at least 6 months and where there is no reasonable prospect of them becoming occupied in the near future. The powers enable the Authority to take over the management of the empty property to ensure it becomes occupied.
- 4.4 The Council has sought to develop a partnership arrangement with an external provider that could take on the role of "nominated manager" in the event that the Council needed to invoke the Management Order provisions. However, the process of organising and agreeing partnership working has proved to be very difficult. Initially, the Authority discussed the option with a range of providers, internal and external agencies (such as ALMO's, RSL's and accredited landlords) as well as with neighbouring authorities to try and develop a partnership arrangement across West Yorkshire, but no expressions of interest were received. The Authority is now in the process of again trying to developing a local framework agreement and has issued invitations to tender to a number of potentially interested organisations. It is hoped to have a formal contract agreement in place with more than one provider in the near future. This is particularly important in the present financial climate as many buy-to-let investors are struggling to maintain their portfolios and it may be necessary for the authority to take control of a "number" of properties at short notice.

#### **5.0 Additional Licensing:**

- 5.1 A previous briefing paper has already been provided to Scrutiny Board on the legislative requirements of both Additional and Selective Licensing options.
- 5.2 When considering Additional Licensing an authority has to demonstrate how it would work in conjunction with existing initiatives such as accreditation and partnerships. Licensing is not a stand alone tool and landlords will need adequate support to help deal with problem tenants. Authorities should have active outreach support programmes to engage with landlords and tenants who need their assistance.
- 5.3 Officers currently consider that Mandatory HMO Licensing is still the main priority at this time and is likely to remain so in the near future. Resources are currently targeted at fulfilling the mandatory requirements and undertaking proactive work, city wide, to identify those landlords failing to comply with Mandatory Licensing. Part I of the Housing Act 2004 introduced the Housing Health and Safety Rating System

(HHSRS), which allows for poor housing conditions to be addressed wherever they are encountered, without the need for additional licensing to be adopted, and individual complaints of poor housing conditions received by the team are investigated and remedies sought under these powers. Additional Licensing, if adopted, may be better targeted at certain property types, specifically poorly converted flats, or within areas of poorer housing and multiple deprivation rather than in the traditional student area of North West Leeds that is already well regulated. Once mandatory licensing obligations have been largely met, further consideration to additional licensing will be appropriate.

## **6.0 Selective Licensing:**

- 6.1 Selective Licensing is an option for the Authority to adopt, subject to approval from Government Office, to address a defined area of privately rented properties that is, or is likely to become, an area of low demand or is an area experiencing significant and persistent problems of anti-social behaviour attributable to the private rented sector. Selective licensing can not be introduced in isolation but must be part of an overall regeneration proposal of an area. Once approved a landlord would need a licence to operate.
- 6.2 The aim of selective licensing is:
- To complement the other regeneration initiatives within the area,
  - To improve the management of the PRS within the area,
  - To improve demand for the area and support both tenants and landlords and the local community,
  - To contribute to a sustainable community and neighbourhood.
- 6.3 Selective licensing applies to properties in the PRS and does not apply to owner occupiers, Housing Association properties or ALMO accommodation.
- 6.4 Officers have identified an area of PRS housing located in the Cross Green and East End Park district of the city as a potential selective licensing area. In line with the above criteria a full consultation period has taken place and as a consequence a detailed business case was submitted to Government Office (Communities and Local Government – CLG) on 22<sup>nd</sup> May 2008. The CLG have since responded seeking further information and further details and subsequent meetings have taken place following concerns raised by the Leeds Residential Landlords Association who have objected to the proposals. The Authority has now responded in full to the CLG and we await the decision which should be announced early in the New Year.

## **7.0 Recommendations**

- 7.1 The Board is asked to note the contents of this report.

### Background Papers

None

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Building Research Establishment.  
HMO Licensing Review.

