



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in Civic Hall, Leeds on
Monday, 8th March, 2010 at 10.00 am

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

MEMBERSHIP

Councillors

- B Anderson (Chair) - Adel and
Wharfedale;
- A Barker - Horsforth;
- A Blackburn - Farnley and Wortley;
- A Castle - Harewood;
- R Downes - Otley and Yeadon;
- J Dowson - Chapel Allerton;
- D Hollingsworth - Burmantofts and
Richmond Hill;
- G Hyde - Killingbeck and
Seacroft;
- J Jarosz - Pudsey;
- J Marjoram - Calverley and
Farsley;
- L Mulherin - Ardsley and Robin
Hood;
- M Rafique - Chapel Allerton;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – 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>No exempt items or information have been identified on the agenda</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</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>DECLARATIONS OF INTEREST</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>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING</p> <p>To receive and approve the minutes of the previous meeting held on 8th February 2010.</p>	1 - 6
7			<p>EXECUTIVE BOARD - MINUTES</p> <p>To receive the minutes of the Executive Board meeting held on 12th February 2010.</p>	7 - 18
8			<p>DOG CONTROL ORDERS</p> <p>To consider a progress report from the Director of Environment and Neighbourhoods around the introduction of Dog Control Orders in Leeds.</p>	19 - 20
9			<p>FUEL POVERTY</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting an update on the schemes and initiatives currently available to help address fuel poverty in Leeds.</p>	21 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>INTEGRATED WASTE STRATEGY FOR LEEDS 2005-2035 - REVISED DRAFT ACTION PLAN</p> <p>To consider a report from the Head of Scrutiny and Member Development inviting the Board to consider and comment on the revised draft Integrated Waste Strategy Action Plan.</p>	27 - 38
11			<p>RECOMMENDATION TRACKING</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting an update against the Board's recommendations arising from its earlier inquiries into Older People's Housing and Private Rented Sector Housing.</p>	39 - 88
12			<p>PERFORMANCE REPORT QUARTER 3 2009/10</p> <p>To consider a report from the Head of Policy and Performance presenting an overview of performance against the priority outcomes relevant to the Scrutiny Board's portfolio and an analysis of performance indicator results at the end of Quarter 3.</p>	89 - 154
13			<p>WORK PROGRAMME</p> <p>To consider report from the Head of Scrutiny and Member Development on the Board's current work programme.</p>	155 - 170
14			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday 19th April 2010 at 10.00am (Pre meeting for Board Members at 9.30am)</p>	

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 8TH FEBRUARY, 2010

PRESENT: Councillor B Anderson in the Chair

Councillors A Barker, A Blackburn,
A Castle, R Downes, J Dowson,
D Hollingsworth, G Hyde, J Jarosz,
J Marjoram, L Mulherin and M Rafique

89 Chair's Opening Remarks

The Chair welcomed all in attendance to the February meeting of the Scrutiny Board (Environment and Neighbourhoods). In particular, the Chair welcomed Councillor Barker to his first meeting of the Scrutiny Board (Environment and Neighbourhoods).

90 Declarations of Interest

There were no declarations of interest.

91 Apologies for Absence

There were no apologies for absence.

92 Minutes - 11th January 2010

RESOLVED – That the minutes of the meeting held on 11th January 2010 be confirmed as a correct record.

93 Executive Board - Minutes

RESOLVED – That the minutes of the Executive Board meeting held on 6th January 2010 be noted.

94 Inquiry into Recycling

Further to Minute No. 84 of the meeting held on 11th January 2010, the Head of Scrutiny and Member Development submitted a report which presented evidence in line with session three of the Board's inquiry into Recycling.

The purpose of the session was to consider the following issues:

- The relationship between Environment and Neighbourhoods and City Development to ensure that future recycling service proposals were reflected in planning policy and guidance.
- The role of the Council in ensuring that developers were making adequate provision for recycling within their planning proposals.

The following information was appended to the report:

Appendix 1 – Report from the Director of City Development on recycling which included an extract from the (currently draft) Sustainable Design and Construction Supplementary Planning Document

Appendix 2 – Briefing Paper from WRAG on Waste Planning, Recycling and Regional Structures.

The Chair welcomed to the meeting Councillor Monaghan, Executive Member (Environmental Services) and the following officers and representatives:

- Andrew Mason, Chief Environmental Services Officer
- Susan Upton, Head of Waste Management
- David Feeney, Head of Forward Planning and Implementation
- Martin Sellens, Head of Planning Services
- Tim Godson, Team Leader – Climate Change, Government Office for Yorkshire and the Humber (and representing the Waste Regional Advisory Group (WRAG)).

In brief summary, the main areas of discussion were:

- Whether developers were making sufficient provision for recycling.
- Planning policy context, particularly adopted planning policies which provided a strategic context to waste management, e.g. Sustainable Design and Construction (SPD) and the Local Development Framework (LDF).
- Concern of some developers in meeting increasing expectations around affordable housing, sustainability and waste management requirements.
- Levels of recycling dependant on scale of development – waste management was one of many factors as part of planning development.
- Concern that recycling and waste management appeared to be less of a priority in small scale developments.
- The need to establish local targets in relation to construction, demolition and excavation and commercial and industrial waste streams. (The Head of Waste Management advised that targets were the responsibility of the Environment Agency. Local requirements could be addressed as part of the Council's procurement process.)
- Work being undertaken as part of the Site Waste Management Plan which sought to minimise the movement of waste off-site.
- Recycling pilot. (The Executive Member (Environmental Services) reported on a recycling pilot involving 8,000 properties in Rothwell.)
- Future proposals for rolling-out the trial in more diverse parts of Leeds.
- Offering incentives, e.g. reward schemes for people who recycled the most waste.

- The need for greater education and awareness around reducing packaging.
- Issues relating to communal waste storage, particularly at multi-storey developments and the need to make recycling facilities more accessible.
- Clarification about the cost of recycling (The Chief Environmental Services Officer agreed to provide the Scrutiny Board with further information regarding the results of the fortnightly SORT collection pilot.)
- Review of waste transfer sites in Leeds. (The Executive Member (Environmental Services) advised that a report was being submitted to the Executive Board in March.)
- The need for further work around education and awareness in primary schools. (The Head of Waste Management advised that the Education Awareness Team was undertaking work with Education Leeds. It was agreed to provide further information to the Scrutiny Board about the types of work that had been undertaken.)
- Recycling Improvement Plans, specifically addressing areas without recycling facilities and areas in need of improvement.
- The role of the Waste Regional Advisory Group (WRAG). Key points highlighted were as follows:
 - The need for local authorities to share good practice
 - Ongoing work as part of the 'love food hate waste' programme. Education and waste prevention the next big project
 - Joint working with DEFRA aimed at reducing the amount of commercial waste and packaging.

RESOLVED – That the issues raised at the third session of the inquiry, be noted.

(Councillor Rafique arrived at 10.02 am, Councillors A Blackburn and Hollingsworth at 10.04 am and Councillor G Hyde at 10.17 am, during the consideration of this item.)

(Councillor Castle left the meeting at 10.58 am during the consideration of this item.)

95 Dog Fouling Enforcement - Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which requested Members to confirm the status of scrutiny recommendations arising from the Dog Fouling Enforcement review conducted by the Board last year.

Appended to the report was the following information;

- Recommendation tracking flowchart and draft status of recommendations; and
- Dog Fouling Enforcement – Recommendation Tracking – Supplementary Report.

The following officers attended the meeting to present the report and respond to Members' questions and comments:

- Andrew Mason, Chief Environmental Services Officer
- Stacey Campbell, Service Manager, Health and Environmental Action Service.

The following comments were made in respect of the outstanding recommendations:

Recommendation 1

- Confirmation that correspondence had been sent to Parish Councils in January and responses had recently been received.
- Concern that the issue of dog fouling had worsened over the last year.
- Issues around enforcement and educative campaigns, including the cost of erecting signage.

Recommendation 2

- Confirmation that a wider consultation programme was planned to take place in the near future.

Recommendation 3

- Confirmation that the Multi Agency Project Board met on a monthly basis and consisted of senior officers and stakeholders. (It was agreed to provide a further update report to the Scrutiny Board in March.)

Recommendation 5

- Confirmation that recruitment to Community Environment Officer (CEO) and Community Environment Support Officer (CESO) posts was due to commence later in the week.

Recommendation 7

- Concern about staffing resources within the Dog Warden Team.
- Members reinforced the Board's original recommendation that the full budget provision for the Dog Warden Service, including the additional funding from West Yorkshire Police, was spent on improving that service.

RESOLVED –

- (a) That the report and information appended to the report be noted; and
- (b) That the Board agrees the status of recommendations, subject to recommendations 1, 2 and 7 being given a status of 5, not achieved (progress made not acceptable, continue monitoring).

(Councillor Marjoram left the meeting at 11.30 am at the conclusion of this item.)

96 Asylum Seeker Case Resolution - Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which requested Members to confirm the status of scrutiny recommendations arising from the Board's inquiry into Asylum Seeker Case Resolution.

Appended to the report was the recommendation tracking flowchart and draft status of recommendations.

The following officers and representatives attended the meeting to present the report and respond to Members' questions and comments:

- Paul Langford, Chief Housing Services Officer
- Bridget Emery, Head of Housing Strategy and Solutions
- Sharon Hague, Refugee and Asylum Service Manager
- Rob Warm, Regional Manager, YHRMP
- Ann McKillop, Assistant Director, North East, Yorkshire and the Humber Region UKBA
- Steve Trimmings, Deputy Director Operations – Asylum, North East, Yorkshire and the Humber Region, UKBA.

The following comments were made in respect of the outstanding recommendations:

- Whilst a clearer timeframe had now been given for resolving the outstanding CRD cases which fall under the provisions within the National Assistance Act and Children Act, it was agreed that such cases could be progressed further through strengthening communication links between UKBA and the Council.
- Concerns about the standard of temporary housing for asylum seekers (The Chief Housing Services Officer advised that landlords were now subject to increased checks and that the use of temporary accommodation by the Council had been reduced significantly.)
- Issues relating to private accommodation provision (The Regional Manager, YHRMP, advised that UKBA was currently responsible for the commissioning and monitoring of private sector housing contracts and that work was being undertaken with the Local Government Association (LGA) to consider strengthening the role of local authorities in commissioning such provisions in future. In the meantime, the Board expressed a wish to look at how a more co-ordinated approach between UKBA and local authorities could be developed in terms of the provision of accommodation for asylum seekers.)
- Concern about the recent increase in CRD cases and the need for improved dialogue between services to assist in the management and planning of these cases.

RESOLVED –

Draft minutes to be approved at the meeting
to be held on Monday, 8th March, 2010

- (a) That the report and information appended to the report be noted; and
- (b) That the Board agrees the status of recommendations, subject to recommendation 6 being given a status of 5, not achieved (progress made not acceptable, continue monitoring).

97 Current Work Programme

A report was submitted by the Head of Scrutiny and Member Development which detailed the Scrutiny Board's work programme for the remainder of the current municipal year.

Appended to the report for Members' information was the current version of the Board's work programme and an extract from the Forward Plan of Key Decisions for the period 1st February 2010 to 31st May 2010, which related to the Board's remit.

RESOLVED – That the work programme be approved.

98 Date and Time of Next Meeting

Monday, 8th March 2010 at 10.00 am with a pre-meeting for Board Members at 9.30 am.

(The meeting concluded at 11.58 am.)

EXECUTIVE BOARD

FRIDAY, 12TH FEBRUARY, 2010

PRESENT: Councillor A Carter in the Chair

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

Councillor R Lewis – Non-Voting Advisory Member

175 Exclusion of the Public

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

- (a) Appendix B to the report referred to in minute 181 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information has been prepared for the Council's assessment of various property transactions then it is not in the public interest to disclose this information at this point in time. Also the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendix 1 to the report referred to in minute 188 under the terms of Access to Information Procedure Rule 10.4(3) and appendix 2 to the same report under 10.4(3,6), and on the grounds that it contains information about the commercial position of the City Council in relation to the proposed procurement; information which would reveal action the authority proposes to take under legislation, in relation to identified sites which are subject to separate consultation in the first instance with residents and staff concerned. The public interest of maintaining the exemption outweighs the public interest in disclosing such information. Whilst it is considered that there is public interest in disclosure of this information at the earliest opportunity, it is deemed more appropriate, and consequently of greater public interest to ensure

Draft minutes to be approved at the meeting
to be held on Wednesday, 10th March, 2010

that the information is released once a decision has been made by Executive Board.

- (c) Appendix 1 to the report referred to in minute 189 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information which if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council. The Appendix contains commercially sensitive information which if disclosed may prejudice the future negotiation of the contract for the project.
- (d) Appendices 1 and 2 to the report referred to in minute 185 under the terms of Access to Information Procedure Rule 10.4 (3) and on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) which if disclosed to the public would, or would be likely to prejudice the commercial interests of that person or of the Council. The proposals have been considered in terms of the benefit that the Council would seek as part of any proposal to make its land available to facilitate any S106 requirements.
- (e) Appendices B and C to the report referred to in minute 194 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that they contain information that is commercially sensitive relating to the Council's ongoing waste PFI procurement and the financial and business affairs of Bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

176 Declaration of Interests

Councillor Wakefield declared personal interests in the matters referred to in minute 179 as a school and college governor and a personal and prejudicial interest in the matters referred to in minute 185 as a consequence of a close personal association connected to Farsley Celtic.

177 Minutes

RESOLVED – That the minutes of the meeting held on 6th January 2010 be approved.

DEVELOPMENT AND REGENERATION

178 Items relating to the New Generation Transport (NGT) Scheme

RESOLVED - That consideration of the two items entered on the agenda relating to the New Generation Transport scheme be deferred to the next meeting of the Board.

CENTRAL AND CORPORATE

179 Revenue Budget 2010/2011 and Capital Programme

(A) Revenue Budget 2010/11 and Council Tax 2010/11

The Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2010/11, on the Leeds element of the Council Tax to be levied in 2010/11 and the Council House rents for 2010/11. In presenting the report the Director indicated that the final determination in respect of the Housing Revenue Account Subsidy was at variance with the figure contained in the papers as submitted to the Board. It was proposed that the estimates for the Housing Revenue Accounts be amended for submission to Council, reflecting the final subsidy determination with a subsequent increase in the HRA reserves. It was reported that a further report will be submitted to the Board with proposals on the use of these additional resources in 2010/11.

On behalf of the Board, the Chair paid tribute to all those officers who had been involved in the preparation of the 2010/11 budget and thanked them for their efforts.

RESOLVED –

- (a) That Council be recommended to approve the Revenue Budget for 2010/11 totalling £569,295,000, as detailed and explained in the submitted report and accompanying papers, including a 2.5% increase in the Leeds element of the Council Tax, subject to appropriate amendments to the report for submission to Council to reflect the final determination in respect of the Housing Revenue Account.
- (b) That with respect to the Housing Revenue Account Council be recommended to:
 - (i) approve the budget at the average rent increase of figure of 3.1%
 - (ii) increase the charges for garage rents to £6.07 per week
 - (iii) increase service charges in line with rents (3.1%)

(B) Capital Programme Update 2009-2014

The Director of Resources submitted a report setting out the updated Capital Programme for 2009-2014. A page containing revised recommendations had been circulated to all members in advance of the meeting.

RESOLVED –

- (a) That the following be recommended to Council:
 - (i) That the capital programme, as attached to the submitted report, be approved and that the list of schemes shown at Appendix H to the report be reserved until additional resources become available;

Draft minutes to be approved at the meeting
to be held on Wednesday, 10th March, 2010

- (ii) That the Executive Board be authorised to approve in year amendments to the capital programme including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
 - (iii) That the proposed Minimum Revenue Provision policies for 2010/11 as set out in 5.3 of the report and explained in Appendix G be approved;
 - (iv) That the Minimum Revenue Provision policies for 2009/10 be amended as set out in 5.3.3 of the report.
- (b) That the list of land and property sites shown in appendix F to the report be disposed of to generate capital receipts to support the capital programme
 - (c) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments to ensure that the programme is affordable.
- (C) Treasury Management Strategy 2010/2011
The Director of Resources submitted a report on the Treasury Management Policy and Strategy for 2010/11

RESOLVED –

- (a) That approval be given to the initial treasury strategy for 2010/11 as set out in Section 3.3 of the report and that the review of the 2009/10 strategy and operations set out in Sections 3.1 and 3.2 be noted.
- (b) That Council be recommended to set borrowing limits for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.4 of the report.
- (c) That Council be recommended to set treasury management indicators for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.5 of the report.
- (d) That Council be recommended to set investment limits for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.6 of the report.
- (e) That Council be recommended to adopt the revised CIPFA Treasury Management Code of Practice 2009 and revised Prudential Code.