**Housing Regulation Team**

Leeds City Council  
Micklefield House  
New Road Side  
Rawdon  
Leeds LS19 6DF

Contact: Mike Brook  
Tel: 0113 2476242  
Fax: 0113 2477093  
Michael.brook@leeds.gov.uk  
Your reference:  
Our reference: END/PRS/MB  
14<sup>th</sup> November 2008

Dear Sirs,

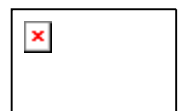
**Leeds City Council's submission to the BRE review of HMO Licensing.**

I refer to the current review of HMO licensing being undertaken by BRE and welcome the opportunity to submit the views of this authority on the implementation and effectiveness of this regime. This authority has now received over 3,000 applications and has issued in excess of 2,500 licenses and therefore feel we have a valuable contribution to make to the review process.

In preparing this submission I have attempted to consider the positive as well as the negative impacts of the process and have, for ease of reference, highlighted these separately below:

**Areas of Concern Include:**

- The Government neglected to provide a set of standard forms, proposed licences or suggested sample conditions that all local authorities should use. This caused each authority to spend excessive amounts of time in devising and producing standard application forms and draft licences that then needed to be consulted with and ratified by all interested parties. In Leeds this process took the best part of 14 months of intensive work to achieve consent from all parties. In our view an agreed application form and licence, produced by Government prior to implementation of the regime, would have achieved greater consistency amongst authorities and prevented excessive resources being expended.
- There appears to have been insufficient and less than efficient consultation carried out prior to implementation of the regime. The inclusion of wash basins in bedrooms as a mandatory licence condition was always contentious and was unpopular with landlords and local authorities and was eventually overturned. However, in Leeds we



- had already issued a large number of licences that included this condition and these still remain and will ultimately require variation.
- A further, and more extreme example of this, is the lack of national guidance on fire safety that existed at the start of the process. In Leeds we proceeded to agree a set of fire safety principles, in conjunction with West Yorkshire Fire and Rescue Authority (WYFRA) and the other West Yorkshire local authorities. Following extensive consultation with all interested stakeholders, including the various landlord associations, these standards were formally adopted and prompted the appropriate conditions on HMO licenses in Leeds. However, we are now faced with the introduction of the new LACORS national fire safety guidance which, in part, has a slightly lower standard of fire precautions and detection than those adopted by Leeds. Therefore, in Leeds we now have over 2,500 licences issued with conditions that have now been undermined by the new national guidelines. This has caused a great deal of frustration and has proved very unpopular with the landlords.
  - The whole process can be seen as very bureaucratic as it has 2 stages each of which requires consultation with the licence holder/manager and interested parties. The variation and revocation processes are similar and very resource intensive. Even simple alterations to licenses are time consuming and considering an authority such as Leeds has such a high number of licenses issued this is a major drain on resources.
  - In our opinion there was a lack of detailed advice and support at the start of the regime. This resulted in authorities interpreting the legislation in different ways which also caused confusion for landlords. A prime example of this lack of guidance is the way authorities all charge differing levels of fees for licenses. The landlord organisations have used this perceived lack of consistency to “play” one authority against another and this is far from ideal.
  - It can be argued that it has been the responsible landlords, such as those in accreditation schemes, that have complied with the requirements of licensing. It is apparent that the rogue landlords have not cooperated and have hidden from the process. These landlords are exceptionally hard to trace and this process is very resource intensive. Indeed, authorities will need to make a decision at some stage whether to target resources at tracing those properties remaining unlicensed (with diminishing returns) or undertaking the necessary programmed inspection of the properties licensed.
  - The lack of preparation and guidance for this regime has led to severe delays in the process in some authorities. This brings the HMO licence process into question and several landlord associations and lobby groups openly question it’s effectiveness when some authorities are yet to issue a single licence.
  - We also have serious concerns over the effectiveness of the “Fit and Proper Person” test. This process concerns strict objective criteria and is inflexible in it’s approach. Anecdotally many authorities, including Leeds, have serious concerns over the conduct and ability of certain landlords but find it difficult to apply the fit and proper criteria.

### **Positive Aspects:**

- The process has in our opinion greatly raised the profile of the Private Rented Sector (PRS) in the city and provided a platform to promote higher standards in the housing stock.
- The regime has provided the authority with a comprehensive list of all licensable properties and landlord details throughout the city. The process has provided the catalyst to improve and further develop the management systems operated by the Council due to the need for data returns. However, in turn, it must be noted that this in

itself has proved a significant drain on resources to deal with the I T complexities and reporting requirements.

- A key benefit has been the extensive networking and improved dialogue with a range of stakeholders and partners. This has undoubtedly strengthened relationships and working groups in this housing sector.
- The licence conditions have allowed for improved fire safety, amenity standards and maintenance levels to be raised throughout the sector.
- A key benefit for Leeds has seen the introduction of compulsory training for landlords on managing properties as a licence condition. This has been difficult to operate and regulate but has been well received and produced a good working relationship between the Council and the Residential Landlords Association (RLA) who were tasked with delivering the training to an agreed standard.
- The very fact that the service has had to be self financing has encouraged the development of new and efficient ways of dealing with a complex administrative process.

In addition to the above points it would be sensible for us to make a couple of suggestions on how we think the regime could be improved further. A simple improvement would be achieved by a comprehensive Government publicity campaign aimed not only at landlords who had yet to comply but also at the consumers to raise awareness over their rights as tenants. A further improvement would also see influence placed on the courts regarding the level of fines imposed on landlords for non compliance with the licensing legislation. Recent prosecution results in Leeds have seen positive results for the Council but the level of fines has not truly recognised the seriousness of the offence. This not only undermines the work of the Council but also sends the wrong message to landlords as even the representatives of the landlord associations are pushing for stronger penalties and higher fines against those landlords convicted of offences.

Finally, we would submit that the ultimate objective of the HMO licensing regime was to improve housing conditions and raise the competence of the landlords in the private rented sector. In our opinion, the jury is still out in this respect.

I trust the above is helpful in this review and I would advise that if you wish to discuss these points in any greater detail then we would be more than happy to do so.

Yours faithfully,

Mike Brook  
Acting Housing Regulation Manager.

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Originator: A Brogden

Tel:2474553

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## Report of the Head of Scrutiny and Member Development

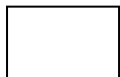
### Scrutiny Board (Environment and Neighbourhoods)

Date: 12<sup>th</sup> January 2009

### Subject: Enforcement of Dog Fouling

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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

---

## 1.0 Introduction

- 1.1 Last month, Members considered service data on the numbers of dog fouling Fixed Penalty Notices issued, prosecutions made, stray dogs impounded and dog service requests made during October 2008. The Board agreed to continue receiving this data on a monthly basis and therefore the service data relating to November 2008 is now attached for the Board's consideration.
- 1.2 Members also agreed to produce a Statement setting out its initial findings and recommendations on this matter. This draft Statement is attached for the Board's consideration.

## 2.0 Recommendations

- 2.1 The Board is asked to
- (i) note the November 2008 data relating to the numbers of dog fouling Fixed Penalty Notices issued, prosecutions made, stray dogs impounded and dog service requests;
  - (ii) consider and agree the Board's Statement on the Enforcement of Dog Fouling

### Background Papers

None

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## Dog Enforcement Report - Nov 2008

Ward	Service Requests	Impounds	Returned to Owner	Prosecutions	Fixed Penalty Notices
Adel & Wharfedale	7	3	0	0	0
Alwoodley	10	3	1	0	0
Ardley & Robin Hood	6	1	0	0	0
Armley	25	8	3	1 X DF	0
Beeston & Holbeck	18	5	1	0	0
Bramley & Stanningley	10	2	2	0	0
Burmantofts & Richmond Hill	15	4	1	1 X DF	0
Calverley & Farsley	14	2	1	0	0
Chapel Allerton	9	4	1	0	0
City & Hunslet	20	9	5	0	9
Crossgates & Whinmoor	8	8	3	0	0
Farnley & Wortley	11	2	1	0	0
Garforth & Swillington	11	3	2	0	0
Gipton & Harehills	24	13	4	0	0
Guiseley & Rawdon	8	2	1	0	0
Harewood	7	4	0	0	0
Headingley	1	1	1	0	0
Horsforth	6	0	0	0	0
Hyde Park & Woodhouse	10	4	2	0	0
Killingbeck & Seacroft	38	18	2	0	0
Kippax & Methley	15	2	0	0	0
Kirkstall	8	4	4	0	0
Middleton Park	12	7	0	0	0
Moortown	8	3	0	1 X DF	0
Morley North	16	3	2	0	0
Morley South	13	4	0	0	0
Otley & Yeadon	15	0	0	0	0
Pudsey	15	2	1	0	0
Rothwell	6	1	1	0	0
Roundhay	10	3	2	0	0
Temple Newsam	7	3	0	0	0
Weetwood	10	3	1	0	0
Wetherby	11	5	1	0	0
<b>Total</b>	<b>404</b>	<b>136</b>	<b>43</b>	<b>3</b>	<b>9</b>