(The matters referred to in parts A(a), A(b), B(a) (i) to (iv) and C(b) to (e) being matters reserved to Council were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on the decisions referred to in parts (A) and (B) of this minute)

180 Financial Health Monitoring 2009/10 - Quarter Three Report

The Director of Resources submitted a report on the financial position of the authority after nine months of the financial year in respect of the revenue budget and the housing revenue account.

RESOLVED – That the projected financial position of the authority after nine months of the financial year be noted.

181 Changing the Workplace Report and Business Case

The Director of Resources submitted a report presenting the objectives and proposals for the Changing the Workplace programme, with particular focus on the delivery of phase 1 of the initiative in the city centre.

Following consideration of Appendix B to the report, designated as exempt under Access to Information Procedure Rules 10.4(3), which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the programme for changing the workplace as outlined in the report be supported
- (b) That the recommendations for phase 1 as detailed in paragraph 5 of the exempt appendix, and with regard to the following matters, be approved
 - 1. The negotiation of terms for the acquisition of a building on the terms detailed in the appendix or procuring the construction of a building.
 - 2. Seeking release of freehold and leasehold properties as proposed.
 - 3. Agreement to the level of fees proposed for specialist property advice.
 - 4. Agreement to the reinvestment of the property efficiency savings plus 5% of other efficiencies to be delivered through the Changing the Workplace programme, to support delivery of the new workplaces, technology, programme resource and training for phase 1.
 - 5. Agreement that the Director of Resources bring a further report to this Board regarding a preferred option.

182 City Card

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report outlining a proposal for the introduction and implementation of the City Card scheme as part of the Council's Business Transformation

programme, as a phased development, focussing in Phase 1 on City Development.

RESOLVED – That approval be given to an injection of £692,000 into the Capital Programme, and that authority be given to incur expenditure of £1,342,000 to implement phase one of the City Card project.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter pending receipt of a detailed briefing with regard to the proposals)

183 Scrutiny - Half Year Report

The Chief Democratic Services Officer submitted a report introducing the first half yearly report with respect to the operation of the Scrutiny function in Leeds.

RESOLVED – That the report be received.

DEVELOPMENT AND REGENERATION

184 Strategic Housing Land Availability Assessment 2009

The Director of City Development submitted a report summarising the key aspects of, and presenting for approval, the Leeds Strategic Housing Land Availability Assessment (SHLAA) for 2009.

In presenting the report, the Chair thanked all those officers within City Development who had been involved in the preparation of the Leeds SHLAA document for 2009.

RESOLVED – That the Leeds Strategic Housing Land Availability Assessment 2009 be approved for publication.

185 Farsley Celtic Administration

The Director of City Development submitted a report on two proposals in relation to the future use of the Farsley Celtic facility, the Council's interests in the site and the need to inform the Administrator with regard to the Council's intentions in the matter.

Following consideration of Appendices 1 and 2 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion to the meeting it was

RESOLVED –

- (a) That Members being satisfied that assisting FC 2010 Limited would promote the social and environmental wellbeing of the area, assistance be offered to FC 2010 Limited as a means of supporting their proposed Creditor Voluntary Arrangement and that approval be given to the following:

- (i) The use of the Council land shown on plan 1 attached to the submitted report to support the delivery of any Section 106 Agreement required for Chartford Homes' adjacent residential development.
 - (ii) The use of the Council's land at less than best consideration, at a peppercorn, on a licence or leasehold basis, on final terms to be approved by the Chief Asset Management Officer.
 - (iii) To utilise the Council's Prudential Borrowing powers to provide a loan to FC 2010 Limited on the basis of the Heads of Terms outlined in Appendix 2 of the report, subject to the Director of Resources being satisfied with the outcome of the final due diligence undertaken and the final terms agreed.
- (b) That in the event that FC 2010 Limited's proposal is not acceptable to the Administrator, officers be authorised to pursue alternative courses of action in the terms now indicated.
 - (c) That this decision be exempt from Call In due to the matter being considered urgent, and that Call In may result in the Administrator seeking to liquidate the Football Club's assets without further delay.

(Councillor Wakefield, having declared a personal and prejudicial interest, left the meeting during the consideration of this matter)

NEIGHBOURHOODS AND HOUSING

186 Future Improvement Priorities for Private Sector Housing

The Director of Environment and Neighbourhoods submitted a report outlining the proposed future priorities for action to improve private sector housing in Leeds, including the basis upon which future investment bids and proposals would be made.

RESOLVED –

- (a) That the following proposals to be adopted as future private sector priorities for action for private sector housing in Leeds.
 - (i) Direct investment towards excess cold / fuel poverty and falls hazards
 - (ii) To progress strong partnership collaborative work with NHS Leeds, the Leeds City Region Partnership, and Government in support of the Health and Housing Agenda.
 - (iii) Exploring new and innovative ways of securing funding to support future investment plans.
 - (iv) Jointly undertake a feasibility exercise to assess the potential of introducing private finance through the use of Social Impact Bonds (SIB) with CLG.

Draft minutes to be approved at the meeting to be held on Wednesday, 10th March, 2010

- (b) That a further report be brought to the Board providing further detail on potential funding options.

187 Home Energy Conservation Act (HECA) (1995) - 13th Progress Report

The Director of Environment and Neighbourhoods submitted a report providing an update on the progress which has been made in relation to the overall energy efficiency levels of the Leeds housing stock during the period 1st April 2008 to 31st March 2009.

RESOLVED –

- (a) That content of the 13th HECA Progress Report be approved and that it be noted that the report will be released to Government Office for Yorkshire and the Humber, upon request.
- (b) That an annual report, on the same basis as this report, continues to be brought to this Board.

188 Round 6 Housing PFI Project: Lifetime Neighbourhoods for Leeds

The Director of Environment and Neighbourhoods and the Director of Adult Social Services submitted a joint report setting out a proposal for improvements to older people's housing as a result of the Council's successful Expression of Interest for Round 6 of the national Housing PFI programme.

Following consideration of Appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3) and appendix 2 to the report designated as exempt under Access to Information Procedure Rule 10.4 (3) and (6), which were considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That approval be given to the scope of the project as follows:
- 700 new build accommodation of extra care or lifetime homes aimed primarily at older people, 300 units of extra care; 400 lifetime homes.
 - mostly 2 bedroom units (flats and houses) with a small number of 3 bed houses (2 or 3 per site) where site size allows;
 - a 25 year long HRA Scheme, with a five year construction period;
 - Lifetime Homes standard for all properties. Code for Sustainable Homes Level 4/BREEAM Very Good as a minimum;
 - design, build and facilities management including repairs, lifecycle improvements, housing management, communal service management (for extra care), and leasehold management (if applicable); and
 - 10 sites in 10 locations.
- (b) That the sites listed in the table of exempt Appendix 2a to the report be included in the project.

- (c) That approval be given to an anticipated City Council financial contribution as detailed within section 2 (iii) of exempt Appendix 1 to the report
- (d) That the Outline Business Case be completed and submitted, following approval by the Director of Environment and Neighbourhoods under delegated authority, on the basis of the details set out above.
- (e) That approval be given for a period of statutory consultation to commence with immediate effect to be undertaken as set out in recommendation (i) of exempt Appendix 2a to the report.
- (f) That, having regard to the scope and context of this project and reasons set out in the report, support be given to the principle of replacing sheltered housing as set out in recommendation (ii) of exempt Appendix 2A to the report and that the Chief Housing Officer be authorised to take the final decision on whether the sheltered housing should be replaced as proposed following any relevant formal consultation. Further, that any consequential decisions about suspension of lettings, re-housing and demolition should also be taken by the Chief Housing Officer at the appropriate time under delegated authority.
- (g) That a progress report be brought to this Board in June 2010.
- (h) That the project be allocated to the Housing PFI Project Board for project governance proposals

ADULT HEALTH AND SOCIAL CARE

189 Holt Park Wellbeing Centre - Affordability Position

The Director of Adult Social Services and Director of City Development submitted a joint report on the revised affordability position for the Holt Park Wellbeing Centre project.

Following consideration of Appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That approval be given to the revised estimated affordability implications and sensitivity analysis over the life of the proposed PFI Contract for the Holt Park Wellbeing centre, summarised in table 1 of the exempt appendix to the report
- (b) That the detailed information contained in the exempt appendix with regard to recalculation of PFI credit and reassessment of the affordability position be noted and that the revised affordability position, as contained in paragraph 3.6 of the appendix, be approved.

- (c) That officers be authorised to issue the City Council's affordability thresholds relating to the PFI project to the LEP and to Environments for Learning.

CHILDREN'S SERVICES

190 The Ofsted and Care Quality Commission Inspection of Safeguarding and Looked After Children's Services in Leeds

The Interim Director of Children's Services submitted a report providing details of the outcomes from the recent announced Ofsted inspection of safeguarding and looked after children's services in Leeds.

RESOLVED – That the findings of the announced inspection of safeguarding and looked after children's services and how these fit into the wider improvement work currently taking place be noted.

191 Scrutiny Board (Children's Services) Inquiry into Safeguarding - Interim Report: Director of Children's Services Response

The Interim Director of Children's Services submitted a report presenting a response to the Scrutiny Board (Children's Services) interim report regarding the Safeguarding of Children. The Chair of the Scrutiny Board (Children's Services) attended the meeting and presented the interim report of the Board.

RESOLVED – That the recommendation of the Children's Services Scrutiny Board Inquiry into Safeguarding-Interim Report be noted and that the response set out by the Interim Director of Children's Services in Paragraphs 3.2 to 3.7 of the submitted report be approved as an appropriate response to the recommendation.

192 Outcome of Consultation on the Expansion of Primary Provision for September 2010

Further to minute 103 of the meeting held on 14th October 2009 the Chief Executive of Education Leeds submitted a report detailing the outcomes arising from the statutory public consultation process undertaken with respect to the prescribed alterations to:

- permanently expand the 17 primary schools identified in paragraph 2.3 of the report
- add community specialist provision for up to 14 pupils with complex medical physical needs at New Bewerley Primary School
- add community specialist provision for up to 14 pupils with complex medical physical needs at Whitkirk Primary School.

RESOLVED –

- (a) That the outcome of statutory public consultation on the prescribed alterations be noted
- (b) That approval be given for the publication of a statutory notice in respect of the proposals

- (c) That it be noted that a report detailing the response to the statutory notice will be brought to this Board for determination.

193 Outcome of Consultations on the Expansion of Primary Provision at Gildersome Primary School in 2011 and at Richmond Hill Primary School in 2012

Further to minutes 104 of the meeting held on 14th October 2009 and 120 of the meeting held on 4th November 2009 the Chief Executive of Education Leeds submitted a report detailing the outcomes from the statutory public consultation exercise undertaken with respect to Richmond Hill Primary School and Gildersome Primary School.

RESOLVED –

- (a) That the outcome of statutory public consultation on the prescribed alterations to permanently expand Gildersome and Richmond Hill Primary Schools be noted.
- (b) That approval be given for the publication of a statutory notice proposing:
- (i) the expansion of Gildersome Primary School to a new capacity of 420 pupils from September 2011, with an admission limit of 60 pupils
 - (ii) the expansion of Richmond Hill Primary School to a new capacity of 630 pupils from September 2012, with an admission limit of 90 pupils.
- (c) That it be noted that a report detailing the response to the statutory notice will be brought back to this Board in the Summer of 2010 for a final decision.

ENVIRONMENTAL SERVICES

194 Waste Solution for Leeds - Residual Waste Treatment PFI Project - Results of Detailed Solutions Stage

The Director of Environment and Neighbourhoods submitted a report presenting the outcomes arising from the evaluation of bids at the Detailed Solutions stage of the procurement process. The report also provided an update on the progress of the Residual Waste Treatment PFI Project since the report which was considered by the Board in November 2008 (minute 136).

Following consideration of Appendices B to the report and C which was circulated at the meeting, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion to the meeting it was

RESOLVED –

- (a) That approval be given to the exclusion of the residual waste transfer station from the scope of the Residual Waste Treatment PFI project
- (b) That approval be given to the proposal not to develop a dedicated residual waste transfer station, with the result that all residual waste for treatment under the PFI contract will be delivered directly to the main residual waste treatment facility once the operational phase of the PFI contract commences
- (c) That the Board notes the continued requirement for the provision at Evanston Avenue of a household waste sorting site (HWSS) and the existing level of waste transfer capacity for a range of materials, and the intention to bring a further report to this Board on the proposed city-wide HWSS strategy, which will expand on the strategy for redevelopment of the Evanston Avenue site
- (d) That the programme going forward to complete the Residual Waste procurement and to award the contract be noted
- (e) That the communications strategy going forward be noted
- (f) That the Board notes the affordability issues detailed in the exempt section of the submitted report and approves that the Price Ceiling will be calculated based upon the methodology set out in Appendix B paragraphs 1.6 and 1.7 until the selection of Preferred Bidder.

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

DATE OF PUBLICATION: 16th February 2010
LAST DATE FOR CALL IN: 23rd February 2010

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Wednesday 24th February 2010)

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 8th March 2010

Subject: Dog Control Orders in Leeds

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 the Board received a report showing progress against outstanding recommendations arising from the Dog Fouling Enforcement review conducted by the Board last year.
- 1.2 One particular recommendation made reference to reviewing the options available to the Council to extend Dog Control Orders in Leeds. It was noted that a multi-agency Project Board was set up to take forward this piece of work and has begun the process of Dog Control Order implementation, which is governed by several key aspects including the identification of land to which orders should apply: the extent of application: consultation process and resource allocation.
- 1.3 Members of the Board considered the initial draft project timeline for the implementation of additional Dog Control Orders in Leeds and expressed concern over the length of time allocated. The Project Board were informed of this at its meeting in February and reviewed options to expedite the process. It concluded that by developing and implementing Dog Control Orders in a split fashion this could bring the implementation date forward.
- 1.4 The Scrutiny Board requested that a further update report around this particular matter be brought back to its March meeting. This report will be circulated to Members following the next meeting of the Project Board, which is scheduled for 2nd March 2010, and will be considered at today's meeting.

2.0 Recommendations

- 2.1 The Board is requested to consider the update report relating to the implementation of additional Dog Control Orders in Leeds.

Background Papers

None



Originator: A Brogden

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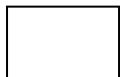
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 8th March 2010

Subject: Fuel Poverty

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 At the Scrutiny Board's meeting in December 2009, Members requested that a report be brought back to the Board setting out the different schemes available to help address fuel poverty in Leeds, including those targeted at the private sector.
- 1.2 The attached briefing paper sets out the fuel poverty schemes available in Leeds and makes reference to the Total Heat (formerly Heatlease) scheme operating for Council tenants as Members sought particular clarification of the Council's current position regarding this scheme.

2.0 Recommendations

- 2.1 The Board is requested to consider the attached briefing paper on fuel poverty schemes available in Leeds.

Background Papers

None

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Fuel Poverty Schemes Available in Leeds

Total Heat (formerly Heat Lease)

This is a scheme operated for council tenants in Leeds whereby central heating systems can be installed for a service charge in addition to their rent.

Originally Heat Lease was introduced as a means of leveraging in investment to provide programmable gas central heating systems. Essentially the installed equipment is leased with an option to purchase at the end of the lease. Tenants then pay a service charge to cover the lease and final purchase costs.

Heat Lease was replaced in 2006 by Total Heat. Under Total Heat the council borrows the money to install programmable gas central heating systems. Tenants then pay a service charge to cover the cost of borrowing. The cost to tenants is the same.

However, the Housing Inspectorate recently took the view that Leeds has some properties with central heating installed where tenants do not pay a service charge as a result of whole improvement programmes prior to the introduction of Heat Lease, thereby resulting in an inequitable situation which should be resolved.

At this stage, Total Heat is still the only mechanism that should be on offer to tenants for the installation of programmable central heating systems. However, a review of future options is currently being undertaken which is also looking at the implications of ceasing the current Heat Lease and Total Heat charging schemes.