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**Draft Statement of  
Scrutiny Board  
(Environment and  
Neighbourhoods)  
Enforcement of  
Dog Fouling**

# Introduction



## 1.0 Introduction

- 1.1 The issue of dog fouling was the subject of an earlier Scrutiny inquiry in December 2001 by the former Neighbourhoods and Regeneration Scrutiny Board. However, dog fouling still remains to be one of the highest sources of complaints by the public both locally and nationally. In view of this, we agreed to revisit this issue again and review the Council's current responsibilities and resources for the enforcement of dog fouling in Leeds.
- 1.2 Estimates put the UK dog population between 6.5 and 7.4 million, producing 1,000 tonnes of faeces every day.
- 1.3 We acknowledge that an increasing number of dog owners are responsible and clear up after their dog. However, where dog owners act irresponsibly and leave faeces on the street or on an open area of grass, this can pose a health hazard to the most vulnerable in our society; very young children.
- 1.4 Dog faeces carry harmful infections, the most widely known being Toxocariasis: a parasitic infection that most commonly affects children and can, in some cases, lead to blindness.
- 1.5 In October 2008, we requested a briefing from the Director and Executive Member responsible for Environmental Services on the Council's current arrangements for dog fouling enforcement.
- 1.6 It was highlighted at this stage that dog fouling was just one of a range of dog control and enforcement duties of the Council which we needed to take into consideration as part of our review.
- 1.7 We received data showing the numbers of dog fouling Fixed Penalty Notices issued, prosecutions made, stray dogs impounded and dog service requests dealt with by the Council over the last 3 years on a city-wide basis. In consideration of this, we requested to receive similar service data on a monthly basis and split into Ward areas.
- 1.8 In November 2008, we received a further briefing which included the service data for September 2008. During our discussions, we identified a number of recommendations for service improvement which we felt needed to be brought to the attention of the Director and Executive Board. In the meantime, we will continue to monitor this issue as part of our work programme this year.

## Comments and Recommendations



### 2.0 Enforcement responsibilities of the Council for dog fouling.

- 2.1 Up to April 2006, the legislation governing dog fouling was The Dogs (Fouling of Land) Act 1996 which allowed local authorities to designate most public land as areas where dog fouling was prohibited without having to refer to central government.
- 2.2 Under this legislation failure to clear up on designated land was an offence subject to a maximum fine of £1000. Local authorities could also give offenders the option of paying a fixed penalty fine (currently £75) rather than go to court.
- 2.3 Since April 2006, the Clean Neighbourhoods & Environment Act 2005 now provides local authorities, parish and town councils and the Environment Agency more effective powers to tackle poor environment quality and anti-social behaviour.
- 2.4 In particular, this Act replaces dog byelaws with a new, simplified system which enables local authorities to deal with five dog control matters; fouling dogs; banning dogs from designated areas; requiring dogs to be kept on a lead (in designated areas and by direction); and restricting the number of dogs that can be walked by one person. All of these matters can now be dealt

with through a Dog Control Order.

### 3.0 Dog Control Orders

- 3.1 Section 55(1) of the Clean Neighbourhoods & Environment Act 2005, states that:-

“A primary or secondary authority may in accordance with this Chapter make an order providing for an offence or offences relating to the control of dogs in respect of any land in its area to which this Chapter applies.”

- 3.2 The term ‘secondary authority’ refers to parish and town councils, which means that they also have powers to create and enforce Dog Control Orders. In view of this, we believe that the Council should be working in close partnership with local parish and town councils to ensure the effective use of Dog Control Orders across the city and maximise on available enforcement resources.