Warm front

This is a grant of £3,500 (£6,000 for households in off-gas areas) for owner occupied/private rented properties which can provide heating and insulation measures to households in receipt of a means tested benefit and which include a member under age 16, over age 60 or with a disability.

Insulation measures include cavity wall and loft insulation, hot water tank jackets and in some cases draught proofing. Heating measures include gas central heating or wall heaters, electric storage heaters or in off-gas areas oil central heating or renewable energy

Carbon Emissions Reduction Target (CERT)

This is a scheme funded by the energy companies to provide insulation to owner occupied and private rented households who are divided into the priority group (currently households with a resident over age 70 or in receipt of a means tested benefit) who receive the measures for free, or the able to pay group who can obtain the measures at a subsidised price. This funding is also available to public sector housing providers for their insulation programmes.

The main measures are cavity wall and loft insulation, although in the public sector there may be the potential for funding towards hard to treat properties with measures such as solid wall insulation. Smaller appliances such as powerdown adaptors and energy monitors are also available through this scheme. Low energy lightbulbs are no longer provided under this scheme.

Health Through Warmth

This is a scheme aimed at owner occupier and private rented households where an occupant suffers from a cold related illness or medical condition. If a householder is eligible for one of the above schemes they will be referred onwards. Alternatively, there is a crisis fund which can assist with up to 50% of the costs.

Measures include heating installation and loft and cavity wall insulation installation.

Home Improvement Assistance

Leeds City Council's equity release scheme available to owner occupiers in receipt of means tested benefits.

Available for more expensive measures such as solid wall and attic room insulation which can be suitable for hard to treat homes.

Community Energy Saving Programme CESP

CESP places an obligation on energy suppliers and electricity generators to meet a CO2 reduction target by providing energy efficiency measures to domestic consumers in areas with high levels of low incomes.

This provides a package of measures, to deliver a 'whole house approach', particularly focussing on hard to treat or hard to heat homes (i.e. solid walled or system built homes or those off the gas network).

Area Based Initiative (yet to start)

Area specific scheme available to households in the 5th – 15th most fuel poor wards of Leeds. Will provide a door-to-door service to bring the above schemes and general energy advice to owner occupiers and private tenants.

G7 Registered Social Landlord Schemes

These are seven of the largest Housing associations in the Leeds area covering over 10,000 properties which have pursued a policy of joint bidding and information sharing to bring energy efficiency measures to their properties such as cavity wall and loft insulation, condensing boiler installation and renewable energy installation.

Decent Homes Standard

A requirement introduced by the government to ensure that all council and housing association owned properties are warm, weatherproof and have reasonably modern facilities.

Housing Health And Safety Rating System

Government legislation which allows the authority to inspect private rented accommodation and serve notice on landlords to ensure that their properties are free from category 1 health and safety hazards including excess cold.

Care and Repair

Can provide small scale repairs, for example to windows, doors and draught-proofing etc, to owner occupiers.

Green doctor/Groundwork Leeds/Casac

Provides assistance on an area specific basis, including hot water tank jacket installation, draught proofing and energy advice to householders regardless of tenure.

Winter Fuel Payment

A flat rate payment of between £125 and £400 (dependant on circumstances) paid by the pensions service to the over 60's to assist with fuel bills. This is regardless of tenure.

Cold Weather Payment

A payment of £25 made to vulnerable households automatically through the benefits system whenever the temperature falls to 0 degrees celcius for 7 consecutive days over the period 1st November – 31st March. This is regardless of tenure.

Energy Company Social Tariffs

Beneficial tariffs provided by gas and electricity suppliers to vulnerable households regardless of tenure.

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Originator: A Brogden

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 8th March 2010

Subject: Integrated Waste Strategy for Leeds 2005-2035 – Revised Action Plan

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 The Integrated Waste Strategy for Leeds, adopted in 2006, sets out the Council's strategic vision and key objectives for the management of waste over the next thirty years. An action plan sits within the Strategy and details the specific activities that will be undertaken and reviewed annually to measure progress.
- 1.2 This action plan is currently being revised to take the Strategy through the period from 2009 to 2012. The revised action plan does not seek to amend previously agreed targets and it is envisaged that the Integrated Waste Strategy (2005-2035) will be reviewed with full stakeholder consultation in 2012.
- 1.3 The attached report sets out the revised draft action plan and the Scrutiny Board is invited to consider and provide any comments on the draft action plan before it is formally approved.

2.0 Recommendations

- 2.1 The Board is requested to consider and provide any comment on the revised draft Integrated Waste Strategy Action Plan.

Background Papers

Integrated Waste Strategy for Leeds 2005-2035

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Integrated Waste Strategy for Leeds 2005-2035

Introduction

The Integrated Waste Strategy for Leeds adopted in 2006 sets out the Council's strategic vision and key objectives for the management of waste over the next thirty years.

The vision set out within the Strategy is of

“a zero waste city, whereby we reduce, reuse, recycle and recover value from all waste, waste becomes a resource and no waste is sent to landfill”

An action plan sits within the Strategy to facilitate delivery of the vision. This details the specific activities that will be undertaken and reviewed annually to measure progress.

The accompanying draft action plan will take the Strategy through the period from 2009 to 2012. It refocuses the strategy into 4 key priorities. It provides comprehensive details of current and planned actions and the measures we will use to evaluate their success. In addition it aims to achieve a number of outcomes which complement the statutory targets and represent the broad range of areas we cover.

Internal consultation will be undertaken with key stakeholders prior to the plan being adopted and rolled out through a re-launch of the cross-sector Waste Strategy Group in March 2010.

This revised action plan does not seek to amend previously agreed targets and it is envisaged that the Integrated Waste Strategy (2005-2035) will be reviewed with full stakeholder consultation in 2012.

Key pressures which influence our actions:

○ Meeting our statutory targets:

Description	2008/9 Performance	2009/10 Target	2010/11 Target	2011/12 Target
Residual household waste per household (NI 191)	675.48 kg	663.21 kg	628.52 kg	576.08 kg
Household waste recycled, composted or re-used (NI192)	30.41%	33.94%	40.0%	42.0%
Percentage of municipal waste landfilled (NI193)	67.17%	62.75%	57.21%	55.21%
Landfill Allowance Trading Scheme Targets	179,813 tonnes	151,189 tonnes	134,360 tonnes	117,531 tonnes

Statutory targets are named National Indicators and they cover the reduction of waste, reducing waste going to landfill and the recycling, composting and reuse rate.

○ **Reducing Waste**

Reducing waste is a primary focus for the Waste Strategy for Leeds. A range of policies and initiatives to achieve this are set out in the draft plan. Our published target is to reduce annual growth in municipal waste per household in Leeds to 0.5% by 2010, and to eliminate growth in waste per household by 2020, although this will be regularly reviewed based on the latest available data and trends. From 2010/11 residual waste per household must begin to fall in line with a National Indicator target of 576.08 kg per household by 2011/12.

○ **Recycling & Composting**

Recycling and composting and reuse remain a key priority. Whilst the recycling rate has risen steadily we need to deliver further improvements to meet our National Indicator targets of 33.9% in 2009/10 and 41.3% in 2010/11. Our aim is to achieve a minimum recycling rate of 50% by 2020.

○ **Treatment and Disposal Infrastructure**

Leeds City Council landfilled c.69% of waste collected in 2008/09 but legislation requires this amount to be reduced. The National Indicator target is a reduction to 62.75% in 2009/10 and a further reduction to 55.95% in 2010/11. These targets are also linked to the Landfill Allowance Trading Scheme (LATS) which requires councils to reduce the amount of biodegradable municipal waste going to landfill. To achieve this level of diversion and recover value from our waste we must evaluate and implement new waste management technology. Our aim is to achieve the recovery value from 90% of our waste by 2020.

Progress to date:

- **Allocation of £68.6M PFI credits secured from Defra to develop a residual waste treatment solution**
- **Recycling rate increased from 19.5% (2004/05) to 30.41% in 2008/9**
- **186,000 homes provided with a garden waste collection service diverting 16,600 tonnes of green waste from landfill**
- **10, 000 home composters distributed**
- **250 real nappy packs distributed diverting 150 tonnes of waste**
- **Consultation on ‘ What should Leeds do with its waste?’ completed**

Developing the Draft Action Plan 2009-2012

The original action plan that has delivered the outcomes outlined above was based on 9 key themes:

1. Education and awareness
2. Waste prevention
3. Market development and procurement
4. Recycling and composting
5. Medium and long term recovery options

6. Limiting landfill
7. Enforcement
8. Planning
9. Commercial and Industrial waste

These have now been rationalised in the draft action plan into 4 key priorities and a recognition that a range of common threads run throughout the Strategy. This includes identifying efficiency savings gained through new actions.

The diagram below illustrates how the 4 new priorities and common threads are linked.

In developing this draft action plan care has been taken to ensure that all the key themes and actions from the Strategy's first plan are included and that no content has been lost. The actions have been divided into priority areas and spread across three years. This takes into account the resources available each year and the time it takes to implement projects. Some of the actions may take longer than a year and they will be rolled forward into the following years actions until completion. Completed actions from 2006 to 2008 have been closed off.

The first two years are fully populated with actions that require attention. The third year has some actions already but it is expected that over time new actions will be added. This is necessary to allow the Waste and Recycling team to be able to respond to new demands and changes in U.K. and European legislation. Changes likely to occur over the time-frame of the Action Plan are the imminent review of Schedule 2 wastes and transposition of the revised Waste Framework Directive, both of which could expand the range of wastes that will fall under the control of Leeds City Council.

New actions, projects and communications campaigns developed in response to such changes will be added onto the action plan and carried over into subsequent years for delivery. This planned process is essential to allow the team the flexibility to perform effectively in the rapidly changing field of waste management.

Internal consultation will ensure that this plan aligns with the strategies of other Council departments and complies with the outcomes and improvement priorities of the Leeds Strategic Plan 2008-11.

Priorities	Includes	Threads
<p>Leadership</p> <p>‘taking leadership for waste management in the city’</p>	<p>Commercial & Industrial Waste</p> <p>Looking at wider waste issues, feeding into consultations, national networks and representing Leeds’ view SME’s/signposting</p>	<p>Communication and Engagement</p> <p>Enforcement</p> <p>Partnerships</p> <p>Sustainability</p> <p>Limiting Landfill</p> <p>Programme & Risk Management</p> <p>Access & Equality</p> <p>NI 192</p> <p>Carbon Footprint</p> <p>Climate Change</p> <p>Efficiency savings</p>
<p>Waste Prevention</p> <p>‘working with our partners to reduce the amount of waste produced and maximise the reuse of materials’</p>	<p>Reduction of Waste</p> <p>Minimisation</p> <p>Reuse</p> <p>Working with the Community & Voluntary Sector</p>	
<p>Recycling and Composting</p> <p>‘developing our services to increase participation, availability and the range of materials collected for recycling or composting’</p>	<p>Approach to giving Services for businesses and schools</p> <p>Acknowledge one size does not fit all/tailoring of services for different users</p>	
<p>Treatment & Disposal Infrastructure</p> <p>‘providing appropriate waste management technology to recover maximum value from waste and minimise landfill’.</p>	<p>Medium & Long Term Recovery</p> <p>Links to NRWDPD</p> <p>LAT’s compliance</p> <p>Landfill Contract (Waste treatment & disposal contract)</p> <p>Planning</p> <p>Market Development & Procurement</p> <p>Encouraging the participation of the Community and Voluntary sector in the procurement process</p>	

The 9 key themes from the strategy’s first action plan are shown in **red**

DRAFT ACTION PLAN 2009-2012 (for internal consultation prior to formal approval and publication)

Leadership

Take leadership for waste in the city.

Residents, businesses and organisations look towards the service to provide advice and information on a wide range of issues regarding waste and recycling. Challenging members of the public to consider how they create and dispose of their waste both in the home and at work is an important part of achieving our targets. We will also consult with stakeholders to ensure that all points of view are taken into consideration. We will also ensure that our strategy links across council departments to develop a coherent approach to sustainable waste management throughout the organisation.

These are some of the strategies we are linking with:

- Leeds Strategic Plan
- Local Development Framework
- Regeneration Framework
- Natural Resources and Waste Development Plan Document

Do you know of any others?

Outcomes

Work with stakeholders to promote sustainable waste management.

To include appropriate statements on waste in other strategies plans and policies

To develop innovative promotional initiatives for waste prevention.

Lobby for the prevention of waste

To empower consumers and business to prevent waste

Improved data management.

Planning and preparing for changes in legislation

To achieve our outcomes, in 2009/10 we will:

Produce and distribute a Business waste handbook to 5000 businesses.

Improve information for businesses on the website.

Complete a strategic review of household waste sorting sites (HWSS.)

Review method of consultations to improve the quality of future consultation work.

Look to secure funding and start training advisors for the Keep Britain Tidy Business Awards.

Engage with key parties through regional waste meetings, seminars and consultations on legislation etc..

Link to Regional Waste Prevention Group.

Maintain ISO 14001 by training staff and promoting socially responsible procurement guidelines.

Link into Year of Volunteering 2010 by providing resources and information.

Identify & review other LCC strategies to ensure they align with the Integrated Waste Strategy.

Re-establish the Waste Strategy Group.

To achieve our outcomes, in 2010/11 we will:

Prepare case studies of best practice in waste management, recycling and composting for the website and intranet

Work with Corporate Procurement to develop further the Socially Responsible Toolkit and other mechanisms to ensure that waste minimisation is included and enforced in all contracts

Distribute the business waste handbook to more businesses.

Implement actions highlighted in the HWSS strategic review.

Investigate use of technology to reach certain sections of the city e.g. text polls.

Implement Defra's 'Food on the Go' litter campaign.

Implement, where possible, the Keep Britain Tidy Business Awards.

Work with the Environment Agency or commission a report to improve commercial and industrial waste data.

Ensure environmental issues are part of council induction process.

To achieve our outcomes, in 2011/12 we will

Provide training to help SMEs access the tendering process for waste services contracts

Reduce our carbon footprint in targeted areas.

Work with enforcement to improve the use of recycling facilities.

Work with businesses to reduce commercial and industrial waste

Waste Prevention

Working with our partners to reduce the amount of waste produced and maximise the reuse of materials.

Waste prevention and reuse are the first steps in the waste hierarchy. By preventing or reusing waste we can conserve resources, save energy, reduce the demand for waste disposal and provide cheaper goods. To achieve this we will encourage all individuals to make informed decisions as consumers by borrowing, hiring, repairing, buying second-hand items or buying more durable products. We will support social enterprise and reuse organisations to increase the number of items being reused.

Outcomes

To target key waste streams for minimisation

To develop schemes to increase the reuse of resources

To support social enterprise and the voluntary and community sectors by reserving areas of reuse, recycling and reprocessing for these sectors where appropriate.

To increase the use of durable items and products with recycled content

To achieve our outcomes, in 2009/10 we will:

Procure a supplier for composting bins to replace WRAP scheme.

Complete a 6 month Waste Electrical and Electronic Equipment (WEEE) reuse trial working with a local reuse organisation.

Finalise the design of the reuse shop at the redeveloped East Leeds HWSS.

Start soft market testing with the third sector regarding the running of the reuse shop.

Update the website to promote waste prevention messages.

Assess the success of the Otley Green Guide.

Identify level of support to be provided in the development of an Approved Authorised Treatment Facility (AATF) for WEEE.

To achieve our outcomes, in 2010/11 we will:

Continue promotion of home composting and providing ongoing support and advice.

Evaluate new compost bin suppliers and undertake further procurement if needed.

Increase WEEE reuse on HWSS through staff training and work with reuse groups. This will include improvements to the recording system.

Improve provisions on all HWSS for reuse of WEEE, furniture and other items.

Complete the procurement procedure for the running of the reuse shop.

Run a pilot providing sample nappy packs to midwives for ante-natal classes in an area.

Assess the evaluation process for real nappies to maximise the benefits of the scheme.

Investigate opportunities to support the development of a community-led reuse facility for commercial and industrial waste.

Work with ALMOs to promote partnership working with reuse charities to reuse furniture and WEEE.

Continue to promote the Love Food Hate Waste campaign.

Work with Sustainable Development Unit (SDU) and other council departments to improve waste minimisation and recycling at all council premises.

To achieve our outcomes, in 2011/12 we will

Work with the reuse shop to maximise diversion from East Leeds HWSS.

Design Green Guides for other areas in the city.

Identify and develop opportunities for reuse shops on other HWSS.