#### Recommendation 1

**That the Council works in close partnership with local parish and town councils to ensure the effective use of Dog Control Orders across the city and maximise available enforcement resources.**

## Comments and Recommendations



3.3 At present, we learned that Leeds has one Control Order in place and this relates to dog fouling. Where a person is found committing an offence of dog fouling they may be issued with a fixed penalty notice. If they fail to pay the fine, the council will prosecute them for the offence. Such an offence is punishable upon conviction by a maximum fine of up to £1000.

3.4 Details of the other Dog Control Orders that can be created under s.55 of the Act are set out below.

### Walking Multiple Dogs

3.5 This type of order will limit the number of dogs one person can walk at any one time. The effect of the Order is to create an offence for a person who walks more than the maximum number of dogs specified by the Order. Such offence is punishable upon conviction by a maximum fine of £1000.

3.6 We questioned what the maximum number of dogs should be for any one person to be physically in charge of at any given time, in particular to ensure that they cleared up after the dogs. Whilst we acknowledged that this was very much dependent on the behaviour of the dogs, we noted that five dogs under the control of one person could be seen as an acceptable

number. We are particularly keen for this type of order to be implemented across the city and recommend that the Director of Environment and Neighbourhoods determines a suitable figure for Leeds in relation to the maximum number of dogs that any one person can walk at any one time.

### **Recommendation 2**

**That the Director of Environment and Neighbourhoods determines a suitable figure for Leeds in relation to the maximum number of dogs that any one person can walk at any one time.**

### Dog Exclusion Order

3.7 This order would prohibit dogs from entering certain areas of Leeds, such as cemeteries and children's play areas. Such offence is punishable upon conviction by a maximum fine of £1000. The offence could be discharged through a fixed penalty of £75.

### Dogs on Leads Order

3.8 This type of order will require all dogs to be walked on a lead. We noted that such an Order can apply to the whole of Leeds or to specific areas, for example, pavements, highways, play

## Comments and Recommendations



areas, football pitches, etc.

- 3.9 The effect of the Order is to create an offence for a person who is in charge of a dog not to keep that dog on a lead on any land affected by the Order. Such offence is punishable upon conviction by a maximum fine of £1000. The offence could be discharged through a fixed penalty of £75

### Dogs on Leads (By Direction) Order

- 3.10 This type of Order will require owners or people in charge of a dog at the time, to put their dog on a lead if asked to do so by an authorised officer (e.g. Dog Warden). The effect of the Order is to create an offence for a person in charge of a dog not to comply with a direction given to him by an authorised officer.
- 3.11 We noted that a direction to put and keep a dog on a lead can only be given if it is reasonably necessary to prevent a disturbance to any other person on any land to which the order applies, or the worrying or disturbance of any animal or bird. Such offence is punishable on conviction by a maximum fine of £1000.
- 3.12 The Government guidelines stipulate that before the Council considers implementing any of

the Dog Control Orders, extensive consultation must be undertaken, in particular with dog interest groups, who are likely to have views on the Orders.

- 3.13 We acknowledge that any Order introduced will have to be backed up by clear evidence of need and the Council's ability to enforce provisions. However, we believe that the introduction of additional Dog Control Orders can only provide real benefits in terms of easier controls of dogs in areas such as pavements, highways, parks, play areas etc.

- 3.14 We therefore recommend that the Director of Environment and Neighbourhoods carries out a review within the next 4 months of the options available to the Council to extend Dog Control Orders in Leeds and that an action plan is drawn up on how such Orders agreed upon following the review can be progressed. This action plan should be brought back to the Scrutiny Board for consideration by June/July 2009. In particular, we would like to see Area Committees included as one of the key stakeholders within this action plan.

# Comments and Recommendations



## Recommendation 3

That the Director of Environment & Neighbourhoods carries out a review within the next 4 months of the options available to the Council to extend Dog Control Orders in Leeds.

## Recommendation 4

That an action plan is drawn up on how the Dog Control Orders agreed upon following the review can be progressed. This action plan will be brought back to the Scrutiny Board for consideration by June/July 2009.

### 4.0 Current service provision

- 4.1 As well as providing evidence to support the need for additional Dog Control Orders in Leeds, the Council must also demonstrate its ability to enforce such provisions.
- 4.2 As part of our review, we considered the current service provision of Dog Wardens in Leeds and the challenges facing the service in enforcing existing provisions. Clearly any additional Orders would have a significant impact on resources and if the service is already under pressure then action will need to be taken by the Council

to ensure that the service is adequately resourced.

### The role of Dog Wardens

- 4.3 We learned that Dog Wardens are deployed on a range of dog control and enforcement duties across the City. Duties include investigating complaints of dog fouling and issuing Fixed Penalty Notices/instigating legal proceedings as appropriate; erecting anti-fouling signage and distribution of literature and patrolling for stray dogs and impounding any found.

- 4.4 The Clean Neighbourhoods and Environment Act 2005 had transferred the responsibility for stray dogs from the police to local authorities as from April 2008. However, the police still have responsibility in relation to dangerous dogs.

- 4.5 In terms of tackling dog fouling, the Dog Warden Team will respond to specific complaints about problems or hotspot areas but routine patrols are also undertaken subject to resource and workload demands.

### Existing pressures on the Dog Warden Service

- 4.6 We were informed that within Environmental Services, the Council currently employs 6 Dog Wardens (5 full-time

## Comments and Recommendations



equivalents), one of which is a supervisor position.

- 4.7 However, we noted that one of the Dog Warden posts is a job share position and that the officer working 3 days is absent due to maternity leave, with the post holder not due to return until 2009. As a consequence, it is recognised that the service is currently short staffed.
- 4.8 Since the responsibility for stray dogs was transferred completely to local authorities from the Police in April 2008, we noted that the number of strays that the service was dealing with had increased by approximately 25%.
- 4.9 We also learned that the stray dog kennels are not located within Leeds, due to a lack of interest in the contract from local suppliers, and therefore this has an impact on officer time due to additional travelling.
- 4.10 As the Council has a statutory duty for the seizure of strays, it was acknowledged that this would impact on other work areas of the Dog Wardens, which includes responding to complaints of dog fouling and conducting pro-active patrols in hotspot areas.
- 4.11 Whilst the Dog Warden Team are the main front-line in terms of tackling dog fouling, we noted

that other officers within the Environmental Action Teams are also trained and qualified to issue Fixed Penalty Notices for dog fouling as well as in relation to other environmental crimes such as littering.

- 4.12 In November 2008, we were also advised of a pilot training programme in the North West area for Neighbourhood Wardens and Park Ranger staff to enable them to issue Fixed Penalty Notices for both litter and dog fouling. Whilst we are pleased to note that this pilot is being kept under review, we are keen to see such training rolled out over the next 12 months to other Neighbourhood Wardens and Park Ranger staff and recommend that this involves any other enforcement staff who may be able to carry out such works.

### **Recommendation 5**

**That the Director of Environment and Neighbourhoods will roll out the training programme for issuing Fixed Penalty Notices for litter and dog fouling over the next 12 months to all Neighbourhood Wardens and Park Ranger staff and recommend that this involves any other enforcement staff who may be able to carry out such works.**

## Comments and Recommendations



4.13 Such additional staff resource will undoubtedly increase the Council's ability to patrol and police these serious environmental issues and bring offenders to account for any offences noted. However, we would still question whether five full time Dog Wardens is an adequate number for the size of the authority and note that this issue was also raised during the 2001 Scrutiny inquiry. We therefore recommend that a review of existing staffing resources within the Dog Warden Team is carried out to determine whether this is adequate enough to meet current service demands.

### **Recommendation 6**

**That the Director of Environment and Neighbourhoods conducts a review of existing staffing resources within the Dog Warden Team to determine whether it is adequate enough to meet current service demands.**

4.14 We were informed that to provide a Dog Warden for each Area Committee would involve recruiting an additional five officers, at a cost of approximately £132,000 which consists of £22,456 salary costs and £3500 for van and fuel costs and £500 uniform and equipment costs, per officer. Per capita

overheads for support services also exist.

4.15 However, more realistically we noted that one additional officer recruited to the service would at least help to cover the impact of the additional stray dog activity, which would free up other officers' time to assist in the dog fouling issues. This would be at a cost of £26,456 when working to the existing service hours.