Recycling and Composting

Developing our services to increase participation, provision and the range of materials recycled or composted.

Recycling and composting follows waste reduction and reuse in the waste hierarchy. All waste streams will be targeted including wastes produced by our own activities plus commercial and industrial wastes produced by local businesses. Significant improvements have been made to our recycling and composting provision for householders and this has resulted in the recycling rate increasing from 21.33% in 2005/6 to 30.41% in 2008/9. This has exceeded the target of 30% by 2010 as set out in the original Integrated Waste Strategy. Further development of services must take place to meet our statutory targets.

Outcomes

To use Education and Awareness to increase participation in recycling and composting by all.

To increase the range of materials recycled, including those collected at the kerbside.

To improve the provision of non-kerbside recycling facilities including for commercial and industrial wastes.

To develop a range of policies and measures to support waste minimisation and recycling of all waste streams.

To achieve our outcomes, in 2009/10 we will:

Start the new recycling and waste collections in the Rothwell ward.

Approve the Recycling Improvement Plan.

Use the strategic assessment of HWSS and bring sites to create policies for the improvement of non-kerbside provision.

Write policies for garden waste collections, SORT collections, disposal for charities and residual collections.

Complete designs and start procurement for the redevelopment of East Leeds HWSS

Work with city centre management to plan recycling provision in the city centre.

Develop a programme to upgrade and improve the signage and maintenance of all bring sites and communal recycling sites.

Implement communications plans for the above actions.

To achieve our outcomes, in 2010/11 we will:

Undertake a corporate project evaluating how we communicate with the public.

Provide ongoing performance monitoring and evaluation of the new recycling and waste collections in Rothwell and update the food waste collection and disposal options appraisal.

Implement the Recycling Improvement Plan actions.

Implement HWSS and bring site strategic review.

Train HWSS staff members to improve customer service and increase recycling and reuse rates.

Write policies for side waste and bulky household waste collections.

Redevelop East Leeds HWSS.

To achieve our outcomes, in 2011/12 we will

Undertake a cost benefit analysis of introducing new services as the residual waste treatment and procurement progresses.

Work with staff at East Leeds and other HWSS to maximise recycling and reuse

Treatment and disposal infrastructure

Providing appropriate waste management technology to achieve maximum diversion of waste from landfill.

Whilst waste prevention, reuse, recycling and composting are the preferred methods of reducing our reliance on landfill, we must consider other technologies available to help us meet our statutory targets. To ensure that resources are not sent to landfill appropriate recovery systems can separate out any recyclable material before undergoing further treatment to recover energy from waste. We will also identify markets for all recyclable materials. It is essential to anticipate and adapt to future changes to legislation, the economy and developments in waste management.

Outcomes

To explore markets for recycling or processing of waste management residues.

To undertake a successful procurement process for the delivery of the recovery solution

To secure long-term outlets for recyclable materials.

To ensure that Planning Policy supports sustainable waste management

To achieve our outcomes, in 2009/10 we will:

Explore treatment options for waste management residues.

Explore and secure markets for reprocessing of recyclates.

Use bidders' days to engage local businesses in the tendering process.

Develop replacement contracts for garden waste composting & MRF.

Undertake a successful procurement process for the delivery of the residual waste treatment solution.

Engage the Planning team in our requirements for implementing the whole Waste Strategy & Waste Solution program.

Contribute to the development of the National Resources & Waste Development Plan Document (NRWDPD) taking account of responses to the preferred options consultation.

Identify land and sites required to provide waste management services in the future.

Develop partnership working with the community sector.

To achieve our outcomes, in 2010/11 we will:

Use "lot" system during tendering, so inclusive of local opportunities, businesses, SMEs and 3rd sector.

Use the proximity principle in evaluation of proposals.

Continue to use bidders' day and improve their content.

Continue the procurement process for the delivery of the residual waste treatment solution.

Work with Sustainable Development Unit to consider the carbon footprint of the waste management system.

Initiate the Residual Waste Treatment Communications Plan with the final 2 bidders in spring/summer 2010 and with a preferred bidder in autumn 2010.

Take a more active role in developing planning documents within the Leeds Development Framework.

Finalise NRWDPD for pre-submission consultation (summer 2010)

Secure land and sites required to provide waste management services in the future

To achieve our outcomes, in 2011/12 we will

Continue to use the proximity principle in proposal evaluation.

Support technological advances to deliver environmental and economic benefit.

Complete the procurement process for the delivery of the residual waste treatment solution

Measuring Success

We have grouped the success measures from the strategy into the priority areas. The statutory targets, listed below, overarch all the priorities and drive our work forward.

NI 191	Residual household waste per household
NI 192	Household waste recycled, composted or re-used
NI 193	Percentage of municipal waste landfilled
LATS	Landfill Allowance Trading Scheme Targets

Leadership

Number of businesses reached by the Business Waste Handbook and the feedback received. Adoption of the handbook format by other local councils.

Being prepared for changes in legislation and requirements regarding business waste.

Assessing how much commercial and industrial waste is produced in Leeds and advising businesses so the waste is reduced over time.

Assessing how much waste we are getting from SMEs via household waste or HWSS and implementing methods to reduce it.

Involving sustainable waste management and carbon footprint impact in procurements and decision making.

Maintaining ISO14001

An active Waste Strategy Group and active participation in a range of regional and local forums

Waste Prevention

The number of home composters delivered, requests for information and feedback from questionnaires.

Creating a recording system for WEEE and furniture reuse which is informative and auditable.

Using the socially responsible toolkit to find a third sector group to run the shop.

Increasing the number of items/tonnage diverted from landfill by the reuse shop and by reuse organisations.

The number of customers using the shop and the revenue created.

Hits on website pages

Increased take up of nappy scheme due to introduction of sample nappy packs for antenatal classes

Recycling and Composting

Feedback from members of the public and businesses using our services.

Undertaking internal assessments and using the results to improve service provision.

The results of the new recycling and waste collection in Rothwell including the success of the roll out, communications, public feedback and tonnages.

All properties in Leeds have access to SORT collection by December 31st 2010.

Meeting internal and statutory targets for recycling, composting and reuse.

An increase in the use of HWSS and bring sites based on increased tonnages and customer feedback

Treatment and disposal infrastructure

Expanding the range of materials going for re-processing.
Ensuring contracts are in place and deadlines are met.

Meet procurement timescales for new and renewed contractual arrangements

Updating and launching the Waste Strategy Action Plan.

Working with the Planning team to take a more active role in assessing planning documents and advising new planning guidance regarding waste.

Effective implementation of new policies.

A change in behaviour of public

- Food waste presented correctly
- less side waste due to efficient use of bins
- fewer bins left out on highway
- reduction in contamination

Increased local capacity for all wastes

Carbon footprint quantified



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 8th March 2010

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 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 the following previous inquiries:
 - Inquiry into Private Rented Sector Housing
 - Inquiry into Older People's Housing

2.0 Recommendations

2.1 Members are asked to:

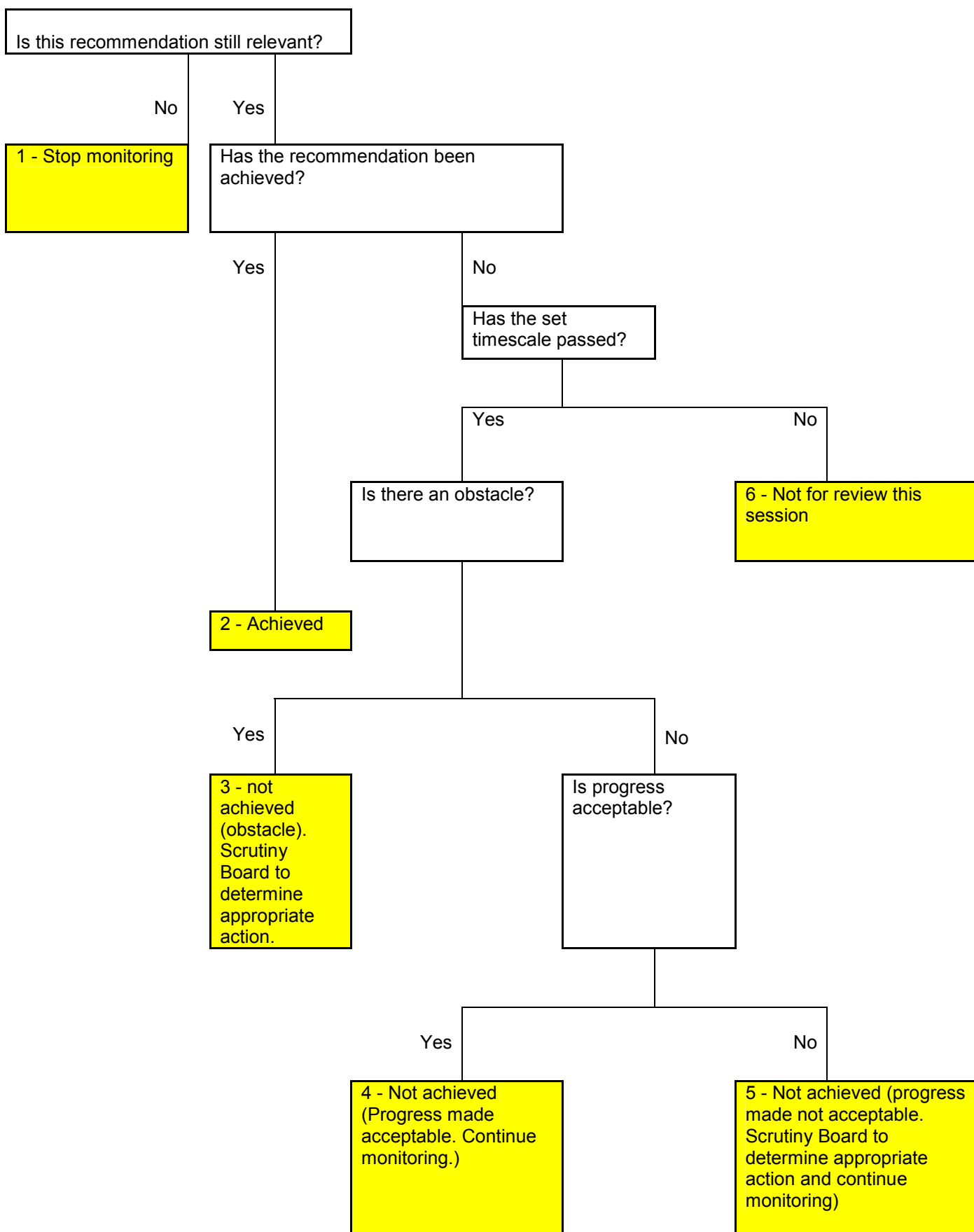
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

Background Papers

Environment and Neighbourhoods Scrutiny Board Final Inquiry Report on Private Sector Housing.
May 2009.

Environment and Neighbourhoods Scrutiny Board Final Inquiry Report on Older People's Housing.
June 2009.

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



Recommendation Tracking – Progress Report (March 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 Private Rented Sector Housing

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
Recommendation 1 That the Director of Environment and Neighbourhoods raises greater awareness of, and helps private landlords gain access to, available grant or loan funding to improve the quality and energy efficiency of private sector housing	Formal Response received in October 2009 The Council continues to promote energy efficiency to all households irrespective of tenure , and provides financial assistance where available. Capital programme funds for Leeds for 2009/10 amount to approx £6.8m for the whole city for all private housing regeneration, both owner occupied and Private Rented Sector (PRS) stock. Of this, only £300,000 is available specifically for energy efficiency initiatives, so there is limited opportunity in the current programme to provide major financial assistance to Landlords using capital. We do encourage take up of warm front grant by tenants and promote energy efficiency where ever possible (i.e. the 5 Wards initiative in 2008/9 and planned 10 ward initiative scheduled for 2009/10, and included in group repair specifications) but due to costs and technical		

	<p>problems associated with hard to treat older housing the take up is generally poor. Negotiations are on going to secure additional funds and addressing energy inefficiency and resultant excess cold is a key priority of the Council.</p> <p>Current Position:</p> <p>Work is ongoing with technical experts from the Building Research establishment (BRE) to identify solutions to improve efficiency in the hard to treat properties. The Council continues to promote energy efficiency and actively promotes take up of Warm Front grants to all eligible tenants. Other initiatives such as the boiler scrappage scheme and landlord tax benefits are also actively promoted to landlords to encourage energy efficiency improvements in the sector.</p> <p>Funding has been secured and approval given to undertake a free cavity wall and loft insulation pilot in a small number of Lower Level Super Output Areas which score highly in terms of the numbers of low income residents, including tenants of private rented houses . The pilot is to commence later in the year and is based on the Warm Zone model.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 2 That the Director of Environment and Neighbourhoods continues to ensure that private landlords are proactively engaged in the development of future improvement programmes/schemes aimed at raising the quality and condition of private rented sector housing.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 2.</p> <p>Current Position:</p> <p>The landlord community are actively consulted through a variety of forums including the PRS Strategic Working Group, lead by Councillor L Carter, the landlord consultative group and Landlords forum . Landlord representatives were involved in helping develop the PRS Housing Strategy 2009-2012 which was endorsed by the Council's Executive Board in December . This</p>	<p>2 - Achieved</p>	

	<p>strategy and related action plan has since been presented to the landlord forum to encourage participation in the strategy. Local and national landlord associations were also fully engaged over the proposals to designate the selective licensing area in Cross Green and East End Park and continue to be engaged in proposals and work plans.</p> <p>The latest in a series of Landlords' newsletters (Winter 2009) has been distributed providing a wide range of news updates which promote the sector.</p>		
<p>Recommendation 3 That an update report on the actions taken to achieve the outcomes of recommendations 1 and 2 is brought back to Scrutiny within 6 months.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 3.</p> <p>Current Position:</p> <p>This update provided a progress report on recent actions</p>	<p>2 - Achieved</p>	
<p>Recommendation 4 That the Director of Environment and Neighbourhoods continues to proactively educate and empower private tenants to understand their rights and have the confidence to approach the Council for assistance if landlords refuse to improve standards in line with minimum requirements.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 4.</p> <p>Current Position:</p> <p>Advisory leaflets for tenants have been produced and distributed to educate tenants on how to access the service and what actions can be taken to resolve housing complaints. Over 3,000 requests for service have been received in 2009/10 so far and appropriate enforcement actions have been taken to assist tenants and remove identified hazards.</p>	<p>2 - Achieved</p>	