4.16 As well as increasing staff numbers, another possible solution considered to help free up more officer time when dealing with stray dogs was around sourcing a transit van to replace a van in the existing fleet, which would hold more dogs (the current vehicles hold three dogs each). This would mean the van could transport multiple dogs to the kennels thus saving time. However, it was acknowledged that in order to facilitate this, the service may have to provide a small number of holding kennels at a Council office. Both these methods would incur additional costs and we noted that the service was investigating this further.

4.17 In previously acknowledging the lack of interest from local suppliers to take on the contract for providing stray dog kennels, we recommend that the contract specification is reviewed prior to



## Comments and Recommendations



its renewal and that further opportunities are explored to help generate greater interest from local suppliers.

occurring problems that cannot be investigated during the service's normal operational hours.

### **Recommendation 7**

**That the contract specification for the provision of stray dog kennels is reviewed prior to its renewal and that further opportunities are explored to help generate greater interest from local suppliers.**

4.18 During our review we also explored the flexibility of the Dog Warden service. Dog Wardens currently work Monday to Friday, excluding bank holidays, and the service is covered from 8.00 am until 5.00 pm. However, we felt that many of the dog fouling offences were happening outside of the normal service working hours and particularly during weekends. Whilst we noted that it would be possible to employ staff outside the normal hours, there are obvious resource implications as this would involve higher shift allowance costs and we were informed that officers would also need to be paired up for health and safety reasons.

4.19 Another option considered to help achieve this flexibility was to allocate an overtime budget to conduct additional patrols on an out of hours basis to deal with re-

4.20 We believe that such flexibility is required within this service in order to deal with dog fouling enforcement effectively. We therefore recommend that the Director of Environment and Neighbourhoods reviews an out of hours flexible working scheme for the Dog Warden Service and explores opportunities to utilise other relevant enforcement staff working out of hours to assist with the enforcement of dog fouling.

### **Recommendation 8**

**That the Director of Environment and Neighbourhoods reviews an out of hours flexible working scheme for the Dog Warden Service and explores opportunities to utilise other relevant enforcement staff working out of hours to assist with the enforcement of dog fouling.**

### Educative role of the service

4.21 We acknowledge that enforcement duties take up the majority of the Dog Wardens' time, which leaves little or no time for the Dog Wardens to undertake educational and

## Comments and Recommendations



publicity activities in the wider community.

4.22 However, we feel it is important for the Dog Warden Team to also concentrate efforts on educational campaigns and the distribution of appropriate signage as the success of decreasing the incidence of dog fouling relies on raising the public's awareness of the law and providing a deterrent through fixed penalty notices.

4.23 We believe that the service would benefit from an additional campaign budget to enhance existing campaigns and in particular, develop closer links with schools. We understand that the service has worked closely with ENCAMS previously and would encourage that the value of running more hard hitting campaigns on dog fouling which could specifically target dog owners who persistently allow their dogs to foul is explored.

### 5.0 Dog Control Strategy for Leeds

5.1 Following our review, we recommend that the Director of Environment and Neighbourhoods produces a Dog Control Strategy for Leeds within the next 12 months setting out the duties of the Dog Warden Service; the current and potential role of other officers in enforcing

Dog Control Orders (Environmental Action Teams, Neighbourhood Wardens and Park Rangers); strategies for future education campaigns; and the implications of having additional Dog Control Orders for Leeds.

#### Recommendation 9

**That the Director of Environment and Neighbourhoods produces a Dog Control Strategy for Leeds within the next 12 months setting out the duties of the Dog Warden Service; the current and potential role of other officers in enforcing Dog Control Orders; strategies for future education campaigns; and the implications of having additional Dog Control Orders for Leeds.**



Originator: A Brogden

Tel:2474553

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## Report of the Head of Scrutiny and Member Development

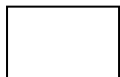
### Scrutiny Board (Environment and Neighbourhoods)

Date: 12<sup>th</sup> January 2009

### Subject: Current Work Programme

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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

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## 1.0 Introduction

- 1.1 Appendix 1 to this report provides Members with a copy of the Board's current Work Programme.
- 1.2 Appendix 2 is the current Forward Plan of Key Decisions for the period 1<sup>st</sup> January 2009 to 30<sup>th</sup> April 2009.

## 2.0 Recommendations

- 2.1 The Board is requested to:
- (i) Determine from these documents whether there are any additional items the Board would wish to add to its Work Programme.
  - (ii) Receive and make any changes to the attached Work Programme following decisions made at today's meeting.

### Background Papers

None

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SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) - LAST REVISED DECEMBER 2008

Appendix 1

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<b>Meeting date: 9<sup>th</sup> February 2009</b>			
<b>Inquiry into Private Rented Sector Housing</b>	To consider evidence in line with session 2 of the Board's inquiry		
<b>Inquiry into Older People's Housing</b>	To consider evidence in line with session 2 of the Board's inquiry		
<b>Enforcement of Dog Fouling</b>	To receive a monthly update report on the enforcement of dog fouling.		
<b>Inquiry into Asylum Seeker Case Resolution</b>	To consider evidence in line with session 2 of the Board's inquiry		
<b>Grounds Maintenance Service Improvement Plan</b>	To consider the Service Improvement Plan for Grounds Maintenance.		B
<b>ALMO inspection review</b>	To discuss the outcome of the ALMO inspections		
<b>Meeting date: 16<sup>th</sup> March 2009</b>			
<b>Performance Management</b>	Quarter 3 information for 2008/09 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Recommendation Tracking</b>	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
<b>Inquiry into Street Cleaning</b>	To agree draft final report		
<b>Enforcement of Dog Fouling</b>	To receive a monthly update report on the enforcement of dog fouling.		

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Update on the Supporting People Programme	To receive a quarterly update on the Supporting People Programme		
Miscellaneous Properties	To receive an update report on the numbers and occupation levels of miscellaneous properties belonging to the Council, not within the ALMO portfolios		
<b>Meeting date: 20<sup>TH</sup> April 2009</b>			
Annual Report	To agree the Board's contribution to the annual scrutiny report		
Inquiry into Asylum Seeker Case Resolution	To agree draft final report		
Inquiry into Private Rented Sector Housing	To agree draft final report		
Inquiry into Older People's Housing	To agree draft final report		
Enforcement of Dog Fouling	To receive a monthly update report on the enforcement of dog fouling.		
Leeds Housing Strategy	To consider the Strategy in line with the Budget and Policy Framework.		

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
	Suggested Areas for Scrutiny Currently Unscheduled		
Inquiry into Anti-social Behaviour			
Performance of Enforcement			

Key:

- CCFA / RFS – Councillor call for action / request for scrutiny
- RP – Review of existing policy
- DP – Development of new policy
- MSR – Monitoring scrutiny recommendations
- PM – Performance management
- B – Briefings (Including potential areas for scrutiny)
- SC – Statutory consultation
- CI – Call in

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**LEEDS CITY COUNCIL****FORWARD PLAN OF KEY DECISIONS**

For the period 1 January 2009 to 30 April 2009

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Request to enter into a Service Level Agreement (SLA) for the Family Intervention Project, for a 12 month period at a cost of £480,054 per annum. Permission to enter into a Service Level agreement with Regeneration Services within the Environment and Neighbourhoods directorate for the Family Intervention Project (FIP) until the end of March 2009.	Director of Environment and Neighbourhoods	18/1/09	N/A	Report for Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
To seek authorisation to request to waive contract procedure rule 13 and enter into a Supporting People contract with St George's Crypt for the Overnight Service, Regent's Terrace, Faith Lodge and Faith Lodge Floating Support Service.	Director of Environment and Neighbourhoods	29/1/09	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
Request for approval to enter into a Supporting People SLA for services for people with mental health problems Approval to enter into a Supporting People Service Level Agreement with Leeds City Council for their accommodation based services for people with mental health problems – Cottingley Court, Spen Croft and Beverley Croft Services.	Director of Environment and Neighbourhoods	1/3/09	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

<b><u>Executive Board Portfolios</u></b>	<b><u>Executive Member</u></b>
Central and Corporate	Councillor Richard Brett
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Stewart Golton
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

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

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