<p>Recommendation 5 That the Director of Environment and Neighbourhoods continues to explore innovative approaches towards addressing poor housing conditions and works closely with key partners and central government to maximise on available resources.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 5.</p> <p>Current Position:</p> <p>The Council continues to work with a variety of partners to maximize and encourage use of the private rented sector. The work with Housing Options service has utilized the PRS market to create tenancies and this has resulted in improved housing standards and greater availability of housing for vulnerable tenants. Promotion of Landlord accreditation has also proved an efficient way of improving housing standards and management of properties on a city wide basis.</p> <p>The designation of a Selective Licensing area has seen a multi agency tasking group developed to improve housing conditions and associated community issues such as poor environment and anti social behaviour.</p> <p>Work is also underway to produce a framework contract to provide temporary accommodation for a number of service areas and the contract will ensure suitable housing and management standards for all properties used in the scheme. This will improve efficiencies, promote better property conditions and management standards and be cost efficient for the Council.</p>	<p>2 - Achieved</p>	
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<p>Recommendation 6 That the Director of Environment and Neighbourhoods conducts an urgent review of existing resources within the HMO Licensing Team to determine whether it is adequate enough to effectively administer and regulate the Mandatory HMO Licensing Scheme.</p>	<p>Formal Response received in October 2009</p> <p>The Director does not agree to recommendation 6. HMO mandatory licensing is expected to be cost neutral with operational costs being met by license fees, and the recommendation for additional revenue resources to be provided to undertake more proactive work to track down unlicensed properties could only be met in the short term by the team being subsidised through revenue budget. Alternatively the license fee in future years could be increased but this would meet strong opposition from Landlords and ultimately fall to the tenants through increased rents. On balance, the current fee level we believe to be right and provides sufficient resources of approx £1.5m to administer the scheme in Leeds which has been one of the most successful schemes in the country. Resources will now be focused on inspection compliance checks and any subsequent enforcement required, provided problems such as the recent changes on fire precautions which have created additional administrative work don't keep recurring. The current review of mandatory licensing by the Building Research Establishment (BRE) should give some indication of the benefits which have been derived from such a significant amount of expenditure. The Council will take account of the findings of the impending BRE report in reviewing its operations.</p> <p>Current Position</p> <p>The ring fenced budget for mandatory HMO licensing continues to be carefully monitored , and the resources are now being used to support a programme of compliance inspections for licensed premises during the 5 year license period. The BRE report referred to above was published on 27th January and confirmed that a lack of resources was an issue for some local authorities , justifying why good progress had not been made with licensing, but this is not the case in Leeds. Nationally the average license</p>	<p>1 - Stop monitoring</p>	
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	<p>fee is £387 where as the fee in Leeds is on average £525. Work will commence in 2010 to review the fee in readiness for the next phase of licensing when the majority of existing 5yr licenses will need to be renewed in 2011/12.</p>		
<p>Recommendation 7 That the Director of Environment and Neighbourhoods ensures that all opportunities for data sharing across the Council and other agencies are explored to assist in the identification of unlicensed HMOs within the city.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 7, and it can be confirmed that this reflects current arrangements where a comprehensive network of data sharing and intelligence gathering has taken place and will continue in the future</p> <p>Current Position:</p> <p>The data sharing between Council Departments has been further improved and access is now readily available to confirm property status.</p> <p>The Council is also exploring the possibility of a formal data sharing protocol with the police to improve cooperation and access to more information.</p> <p>Work is also ongoing within the Council to align free standing databases with main systems to ease access and availability of data.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 8 That the Director of Environment and Neighbourhoods continues to engage with private landlords in regularly reviewing the standards set within the Leeds Landlords Accreditation Scheme with the aim of attracting more members and expanding the scheme across the city.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with both recommendations 8 and 9, in that there are already in place arrangements for regular engagement with Landlord representatives, which include opportunities for reviewing standards in the Leeds landlords Accreditation Scheme (LLAS). Officers continue to work hard to promote LLAS city wide, and are currently working on an agreed action plan to achieve this. However, the scheme is currently heavily subsidised as the annual membership fees are purposely kept low to ensure the membership fee isn't a disincentive. Increasing fees to meet the additional costs of publicity, concessions and administration would be unacceptable to most landlords in the current economic climate, and it should be remembered that such costs invariably find their way into increased rents. If the additional publicity and promotion was fully met by the Council, the cost could be significant.</p> <p>Current Position:</p> <p>Consultation continues with all landlord associations, Managing agents and LLAS members on a regular basis. The LLAS is actively promoted and the scheme has seen positive growth and membership across the city with significant increases seen in Leeds 11, 12, 13 and 28. The scheme is currently on track to meet the target set in the current action plan to cover 20,000 bedspaces city wide.</p> <p>It is planned to further review the LLAS action plan but consideration will need to be given to the likely resource implications should the scheme be expanded further.</p> <p>Consultation has also begun with a nationally recognized landlord association to discuss the potential for them to take over the administration of the scheme although this is still at an early stage.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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<p>Recommendation 9 That the Director of Environment and Neighbourhoods conducts a review within the next 6 months of the current action plan aimed at promoting the Leeds Landlord Accreditation Scheme and raising its profile amongst private tenants across the city.</p>	<p>Formal Response received in October 2009</p> <p>(See response to recommendation 8)</p> <p>Current Position: (See response to recommendation 8)</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 10 That the Director of Environment and Neighbourhoods continues to further develop an Accredited Tenants Scheme for Leeds and explores opportunities for developing a representative body specifically for private tenants in Leeds.</p>	<p>Formal Response received in October 2009</p> <p>An accreditation scheme would essentially be a set of standards which a tenant would sign up to comply with, and possibly include tenant training to improve awareness of their obligations and expected behaviour. A scheme has been previously piloted in Leeds in conjunction with LLAS landlords with little success or interest. The Department was only able to issue a handful of certificates to tenants during the pilot. Landlords would be critical to the success of a scheme by insisting that tenants were, or became, accredited. The potential for relaunching a scheme, in conjunction with a tenant referencing scheme as referred to in recommendation 15 of the report of Scrutiny Board will be reviewed, but there are resources considerations to be taken into account</p> <p>Current Position: (See recommendation 15)</p>	<p>3 - not achieved (obstacle). Scrutiny Board to determine appropriate action.</p>	

<p>Recommendation 11 That the Director of Environment and Neighbourhoods continues to explore the development of an Accredited Agent Scheme for Leeds as a way of regulating the quality management standards of private sector management agents.</p>	<p>Formal Response received in October 2009 Similar to accredited tenants, an accredited managing agents scheme would require funding to meet set up and administration costs, and protracted negotiations with agents' representatives over the last year have suggested that they are unlikely to want to meet the full cost of the scheme which would mean LCC subsidy, and agents also have some strong objections to some of the conditions we would want to see in the scheme, including some basic legal requirements.</p> <p>The set up and running costs would not be dissimilar to the cost of selective licensing which has recently been estimated at approx £350,000 in total over the five year term of each license. The difference with a managing agents scheme would be the resistance to paying a similar fee of several hundred pounds for a discretionary initiative.</p> <p>Current Position:</p> <p>The negotiations are still ongoing and a further meeting was held in December 2009 to determine whether such a scheme had merit. Issues around scheme conditions, definition of agent and appropriate incentives were again discussed in full. It was reiterated that there would be financial implications for the Council and the agents should a scheme be introduced and the agents representatives agreed to discuss the matters further with their colleagues to determine whether there was sufficient interest to pursue the matter. No response has yet been received but further correspondence has now been sent to the agents to enquire over their interest in the scheme.</p> <p>It should be noted however that following proposals in the Rugg Review the Government has now issued a consultation paper to explore the possibility of a national Accredited Managing Agents Scheme and it may be the case that a national scheme removes the need for a local scheme.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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<p>Recommendation 12 That the Director of Environment and Neighbourhoods takes a lead on promoting a one Council approach towards introducing concessions as a way of retaining and attracting more private landlords to the Leeds Landlord Accreditation Scheme</p>	<p>Formal Response received in October 2009</p> <p>This relates to the potential for the Council to encourage membership of Accreditation by way of incentives such as discounts on the cost of other services. A particular example is the refuse disposal concession for all waste, as distinct from waste defined as "domestic". Another example would be in relation to the cost of parking permits for landlords who have need for access to houses they manage in areas with resident only arrangements. Clearly a balance has to be struck between incentives to attract and retain members of the scheme, and other budget considerations, but the Director would agree that there is merit in exploring the full potential for introducing such arrangements in future.</p> <p>Current Position:</p> <p>Discussions are still taking place to determine the feasibility of improving the existing incentives, particularly in relation to waste services which is seen as a major issue by landlords. However, the current financial restraints make in-house concessions very difficult at present and a balance still needs to be determined. Financial incentives from external partners, promoted through the LLAS Network and landlord forums continue to be popular and readily available.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 13 i) That the Director of Environment and Neighbourhoods ensures that practical support and advice is available to all tenants in assisting them to negotiate reasonable rent levels, with particular attention</p>	<p>Formal Response received in October 2009</p> <p>This relates primarily to the Leeds Housing Options Service, seeking the establishment of a comprehensive tenant advice service within the Council. The Leeds Housing Options service is committed to offering support and advice to all tenants and this involves negotiating with landlords on rent levels and in some</p>		

<p>given to the consideration of property conditions and the minimum standards they should be expecting to receive.</p> <p>ii) That the Director of Environment and Neighbourhoods takes a lead role in building on the close working relationship between the Leeds Benefits Service and the Housing Regulatory Service to provide the necessary checks and balances to the LHA scheme at a local level.</p>	<p>instances assisting with bonds. This work will continue to be developed and will continue to involve close working with the Leeds Benefits Service and Environment and Neighbourhoods directorate.</p> <p>Current Position:</p> <p>i) The Leeds Housing Options Service manages a Damage Liability scheme which provides a bond guarantee of up to four weeks rent for damage/rent loss incurred on properties let through the service. All properties let through the initiative are subject to inspection by staff from the Leeds Housing Options Service, and where necessary Environmental Services, to ensure that they meet requisite quality standards. Membership of the Leeds Landlord Accreditation scheme is a condition of eligibility for the damage liability funding. All tenants who sign up for a property are offered support from a Supporting People commissioned service – primarily Foundation Housing. The reduction in temporary accommodation placements has released capacity to offer floating support for longer term tenancies. Staff from the Leeds Housing Options Service have regular liaison meetings with officers from the Leeds Benefits Service.</p> <p>ii) Close cooperation is being maintained between officers with responsibilities for regulation of standards and administration of Local Housing Allowance. DWP has recently published a consultation document on possible amendments to the current system of benefits payments , which has included seeking views on links between payments and housing standards and direct payments to landlords, both of which issues were raised in the scrutiny inquiry on the prs. The Council’s response has included a recommendation for these proposals to be supported , with strong links to accreditation.</p>	<p>2 - Achieved</p> <p>2 - Achieved</p>	
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<p>Recommendation 14 That the Director of Environment and Neighbourhoods reviews the potential costs and implications of expanding the Council's Damage Liability Scheme across the city and introducing deposit guarantees for tenants in receipt of Local Housing Allowance.</p>	<p>Formal Response received in October 2009</p> <p>The council is proactively exploring all options to assist tenants with rental bonds as part of the wider work undertaken through the Leeds Housing Options service. This work will continue with the aim of maximising the opportunities to assist in the prevention of homelessness and to secure accommodation for people in housing need across the city.</p> <p>Current Position:</p> <p>The Leeds Housing Options Service has expanded the Damage Liability initiative by offering bond payments for prospective tenants who find their own private tenancy through the Homeless Prevention Fund. Private sector tenancy sign ups are currently averaging between 65 and 85 lets per months. This is higher than the number of ALMO lettings to statutory homeless households which was 40 in December 2009. The private rented sector will continue to be the major rehousing source for people who are homeless or threatened with homelessness. Assisting people to access private rented accommodation has helped reduce the number of temporary accommodation placements made through private providers from 412 in September 2008 to 7 on the 9th of February 2010.</p>	<p>2 - Achieved</p>	
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Recommendation 15

That the Director of Environment and Neighbourhoods continues to develop a Tenant Referencing scheme for Leeds and explores ways of securing additional funding for operating this scheme, which may involve seeking commitments from other Local Authorities to develop a regional scheme.

Formal Response received in October 2009

The Council has been working on the potential for a tenants reference and tenants accreditation scheme for some time, including work with West Yorkshire Partners on the potential for a West Yorkshire wide initiative, largely modelled on the Manchester scheme which was reported to the PRS Strategy Group in 2008. The main stumbling block is the cost of operating a scheme. A very rudimentary estimate would be set up costs of upwards of £75k in year 1, plus running costs of not less than £50k per annum thereafter. Other schemes developed by local authorities have ranged in cost from £25k-£125K per annum.

A tenant referencing scheme is an extension of an accreditation scheme, the concept being that tenants would be vetted by the Council and given a "credit rating" to be used when applying for a tenancy. There are many and varied issues with such a proposal including data protection, exclusion from tenancies if holding a poor rating, human rights issues etc. The scheme would need to be properly established and robustly administered, and again would be better run across the whole of West Yorkshire. Proposals are still under consideration but financing will be an important and critical factor.

Current Position:

Unfortunately little progress has been made on this issue to date. A revenue budget bid to fund a Leeds scheme was not supported due to budget pressures. However, colleagues across West Yorkshire are still exploring ways to proceed and fund such an initiative but the current financial climate has proved to be a stumbling block. Further contact has however been made with the West Yorkshire Housing Partnership lead officer responsible for this project and we still await an update.

3 - not achieved (obstacle).
Scrutiny Board to determine appropriate action.

<p>Recommendation 16 That the Director of Environment and Neighbourhoods continues to seek means of bringing empty private housing back into use which maximises on recent government initiatives and takes advantage of the current economic climate by brokering deals with property owners to temporarily let their empty properties to the Council for people on the housing register.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with this recommendation. The Leeds Housing Options service has developed the recently introduced arrangements for placement of potentially homeless people into private sector housing. The Leeds Housing Options service is also encouraging owners of empty properties to offer the properties to potentially homeless households as assured shorthold tenancies, providing that the properties are of a reasonable standard. Further work to be undertaken includes consideration of the potential for long term leasing of underused stock for renting. An additional area of work which will be considered is the proposals to make use of Empty Dwelling Management Orders to bring back long term empty homes, with ALMOs or other registered social landlords acting as managing agents on the Council's behalf for up to 7 years as allowed by legislation.</p> <p>Current Position:</p> <p>The Private Sector Solutions initiatives, managed through the Leeds Housing Options Service, are making an important contribution to the empty homes challenge. It is recognised that there is a symmetry between tackling homelessness/housing need and reducing the number of empty homes. 583 private lettings were arranged between April 2009 and January 2010 – only 90 lettings were arranged between April and June – of which 302 were previously empty. 225 of these properties had been empty for longer than six months.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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<p>Recommendation 17 That the Director of Environment and Neighbourhoods considers the feasibility of establishing a single point of contact within the Council for the private rented sector, acting as a conduit for both private landlords and tenants to gain access to accurate and timely advice, information and assistance.</p>	<p>Formal Response received in October 2009</p> <p>The recommendation is supported and welcomed, and is one aspect of the on-going development of the Leeds Housing Options Service.</p> <p>Current Position:</p> <p>The Leeds Housing Options Service is the central contact service for both landlords and tenants. A email address has been set up: landlordandtenant@leeds.gov.uk.</p> <p>The specific issue of how best to ensure tenants receive appropriate help and advice has been highlighted in a recent CLG publication in early February : The Private Rented Sector- Professionalism and Quality – consultation. Further proposals now to be taken forward for more detailed consideration include a national register of landlords ,a tenants helpline, the regulation of letting and managing agents and the introduction of local letting schemes. Officers will continue to support these developments through representations wherever possible</p>	<p>2 - Achieved</p>	
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Inquiry into Older People's Housing

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1 That the updated Leeds Older People's Housing Strategy action plan is seen within the context of the other key strategies aimed at promoting the wider health and wellbeing agenda for older people, such as the Dementia Strategy, Leeds Mental Health Strategy and Older Better Strategy.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with Recommendation 1 and can confirm that work is underway to update the action plan in the wider context of national and local strategies.</p> <p>Current Update:</p> <p>The updated Older People's housing strategy and action plan was produced during November and December 2009 and was circulated to lead officers as a working document on 24/12/09. It includes strategic themes which link into the wider context of providing a holistic service that includes housing advice, housing support, health and care services in the community. The strategy also promotes opportunities for independence and support for specific groups of older people with dementia or sight loss. The strategy will be monitored through a steering group with representation from service providers and senior officers across housing and health. Meeting will take place bi-monthly with the first on 23rd March to report progress on action points and act as a forum for discussion of issues relating to older people's housing across the city.</p>	<p>2 - Achieved</p>	

<p>Recommendation 2 That the updated Leeds Older People's Housing Strategy action plan is brought back to the relevant Scrutiny Board for consideration once available.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with Recommendation 2.</p> <p>Current Update:</p> <p>A copy of the updated Leeds older People's Housing Strategy action plan is enclosed for the Scrutiny Board's consideration (see Appendix 3).</p>	<p>2 - Achieved</p>	
<p>Recommendation 3 That the Executive Board commits to the development of an area based Initiative for Leeds based upon a 'Warm Zone' model over the next 12 months as a method of addressing fuel poverty, particularly amongst vulnerable households such as older people.</p>	<p>Formal Response received in October 2009</p> <p>Excess cold has been identified as the most common hazard relating to private housing stock in the city. Action to address excess cold is therefore a key priority in relation to improving private sector housing standards. The draft Housing Strategy puts forward a proposal relating to establishing a 'Warm Zone' in the city, albeit with the caveat that this proposal will need to be initially considered by the Executive Board.</p> <p>Current Update:</p> <p>Funding has been secured to undertake a free cavity wall and Loft insulation pilot in a small number of Lower Level Super Output Areas which score highly in terms of the numbers of low income residents, including older people. The pilot is to commence later in the year and is based on the Warm Zone model.</p>	<p>4 - Not achieved (Press progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 4 That the council ensures that from April 2010, housing related support services receive sufficient funding through Area Based Grant to at least maintain existing services, with a view to enhancing provisions in the future to meet with any increased demands for such services.</p>	<p>Formal Response received in October 2009</p> <p>Decisions relating to the distribution of funding lies with the Executive Board. Information can be provided to the Executive Board, when setting the budget, which will describe the potential impact of budget proposals.</p> <p>Current Update:</p> <p>It has been agreed corporately that current funding levels will be maintained in 2010/11 and this will include funding for housing related support for older people's services. However, there will be reduction in the grant level for housing related support services from Communities and Local Government of £1 million from April 2010 as determined by the last government spending review.</p> <p>Any future reallocation of funding between client groups receiving housing related support will be determined by client groups sector reviews which will be conducted during 2010/2012.</p>	2 - Achieved	
<p>Recommendation 5 That the findings of the research commissioned by the Leeds Commissioning Body into the wider benefits and outcomes generated through the provision of housing-related support services, is brought back to Scrutiny for consideration.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with Recommendation 5.</p> <p>Current Update:</p> <p>An interim report into the wider benefits of the programme has been produced. The main report is due to be produced in July 2010 and following this it will be brought back Scrutiny for consideration.</p>	4 - Not achieved (Progress made acceptable. Continue monitoring.)	

<p>Recommendation 6 That the implications of the personalisation agenda and the role of Individualised Budgets in the commissioning of housing related support services is taken into consideration in the development of the Leeds Housing Related Support Strategy.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with Recommendation 6.</p> <p>Current Update:</p> <p>This work is ongoing. Officers from Housing Strategy and Solutions sit on the Self Directed Support Project Board and have ensured housing and housing support is reflected in key documentation used to assess and meet needs of those people who will be receiving self directed support and personalised services.</p> <p>Discussions are currently underway with a commissioned housing support provider with a view to piloting an individualised budget for a housing related support service to facilitate a move into independent accommodation.</p> <p>Both of the above pieces of work will inform the development of the Housing Related Support action plan and how personalisation and self directed support can be further developed within housing related support services.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 7 That the Leeds Housing Related Support Strategy is brought back to the relevant Scrutiny Board for consideration once available.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with Recommendation 7.</p> <p>Current Update:</p> <p>A housing related support action plan will be developed as part of the Housing Strategy for Leeds 2009 -12 in the same way as the Older People's Housing Action plan. This will be finalised following completion of the research into the wider benefits of the programme and will be taken into Scrutiny for consideration during the Autumn of 2010.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

	<p>A programme of strategic sector reviews of housing related support services has been agreed by the Leeds Supporting People Commissioning Body. These will be undertaken jointly with key commissioning partners including Adult Social Care and will inform the future commissioning and allocation of the funding across the various client groups receiving housing related support. The strategic review of commissioned services for older people is scheduled to take place early in 2011.</p>		
<p>Recommendation 8 That further analysis around future projections for the demand of Telecare Services in Leeds forms part of the wider piece of research work commissioned to assess the impact of Telecare services in Leeds.</p>	<p>Formal Response received in October 2009</p> <p>Adult Social Care agree that current research being undertaken into the impact of telecare should include a future demand forecasting exercise.</p> <p>Current Update:</p> <p>An external consultant has been engaged to run an audit of the Leeds Telecare Service to benchmark the service against national best practice and provide an evidence base to inform the Council's forward strategy to develop and expand the existing service in Leeds in the coming year.</p> <p>The first interim report suggests the vision and strategy for the service is well considered but highlights the importance of securing sustainable funding to meet future demands.</p> <p>The final report due March 2010, will detail a recommended way for the Council to develop the Telecare service across Directorates to provide a solid base for consolidation of existing services and development of future Telecare provision.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 9 That the Director of Development investigates and reports on the viability of adopting a model to be implemented, which reflects the spirit of the London Supplementary Planning Guidance for mandatory development to Lifetime Homes Standards, but suits the diversity and specific requirements of the City of Leeds, reporting findings to the Executive Board before 31 December 2009.</p>	<p>Formal Response received in October 2009</p> <p>We are currently nearing completion of a draft SPD on Sustainable Design and Construction which it is intended to publish for consultation in the Autumn. For housing, this looks at the introduction of the Code for Sustainable Homes (CHS) which at various levels embraces the Lifetime Homes Standard. Lifetime home standards are mandatory at CSH level 6. From 2010 they will be mandatory at CSH level 4 and in 2013 at CSH level 3. Once approved we will be encouraging housebuilders to follow the guidance but it will not be mandatory. SPD's have to be supplementary to a policy in an approved development plan document as was the case in London where their SPD clearly elaborated on a policy in the approved Plan for London. We will be dealing with the policy position through the LDF Core Strategy. It is currently proposed that the Core Strategy includes a policy requiring new major residential development to meet the requirements of CSH. However, the Core Strategy is only at a relatively early stage of development, although we hope to be in a position to undertake further public consultation in the Autumn. The Core Strategy will eventually will be subject to public examination by an independent inspector, testing the appropriateness and justification for the policies that the Council is seeking to introduce, including in this case issues of viability.</p> <p>Current Update:</p> <p>The LDF Core Strategy was published for consultation as planned and included Policy SC7 dealing with the Code for Sustainable Homes as indicated in the previous response to Scrutiny. The consultation period closed on 7 December. There have been a number of representatives to CS7 and these will need to be assessed and report to Development Plan Panel in due course. This is part of the on-going development of the Core Strategy leading to the publication of the final document in Autumn 2010.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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	<p>Public examination and adoption are anticipated in 2011.</p> <p>Progress on the Sustainable Design and Construction SPD has slipped and public consultation on the draft will now be in the new year. We are currently finishing off the illustrated draft for a further round of internal consultation. We aim to get an illustrated draft for internal consultation in February, followed by external consultation, some of which is already planned. If this goes well we should be looking at adoption of the SPD in May/June 2010.</p>		
<p>Recommendation 10 That the Director of Development reports back to Scrutiny within 3 months on the existing and planned policies and guidance aimed at promoting innovative and inclusive planning design and quality across the city in line with the Lifetime Neighbourhoods Concept.</p>	<p>Formal Response received in October 2009</p> <p>The Council's existing adopted guidance 'Neighbourhoods for Living' (2003) includes a range of principles and guidance aimed at developers, designers, community groups, decision makers, businesses and the public which are consistent with the Lifetime Neighbourhoods concept. Key issues addressed include improving accessibility for disabled people and accommodating an ageing population, creating walkable neighbourhoods and creating a safe and secure environment. In addition major new policies and guides are subject to Sustainability Appraisal and Equality Impact Assessment. Given that this is broadly consistent with the aspirations expressed in the Scrutiny recommendation it is not considered that the further work proposed is appropriate, particularly given the context of other work priorities and resources.</p>	<p>1- Stop monitoring</p>	

<p>Recommendation 11 That the Director of Development reports back to Scrutiny within 3 months on how Leeds can work towards achieving Beacon status for inclusive planning.</p>	<p>Formal Response received in October 2009</p> <p>Whilst it is recognised that Beacon status would be a positive achievement experience suggests that this involves a resource intensive process both in achieving Beacon status (through an application process/rigorous assessment) and if successful, delivering the on going work programme (including the Beacon year). This entails both maintaining and 'growing' the initiative as a Beacon authority and also external PR & partnership hosting (events and arranging visits from authorities wishing to learn from best practice i.e. the 'Beacon authority'). Given current resourcing levels, existing commitments and the need for further efficiencies it would be difficult to absorb this work without severely affecting other work streams. Comments on the previous recommendations indicate that we are already looking to address these issues and it is clearly not necessary to have Beacon status in order to achieve better outcomes.</p>	<p>1- Stop monitoring</p>	
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<p>Recommendation 12 That the following factors are taken into account by the Council in the future development of extra-care housing schemes:</p> <ul style="list-style-type: none"> i. To have a very clear strategic position before embarking on a new scheme; ii. That the scheme fits in with the needs of the wider community and integrates with and complements what already exists locally; iii. To look at what is practicable and deliverable before consulting the wider community on the scheme; iv. To project-manage the scheme so that the lead-in time from the development stages to completion is kept as short as possible; v. To be more inventive with the name of the scheme, such as ‘retirement village’ rather than use the term ‘extra care housing’ which may not attract residents; vi. To have a transparent allocations criteria and procedure (making use of an independent body to act as mediator) and to be clear from the outset that not all applicants will receive a place; vii. To accept that new schemes will continue to evolve as technology develops and expectations change 	<p>Formal Response received in October 2009</p> <p>In relation to recommendation 12 (vi), the Council will need to ensure that any changes to the allocations criteria and procedure, including the use of an independent body as a mediator, are made in accordance with the legislative framework.</p> <p>Current Update:</p> <p>An Extra Care Housing Board has been established which will oversee the development of extra care housing in the city. The Board will work in conjunction with the PFI Project Team to ensure there is symmetry in relation to the development of extra care housing. Membership of the board is being finalised and the board will report into the Health and Wellbeing Commissioning Board and the Leeds Housing Partnership Executive Board. The initial priority for the board will be to identify the demand for extra care housing in the city. Procurement and allocation arrangements will also need to be agreed. Extra care housing development will need to link in with other initiatives such as Telecare, other assistive technology and personalisation.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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<p>Recommendation 13 That the Brunswick Gardens Retirement Village in Sheffield is considered by the council as an example of good practice for extra care provision, particularly in relation to the development of community facilities</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation and would also recommend that other examples of best practice are used to inform future developments in Leeds.</p> <p>Current Update:</p> <p>The recently established Extra Care Housing Board will consider examples of best practice, including the Brunswick Gardens development, as part of the development of the extra care housing strategy.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 14 That the directors of Adult Social Care and Environment and Neighbourhoods conduct an urgent piece of work to establish the potential costs of providing housing related support services to the proposed schemes outlined within the council's Private Finance Initiative funding bid for the modernisation of sheltered housing.</p>	<p>Formal Response received in October 2009</p> <p>The directors of Adult Social Care and Environment and Neighbourhoods are committed to work to establish the potential costs of proposed schemes as outlined in Recommendation 14. This work will be undertaken within the wider revenue scoping required within the schemes. A cross-directorate project team has been established in relation to the proposed PFI schemes and the revenue costs will be included within the overall project plan.</p> <p>Current Update:</p> <p>A report was submitted to Executive Board in February 2010 setting out a proposal to demolish 111 sheltered housing units and replace with 300 units of extra care housing as part of the PFI sheltered housing scheme. This will need to be supported by revenue funding through the Supporting People programme. The costs have not yet been finalised but it is assumed that additional costs will be incurred.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 15 That the details of the options appraisal into the future investment/management of council housing, with specific reference to older people's housing, is brought back to Scrutiny for consideration at the earliest opportunity.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation.</p> <p>Current Update:</p> <p>An options appraisal into the future management/investment opportunities for council housing is currently underway. The needs of older tenants and future older tenants will need to be considered as part of the options appraisal.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 16 That a dedicated strategy is put in place to take forward the council's plans for the development of Older People's housing irrespective of the outcome of the PFI funding bid.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation and would comment that this will be included in the refresh and update of the older people's housing strategy and action plan. Members will note that the council has been successful with the PFI Expression of Interest and that £183m has provisionally been allocated to the city.</p> <p>Current Update:</p> <p>The Older People's Housing Strategy and action plan was updated in 2009 and currently being implemented includes plans for development of older people's housing which includes social rented housing, private rented and owner occupier housing and addresses issues of providing suitable support services for these groups of older people. Extra Care housing is referenced within the action plan but will be addressed separately through the Extra Care Housing Board and Extra Care Housing Plan which will be produced at the direction of the Extra Care Housing Board.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 17 In supporting the development of an Extra-Care Housing Plan to quantify the demand and required supply of extra care provision across tenures and locations, we recommend that this Plan be brought back to Scrutiny for consideration once available.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation</p> <p>Current Update:</p> <p>The Extra Care Housing Board is actively meeting and addressing issues identified by the recent Cordis Bright research report into the future demand for Extra Care housing. It is predicted that a successful PFI 6 bid will not fully satisfy future demand for Extra Care Housing and more provision through remodeling of current residential or sheltered housing services will be required. Current priorities of the Board are ensuring that a Commissioning framework is in place for Extra Care housing, ensuring the PFI Lifetime Homes bid is aligned to other Extra Care projects, and ensuring that there is a clear strategy of what we require in Leeds for Extra Care housing and that providers can respond. These priorities are being developed into an initial model for Leeds and vision of Extra Care Housing and will inform the Extra Care Housing Plan which is in the early stages of development and is expected to be completed in the next 6 months.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
<p>Recommendation 18 That the Director of Environment and Neighbourhoods leads on producing an action plan over the next 6 months aimed at enhancing existing housing support and advice services targeted at older people across the city.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation. The refresh of the current Older People's Housing Strategy action plan will reflect the outcomes of this recommendation.</p> <p>Current Update:</p> <p>A sector wide review will be undertaken for commissioned housing related support services for older people early in 2011. This review will be undertaken jointly with adult social care and NHS Leeds. This will inform the future commissioning and allocation of funding for older peoples services in Leeds.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

<p>Recommendation 19 That the Directors of Environment and Neighbourhoods and Adult Social Care ensure that the work conducted by the Leeds Older People's Forum around addressing social isolation amongst older people is embedded into existing training mechanisms for all relevant front line staff delivering services to older people.</p>	<p>Formal Response received in October 2009</p> <p>The directors agree with this recommendation and will ensure that this requirement is built into all services commissioned by the two directorates.</p> <p>Current Update</p> <p>Leeds Older People's Forum facilitate a training course on tackling social isolation amongst older people. This course has been delivered twice to Adult Social Care staff (09/10) and will be included in training plans for the coming year. Leeds Older People's Forum and Leeds City Council also produce a resource pack for front line staff ('Tackling Social Isolation') which has been reprinted (3rd Edition) in 2009 and distributed to all Adult Social Care stakeholders and contacts, through day centres, Contact Leeds, and area teams. This resource pack has also been circulated to Health colleagues and Third Sector colleagues.</p>	2 - Achieved	
<p>Recommendation 20 That the Director of Environment and Neighbourhoods takes a lead role in developing a working model aimed at delivering integrated housing and housing support services to older people at a neighbourhood level.</p>	<p>Formal Response received in October 2009</p> <p>The director agrees with this recommendation. The services currently commissioned to provide housing related support to older people are delivered at a local level but there is work ongoing to ensure that these are integrated with other services offering care and housing management in the same locality. The Environment and Neighbourhoods directorate works closely with Adult Social Care to jointly fund Neighbourhood Networks through the Supporting People programme and will continue to develop this integrated approach.</p>		

	<p>Current Update:</p> <p>Leeds Commissioning Body agreed In May 2009 to commission and part fund the Neighbourhood Network services along with Adult Social Care for a period of up to 2 years. The aim is to explore options for the integration of housing related support into Neighbourhood Network Services and thereby provide more holistic services to older people in their own homes. This arrangement is due to be reviewed in May / June 2010 and a further report on how the model is working will be reported into Commissioning Body during the summer of 2010.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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Housing Strategy and Action Plan for Older People

2009 - 2012

Introduction:

This strategy updates the original Leeds Older Peoples Housing Strategy, Home Not Alone 2005-2010. It sets out how Leeds City Council will work in partnership to respond to the challenges of an ageing society and help deliver local and national objectives to help enable older people to maintain independence and receive support that meets their needs.

The strategy will aim to provide greater choice and control for older people in the choice of housing and support that is available, and to enable people to remain in their own homes when their support needs increase through the use of Assistive Technology. Many older people occupy property which is difficult to heat or maintain. This strategy will aim to reduce fuel poverty and help older people remain safe in their homes.

The Government published in 2008 Lifetime Homes Lifetime Neighbourhoods, a national strategy for housing in response to an ageing society which includes objectives that all older people shall have better access to information and advice on housing options, improved access to help to stay put in their homes with adaptations. Other government priorities are to ensure that new housing is designed to lifetime homes and lifetime neighbourhood standards enabling people to remain in their homes when future support needs may increase and to ensure that housing support services are integrated more closely with health and social care services currently delivered at community level.

Building a Society for All Ages, the Government's 2009 national strategy on ageing which in section 8 identifies priorities for all new housing will comply with Lifetime Homes standards by 2011. The Leeds PFI proposal 'Lifetime Neighbourhoods for Leeds' will delivery this priority.

Providing a more flexible model of housing support for older people is another priority of this strategy; responding to the forecast increase in older population. According to the recent Housing Manifesto 90% of older people live in general housing of which 70% are owner

occupiers. Many of these people occupy housing which is unfit and requires improvement. A key aim of this strategy is to provide fast and responsive advice to enable people to access repairs and adaptations and remain in their own homes.

This flexible approach to delivery of housing related support for older people will extend to the introduction of Individual Budgets through the personalisation of support services, this strategy will ensure that older people have the opportunity to design and purchase support packages which fit around their individual needs to enable independent living.

Aims & Objectives:

The aim of the Older Peoples Housing Strategy is to remove barriers which exist to accessing information and services that help people maintain safe independent living, and to provide a choice services which meet the housing and support needs of all older people in Leeds.

The strategy will address the following strategic aims:

1. Provide a range of high quality Social housing options for older people.
2. Improve the quality of private housing occupied by older people
3. Provide high quality housing advice services for older people.
4. Maximise opportunities for independent living through high quality housing related support services, adaptations and assistive technology.
5. Reduce the number of older people living in fuel poverty.
6. Develop a whole systems approach to service delivery embracing health, housing and social care.
7. Supported housing services for older people are accessible to and meet the needs of all communities.

Improving joint working between Leeds City Council Housing Services, Social Services and NHS Leeds and developing synergy between these partners is a key objective in this strategy to ensure that services for older people can address joint objectives, and through housing and support deliver improvements in health and quality of life for older people in Leeds.

Housing Issues of older people in Leeds

The modernisation of sheltered housing and provision of new Extra Care housing following a successful acceptance of the Leeds PFI bid and Outline Business Case will see the redevelopment of unpopular low demand sheltered housing and building of new Extra Care housing. This will offer greater choice for older people with higher support needs and will also provide supported housing for people with Dementia.

Many older people in Leeds are homeowners and wish to receive support and assistance to maintain their property and remain independent without moving to alternative accommodation. Key to this is the services provided by Home Improvement agencies and Small Repair Services such as Care and Repair Leeds. This strategy will support the recent investment of resources into these services and maximise their promotion.

Access to information on the range of housing and support options is an important aspect of housing and support services for older people – ensuring that accessible information is provided on the full range of housing options, support services, grants and assistance which is available and how to apply, and this information is provided consistently across the city in the one stop shops, advice centres and community facilities used by older people.

The adaptations service is crucial to enabling older people to maintain independence, especially when returning from hospital to their home. This strategy will ensure that the service is fully understood and grant funding is applied to ensure the maximum number of people are assisted and agencies work together in a planned way with delays minimised.

Older people have indicated they would prefer a choice of housing and support options, not just the traditional model of sheltered housing with a visiting warden. This strategy will look to identify more flexible models of housing support through individual budgets, funding Floating Support which is non tenure specific for people in private rented or owner occupier housing and providing discrete effective support through Telecare and Telehealth technology.

Housing services do not operate in isolation, in the future they will work in partnership with other existing services such as health and social care which are delivered at community level through models such as Neighbourhood Networks. Housing advice and support services will help to tackle joint objectives of dealing with social isolation, promoting independence and health, falls prevention, and community safety.

Links to other strategies

There are also a range of housing related strategies and plans that will inform the development and delivery of the Older Peoples Housing Strategy and Action Plan:

- Older Better – healthy and active life in Leeds for Older People 2006-2011
- Leeds Housing Strategy 2009-2012
- The Leeds Strategic Plan 2008-2011
- The Leeds Health and Wellbeing Partnership Plan 2009-2012
- National Dementia Strategy

Guiding Principles for the Older Peoples Housing Strategy and Action Plan

This action plan has been produced within the following guiding principles:

- The strategy action plan should contain specific, achievable objectives rather than equivocal aspirational objectives.
- It should include clear definitions of desired outcomes.
- There should be a clear framework for putting the action plan into practice and the mechanism by which it will be monitored.
- The strategy links together housing outcomes from related strategies, including the Leeds Housing Strategy, and Leeds Older Better to focus resources and achieve these joint goals and outcomes.
- The action plan builds on existing knowledge of needs.
- The action plan will be delivered through partnership working between the Council, local support agencies and the voluntary community sector in line with best practice within the Leeds Compact to achieve the best housing and support outcomes for older people.

The Older Peoples Housing Strategy and Action Plan develops the broad strategic vision of the Leeds Housing Strategy 2009 -2012 that is to “create opportunities for people to live independently in a quality, affordable housing”

The Leeds Housing Strategy contains three strategic themes which contain objectives that link directly to the aims of this strategy:

Strategic Theme 1: Increasing the Supply of Affordable Housing

- All new social housing developments to conform to the Lifetime Homes standard from 2011.

Strategic Theme 2: Improving Housing Quality

- All social landlords to continue to deliver capital investment programmes to bring all managed housing stock up to the decency standard by the end of 2010/11.
- Implement ‘Warm Zone’ in Leeds from beginning of 2010/11 with initial focus on five wards with highest levels of fuel poverty
- Reduce the number of Older People living in fuel poverty. Providing services and customer care to enable Older People to take-up and benefit from the energy advice service.

Strategic Theme 3: Promoting Independent Living

- Develop and implement an action plan for delivering Individualised Budgets including housing-related support.
- Agree, through the Leeds Housing Partnership, a Leeds protocol for the joint funding of adaptations on RSL properties between the Council and landlord.
- Develop a joint strategic plan between NHS Leeds, housing authority and social services authority for adaptations service investment in the city.
- Work with partners from the social services authority and NHS Leeds to establish the contribution Telecare Services make to the independent living agenda and consider investment options

- Develop an Extra-Care Housing plan for Leeds

By achieving the above objectives and delivering the Older Peoples Housing Strategy and Action Plan we continue to:

- Through supporting the delivery of the Lifetime Neighbourhoods for Leeds PFI programme ensure high quality housing is available for older people with general support needs and those requiring extra care housing.
- Provide the advice and support to enable older people who are homeowners to continue to enjoy independent living and remain safe within their own homes.
- Ensure the maximum number of people can access information about and receive help from the Adaptations service to remain independent in their homes.
- Deliver a wider choice of support options for older people that suit their support needs, lifestyles and cultural preferences through individual budgets, Telecare and visiting support.
- Provide advice and information on housing and support options in a consistent and accessible way for all older people in the city.
- Ensure housing and support services work together with partner agencies to provide a whole systems service for older people which includes housing support, health and benefits advice and community safety.

Delivery

The Older Peoples Housing Steering Group will oversee the delivery, monitor the implementation of this strategy and progress of the action plan

Older Peoples Housing Strategy and Action Plan (2009 – 2012)

Strategic Theme 1 Provide a high quality range of social housing options for older people					
Priorities	Objectives	Actions	Start date	Lead Officer	Anticipated Outcome
1.1 High quality social housing is available for older people in Leeds	Bring all Leeds ALMO sheltered housing properties up to the decency standard by April 2010. Identified plans to continue improvement beyond 2011	<p>Monitor progress against the decency standard target for Leeds ALMOs</p> <p>Monitor progress of Housing Associations to meet decency standards.</p>	2011	John Statham	<p>ALMO properties achieve decency target.</p> <p>Identified future investment plans agreed.</p>
	Sufficient future units of supported housing available through the PFI bid to help meet the demand for Extra Care housing and the needs of people with dementia. Homes are designed to lifetime homes and neighbourhood standards	<p>Deliver the Lifetime Neighbourhoods for Leeds round 6 PFI bid with provision for units of Extra Care Housing</p> <p>Leeds Housing Partnership to monitor design and delivery of new housing to lifetime homes and neighbourhood standards in consultation with service users</p>	<p>2010 ongoing</p> <p>2013</p>	<p>John Statham</p> <p>Liz Cook</p>	<p>Achieve OBC submission and initial procurement</p> <p>2013 on site build commencing with 5 year build programme</p>
1.2 Housing and support services	Sufficient Extra Care housing is available and	Complete a Supporting People sector review of	2010 – 2011	Debbie Forward	Sector review completed with identified plans for future

<p>are available for older people that meet future demands and specific needs.</p>	<p>the Supporting People programme funds a portfolio of services that meet the needs of older people in Leeds.</p>	<p>Older People's housing services to identify future needs and those of specific groups including people with dementia.</p> <p>Review provision of Extra Care housing for people with dementia to meet objectives of the National Dementia Strategy and the Leeds Joint Commissioning Strategy for dementia.</p> <p>Develop an Extra Care Housing Plan.</p>	<p>2010 – 2011</p> <p>2010</p>	<p>Bridget Emery/ Mick Ward</p> <p>Mick Ward / Bridget Emery / Tim O Shea</p>	<p>commissioning of older peoples supported housing services</p> <p>Jointly produced plan in place identifies future need and assesses against forthcoming provision from PFI bid.</p> <p>Plan in place stating Leeds City Council response to demand for Extra Care housing and delivery priorities.</p>
<p>1.3 Community based options are in place to provide housing related support and advice that are integrated with existing health and social care service delivery</p>	<p>Housing and support services work more closely with existing services in Health and Social Care through Neighbourhood Network Schemes (NNS) Commissioned by Adult Social care to provide a holistic service to customers.</p>	<p>Assess how Supporting People funded services can be delivered in flexible way and fit into existing services provided by health and social care. Identify service commissioning priorities.</p> <p>Carry out needs analysis of older people using NNS services to identify their housing support needs.</p>	<p>2010 – 2011</p> <p>2010 - 2011</p>	<p>Bridget Emery</p> <p>Debbie Forward</p> <p>Mick Ward</p> <p>Debbie Forward</p>	<p>New models of housing support for older people are in place offering greater choice and joint work with partner organisations by 2012</p>

1.4 A Community Alarm service is provided which is efficient and responsive to new technology.	Care Ring long term funding is secured. Equipment is modern and future proof to allow Telecare and Telehealth innovations to be offered to customers.	Existing Care Ring equipment In ALMO sheltered tenancies is renewed and installed prior to the 21CN digital switchover by BT in 2010.	2010 2010	Bridget Emery Bridget Emery	Long term funding secured for the service for duration of contract. Existing Care Ring equipment is replaced as part of successful procurement exercise and is functioning before 21CN switchover occurs with no loss of service to tenants.

Strategic Theme 2 Improve the quality of private housing occupied by older people.

Priorities	Objective	Actions	Start date	Lead Officer	Anticipated Outcome
2.1 Greater numbers of older people who own their homes are assisted to maintain independent living in safe and affordable housing.	Ensure the Private Sector Housing Investment Strategy includes an investment plan for improvement of private sector housing occupied by older people	A range of targeted interventions will be applied aimed at the most vulnerable groups working alongside strategic partners such as NHS Leeds to achieve greatest outcomes improving housing condition and health.	2010 - 2011	Andrew Beattie	Private Rented Housing Investment Strategy in place and actioned. Joint working with partner organisations to identify vulnerable groups, cascade information through NNS. Measurable improvements for older people living in property that is in

					disrepair.
	Promotion of the Leeds Care and Repair service and Handyperson Service available to older people who are home owners.	<p>Promote greater awareness and uptake of the following services: Home Maintenance Service; Falls Prevention Service; Minor Disabled Adaptations Service aimed at helping older people return home from hospital.</p> <p>Contract monitoring of services to identify any scope for expansion or gaps in provision.</p> <p>Targeted awareness campaign - carry out an audit of the information available on these services at Leeds Housing Options, One Stop Shops and community venues used by older people.</p>	<p>2010 – 2012</p> <p>2010</p>	<p>Bill Rollinson Debbie Forward</p> <p>Rob McCartney</p>	<p>Performance data demonstrates consistent number of referrals and assistance to older people and preventative work being carried out. Any unmet need identified and commissioning proposals drafted.</p> <p>Information on the services is widely available and staff are aware of the services and referral routes.</p>

	Increase the availability of floating tenure neutral housing support services commissioned through the Supporting People programme.	Carry out a Supporting People sector review of Older People's support services	2010	Debbie Forward	Sector review completed and proposals for new service delivery model in place balancing accommodation based, visiting tenure neutral support and individual budget provision.
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Strategic Theme 3 Provide high quality housing advice services for older people.					
Priorities	Objectives	Actions	Start date	Lead Officer	Anticipated Outcome
3.1 Provide Timely and accessible advice to older people on the range of housing and support options.	Information is consistent and provides accurate realistic information on the services which are available and the application and referral routes.	Carry out an audit of current information available to older people relating to housing and support options in Leeds at the Leeds Housing Options service.	2010	Rob McCartney	Information on the services is widely available and staff are aware of the services and referral routes.
	Information is widely distributed to voluntary and statutory agencies and available for translation into community languages where required.	Review the range of housing and support information available on the internet to ensure consistency, accuracy and accessibility.	2010	Rob McCartney	Review of information completed in partnership with voluntary and service user groups, website information is clear and sites are linked together giving consistent advice and information.
	Information provided	Develop and implement a communication plan for statutory and voluntary housing and support services	2010/ 11	Bridget Emery / Mick Ward / Tim O Shea	

	via the internet is clear to understand and there are links between Leeds City Council housing and other websites for older people's services.	for older people to encourage information sharing and awareness of projects and shared work priorities.			Protocols and information pathways are reviewed and in place between housing services, health and social care. An Older People's Housing Forum meets for professionals to share information and discuss joint working projects
	Staff dealing with enquiries regarding housing or support are knowledgeable and understand the range of needs presented by older people.	Provide training to front line staff at Leeds Housing Options and One Stop Shops on the range of housing and support options for older people and monitor effectiveness by mystery shopping and quality checking by service user groups.	2010	Rob McCartney	Staff have up to date knowledge on the range of housing support service for older people and referral pathways.

Strategic Theme 4 Maximise opportunities for independent living through high quality housing related support services, adaptations and assistive technology

Priorities	Objectives	Action	Start date	Lead Officer	Anticipated Outcome
4.1 A range of housing and support services are available for older people that are designed around the	Sheltered housing services provide support to greatest number of people. Services are flexible and respond to	Completion of the Leeds ALMO supported housing service tender Ensure the review of Sheltered Housing Warden provides an improved service	2010	Debbie Forward	All ALMO tenants receive consistent level of quality housing support service. Sector review of older people's services has identified demand

individual needs of older people and offer choice.	changing levels of need. They promote independent living and prevent unnecessary admission to higher dependency support services	to customers Identify ways of maximising housing related support to enable the most number of older people in the community to receive flexible housing support.			for support and planned approach to providing broad range of services, maximising support and use of resources.
4.2 Older people are able to access information about Individual Budgets and apply for an assessment. There is a supply of support providers who are able to provide flexible housing support options.	Services are available that can provide support funded through an Individual Budget.	Develop an Action Plan for introducing self directed support funded through Supporting People.	2010	Debbie Forward	Action plan drawn up and delivery started in April 2010
	Service providers understand the impact of their introduction and have support to develop their services as required.	Provide training and support to Supporting People service providers to enable them to respond to future changes in service delivery and market their support service to the customer	2010 / 11	Debbie Forward	Training events delivered and ongoing support to service providers.
	Service users understand the meaning of Individual Budgets and how they qualify.	Provide information and advice to older people on the nature of Self Directed Support and individual budgets.	2010 / 11	Debbie Forward	Range of information is available via newsletter, on-line and through service providers about the launch of individual budgets and how to arrange an assessment.

4.3 Adaptations services are promoted and easy to access by customers.	The service meets performance targets.	Carry out a review of the Adaptations Service as a whole, to ensure the service works effectively and joint working protocols are understood.	2010	Colin Moss	The adaptations service role is understood, clear protocol between departments and sufficient resource to meet demands for clients from all tenures.
	The service is promoted with clearly understood eligibility and referral information.	Audit the range of information available to older people on the adaptations service and identify how well this is understood.	2010	Rob McCartney	Information is clear and well understood by older people measured by customer feedback.
	Protocols are in place to reduce delays in processing priority applications	Establish scope to redefine specific provision (such as stair lifts) as equipment rather than adaptations	2010	Colin Moss	Options identified by December 2010.
		Produce a protocol which links to the Hospital Discharge Protocol for Supporting People which is understood by partner agencies and effective.	2010	Debbie Forward	Protocol in place December 2010
4.4 Assistive Technology is widely available to help older people achieve independent living.	The role of Telecare and Telehealth is understood by departments and services.	Carry out monitoring of Telecare services to identify 'spend to save' outcomes to strengthen its strategic role as a range of support options.	2010 ongoing	Martin Kennard	Report produced and presented to stakeholders by July 2010 making case for any future investment in the service or expansion.
	Customers and officers understand how to access Telecare and information is accessible and available.	Review the way information is provided to customers to ensure maximum numbers are reached	2010	Rob McCartney	Information is reviewed and accessible and widely distributed.

Strategic Theme 5 Reduce the number of older people living in fuel poverty

Priorities	Objectives	Actions	Start date	Lead Officer	Anticipated Outcome
5.1 Reduction in the number of older people experiencing fuel poverty.	Promoting energy efficiency advice and improvement through the work of the Fuelsavers Team.	Oversee Delivery of the Affordable Warmth Strategy 2007 – 2016 and annual work plan	2010 - 2012		Reduction in number of older people experiencing fuel poverty through affordable warmth initiative.
5.2 Accessible advice and information on energy saving and assistance that is available to older people.	All Social Landlords to develop as Affordable Warmth Action Plan to achieve NI 187 (Government agreed indicator) targets.	Achieve improvement targets for People receiving income based benefits living in homes with a poor energy efficiency Standard Assessment Procedure SAP score. Leeds Housing Partnership to take a co-ordinator role for developing Affordable Warmth Action Plans for social landlords and ALMOs .Landlord’s plans should seek to adopt an apportionment of dwellings to up-grade annually to above SAP35 and 65 within their ownership, in support of the targets above.	2009 - 2012 2010 - 2012	Affordable Warmth Group	2009/10 target >65 = 3900 <35 = 550 2010/11 target >65 = 4000 <35 = 600 2011/12 target >65 = 4100 <35 = 650 Affordable Warmth Action Plans are be in place for all ALMOs and Social Landlords.

Strategic Theme 6 Develop a whole systems approach to service delivery embracing health, housing and social care

Priorities	Objectives	Actions	Start date	Lead Officer	Anticipated Outcome
6.1 Housing services are delivered in partnership with other agencies to improve efficiency and quality of service for older people.	Greater integration of housing and support services into local community delivered services provided by health and social care.	Training programme delivered to healthcare and social care agencies to raise awareness of current housing options and referral pathways for older people.	2010 - 2011	Mick Ward	Integrated working between Housing Services, Health and social care through Older People's Housing Forum and attendance at departmental meetings to share information.
	Leeds Homes Housing applications with urgent need receive appropriate priority processing	Review the protocol between Medical re-housing team and Leeds Homes	2010	John Statham	Working protocol is reviewed and tested to ensure effective joint working.
	Information management for older people is streamlined across partner agencies.	Establish Joint Assessment Process between Leeds City Council Adult Social Care and Housing Services	2011	Rob McCartney	Joint Assessment Process is agreed and in place by 2011
	Housing information and services are delivered in partnership with health and social care community based Neighbourhood Network (NNS) services.	Complete sector review of existing Supporting People funded services for Older People and identify scope for jointly commissioned housing support services delivered by local community based models.	2010	Debbie Forward	Sector review completed by Dec 2010 and identifies new delivery options for housing related support.

6.2 Housing services for older people contribute to wider aims of community cohesion.	Intergenerational initiatives take place to improve relationships between older and younger people facilitated by housing related support services.	Neighbourhoods for all Ages Network work in partnership with Leeds Homes, Strategic Partnership & Development Team to establish events	2011	Caroline Starkey Bridget Emery	Open day events, community events, tenant meetings and health road shows are delivered to help build community relations between older people and the wider community and as an opportunity to promote housing related support services.
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Strategic Theme 7 Supported housing services for older people are accessible to and meet the needs of all communities.

Priorities	Objectives	Actions	Start date	Lead Officer	Anticipated Outcome
7.1 Information on the range of services available can be accessed in formats that are requested by BME communities in Leeds.	Translations services are available where requested. Information is delivered in alternative methods such as through community groups, drop in centres and via community or faith groups.	Complete Equality Impact Assessment of the information booklets and application processes for older people's housing Carry out consultation with BME elders and community groups to identify their preferred method of obtaining information and advice.	2010-2011 2010	Bridget Emery	EIA is completed in consultation with service user groups and amendments made to documents and application process. Housing support advice is provided in the formats suggested by community groups

<p>7.2 The range of services meets the current and future unmet needs of older people in BME communities and specific groups of older people.</p>	<p>Housing and support services meet current needs of BME elders.</p> <p>Older people with mental health problems, older deaf people, older people from the travelling community have access to support services that meet their needs.</p>	<p>Complete a sector review of Supporting People services for older people and through consultation with specialist stakeholders for these client groups identify most suitable models of support.</p>	<p>2010</p>	<p>Debbie Forward</p>	<p>Sector review completed and recommendations made to remodel services or meet any newly identified gaps in provision.</p>
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Report of the Head of Policy and Performance

Meeting: Environment and Neighbourhoods Scrutiny Board

Date: 8th March 2010

Subject: Performance Report Quarter 3 2009/10

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents our key performance information against the Leeds Strategic Plan improvement priorities relevant to the Environment and Neighbourhoods Scrutiny Board for Quarter 3 2009/10. In addition since the last quarter the first set of reports under the Comprehensive Area Assessment (CAA) regime were released and the CAA reports are tabled with this report as a supplement to our own internal performance reports. Following on from the Q2 performance report, and the first set of CAA reports in December 2009, CLT identified a number of performance issues which warranted additional attention and focus. To this end it was agreed that the performance indicator report normally provided at Q3 should be supplemented by a small number of Action Trackers. Those trackers relevant to the Environment and Neighbourhoods Scrutiny Board are included with this report so that Members have the opportunity to more closely monitor these 'tagged' areas and can suggest, where necessary, further improvement action. In addition, the CAA Lead, Stephen Gregg, will also use these extra trackers to monitor our performance on an on-going basis throughout the year prior to a full refresh of CAA in December 2010.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against our priority outcomes and high risk (tagged) performance areas at the end of Quarter 3 so that Members can monitor progress and, where necessary, recommend appropriate remedial action. In addition the CAA reports present an independent external assessment of our performance from the Audit Commission through the first round of the Comprehensive Area Assessment (CAA).

3 Background Information

- 3.1 This performance report includes a number of appendices of information and these are summarised below:

- **Appendix 1** – Any “tagged” action trackers from the Leeds Strategic Plan which are relevant to the Board. These trackers include progress in the delivery of key actions/activities, updated key performance indicator results and any relevant challenges and risks. They include an overall traffic light rating assigned by the Accountable Officer and agreed with the Accountable Director.
- **Appendix 2** – Performance indicator report containing quarter 3 results for all performance indicator which can be reported in year from the Leeds Strategic Plan, National Indicator set and any key local indicator which are relevant to the Board.

This information is supported by a guidance document to aid the reader in interpreting the action trackers and the performance indicator reports.

- 3.2 The performance indicator reports have been revised slightly to include a direction of travel arrow which provides an indication of whether improvement is being made year on year. This compares the predicted year end performance for 2009/10 with actual year end performance for 2008/9. In order to simplify the interpretation of this column it should be noted that an **upward** arrow always indicates **improving** performance regardless of whether the indicator should rise or fall.
- 3.3 Since the Q2 performance was reported to Scrutiny the first set of reports under the Comprehensive Area Assessment (CAA) were released. The CAA is the new framework for the independent assessment of local public services in England. CAA has two main elements, which are linked and inform each other, these are:
- **Area Assessment** that looks at how well local public services are delivering better results for local people across the whole city, focusing on agreed priorities such as health, economic prospects and community safety, and how they are likely to improve in the future; and
 - **Organisational Assessment** of individual public bodies which for the council comprises two scored assessments – Use of Resources and Managing Performance. These scores are aggregated to produce a single score for the organisation.

In addition, the National Indicator Set (NIS) introduced from April 2008, is also used as a key evidence source for both the area and organisational assessments.

- 3.4 The CAA is an annual assessment co-ordinated by the Audit Commission through the CAA Lead (CAAL) but incorporates the views of all relevant inspectorates (eg Ofsted, Care Quality Commission, Her Majesty's Inspectorate of Constabulary etc). The Area Assessment examines how well local services are delivering improvements and progressing towards long term goals. The Area Assessment seeks to assess the effectiveness of partnership working, and the implementation of the sustainable community strategy and local area agreement. The CAA provides the public with direct access to information on performance and an independent assessment of the prospects for the local area. The Area Assessment is reported as a narrative and does not receive a numerical score or other rating; instead 'red' and 'green' flags are issued in relation to the progress being made in an area. It is important to note that 'red'

and 'green' flags are not the opposite of each other; they each have their own distinct purpose and criteria ie:

- Where the action being taken in an area to improve an important outcome is assessed by the inspectorates as unlikely to deliver the improvement sought, this may be highlighted as a significant concern using a red flag. It is important to note that a deteriorating outcome will not necessarily result in a red flag.
- Where exceptional performance or improvement is identified, or there are promising prospects for improvement through innovation, this may be highlighted as a source of learning for others using a green flag.

3.5 The Organisational Assessment covers the following key questions:

- Managing Finances – how effectively does the organisation manage its finances to deliver value for money?
- Governing the Business – how well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
- Managing Resources – how well does the organisation manage its natural resources, physical assets and people to meet current and future needs and deliver value for money?
- Managing Performance – how well does the organisation manage and improve its services and contribute to wider community outcomes?

3.6 The first three questions are assessed in the annual Use of Resources Assessment. The Managing Performance theme is assessed by the CAAL using the National Indicator Set, judgements by other inspectorates eg the annual performance assessments on Adults and Children's services and through an on-going dialogue in conjunction with the Area Assessment. Both the Use of Resources and Managing Performance assessments are given a score on a scale from 1 (lowest) to 4 (highest) and the overall Organisational Assessment result is a combination of the two elements using the matrix below:

		Managing performance			
		Scores	1	2	3
Use of resources	1	1	1	1	1
	2	1	2	2 or 3	2 or 3
	3	1	2 or 3	3	3 or 4
	4	1	2 or 3	3 or 4	4

3.7 Therefore, within this model the CAAL has some discretion in weighing up the evidence and taking account of local context in determining which themes should carry more weight. The scores represent the following descriptors of performance:

Overall [organisation x] performs poorly/adequately/well/excellently		
1	An organisation that does not meet minimum requirements	Performs poorly
2	An organisation that meets only minimum requirements	Performs adequately
3	An organisation that exceeds minimum requirements	Performs well
4	An organisation that significantly exceeds minimum requirements	Performs excellently

4 Main Issues

4.1 In November 2009 the Q2 performance information for the Leeds Strategic and Council Business Plans was reviewed by CLT and they identified an number of areas of concern in terms of performance. In early December the first Organisational and Area Assessments reports under CAA were released and these reports also identified a number of areas of under-performance which the CAA Lead has identified for further investigation – these "tagged" areas are effectively the potential red flag areas for 2010. There was significant similarity between

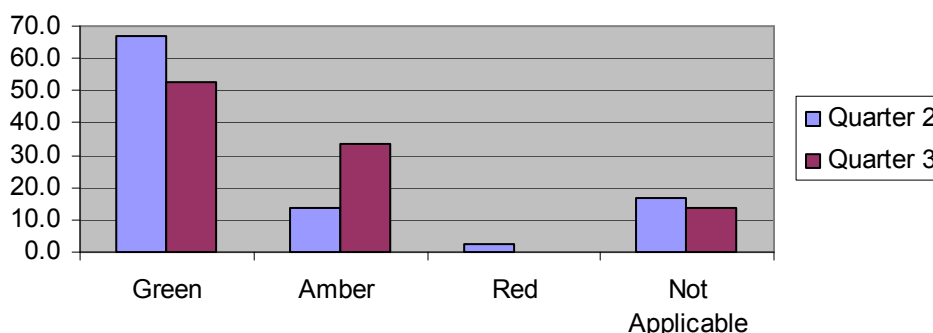
these two lists, although the CAA areas tended to be more specific than the strategic improvement priorities, and in December CLT agreed that they wanted to collectively monitor these areas more closely but use the current performance management processes to do this. Therefore, it was agreed to produce action trackers quarterly for these “tagged” areas to enable more frequent updates and closer monitoring of these high risk areas. For quarter 3 these trackers have particularly focused on the specific issues raised in the CAA report and therefore provide a narrower update than at Q2. In addition, the CAA remains live during the year and there is an opportunity to refresh the information on the One Place website with any updates of key progress and activities.

Overall Performance Indicator Analysis

4.2 Of those indicators that can be reported quarterly to the Environment and Neighbourhoods Scrutiny Board the proportion of those rated red, amber and green and the comparisons to the position at Q2 are shown in the table and graphs below.

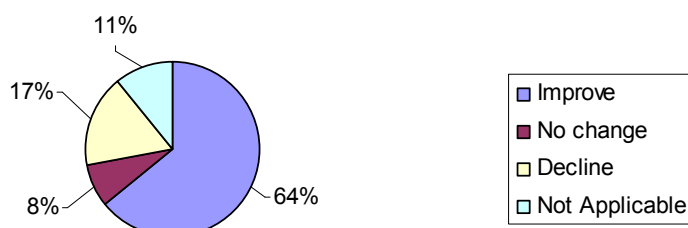
Traffic Light	Q2		Q3	
	Number	%	Number	%
Green	24	67	19	53
Amber	5	14	12	33
Red	1	3	0	0
Not Applicable	6	17	5	14

RAG Rating of Environment and Neighbourhoods Performance Indicators



4.3 In terms of direction of travel the predicted year end performance of all indicators has also been compared to the outturn from the previous year and the summary of this for the Environment and Neighbourhoods Performance Indicators is shown below:

Direction of Travel Environment and Neighbourhoods Indicators



CAA Reports

- 4.4 Since the last performance report to Scrutiny the CAA Organisational and Area Assessment reports have been released. Both reports were made available to members upon their publication back in December and both reports can be also be found on the intranet and internet as well as on the Audit Commissions One Place website. Therefore, these reports are provided in Appendix 3 for discussion alongside the Q3 performance information to provide an independent perspective.

Data Quality

- 4.5 The Corporate Policy and Performance Team have revised the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator. A revised data quality checklist, with a built in scoring mechanism to determine the traffic light rating, has been produced. This has been successfully piloted in Children's Services and Environment and Neighbourhoods and is in the process of being rolled out across all reported indicators. In order to ensure consistency of reporting it is our intention to report these revised data quality traffic lights at Q4. Members should note that this will mean that some of the data quality traffic light ratings are likely to change as this more rigorous approach is implemented at year end.

5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. 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 is a key element of the organisational assessment under the Comprehensive Area Assessment. The CAA examines and challenges the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

6 Legal and Resource Implications

- 6.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area. These slightly revised performance reporting arrangements are achievable within current resources across the organisation.

7 Conclusions

- 7.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at the 31st December 2009.

8 Recommendation

- 8.1 Members are asked to;
- consider the Q3 performance reports and where appropriate, recommend action to address any specific performance concerns raised; and
 - consider the relevant parts of the organisational and area assessment reports which are within the remit of the Board.

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Action Tracker Guidance

Introduction

The ‘Action Trackers’ are mostly prepared on a half yearly basis (at quarters 2 and 4)* 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 an **Accountable 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 Accountable Officer who has provided an overall evaluation of progress to date and an assessment of the direction of travel. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

*For areas of under-performance, or where issues have been highlighted under CAA, the trackers are provided quarterly. Within these “tagged” trackers at quarters 1 and 3 Accountable Officers are given the option to provide a more focused update based on any specific issues raised under CAA where this is appropriate.

Overall Progress Traffic Light and Direction of Travel Ratings Explained




	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators. Overall the direction of travel is improving.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target. Overall the direction of travel is improving.		Significant delays or issues to address and unlikely to meet targets for key performance indicators. Overall the direction of travel is improving.
	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators. Overall the direction of travel is static.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target. Overall the direction of travel is static.		Significant delays or issues to address and unlikely to meet targets for key performance indicators. Overall the direction of travel is static.
	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators. Overall the performance is deteriorating.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target. Overall the performance is deteriorating.		Significant delays or issues to address and unlikely to meet targets for key performance indicators. Overall the performance is deteriorating.

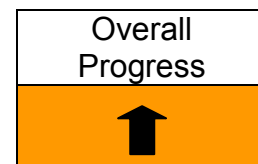
Why is this a Priority?	This section provides a brief comment on why this improvement area is a priority. For example it may be to address poor performance particularly in comparison to other similar cities, be a Government priority or it may address a specific local need / inequality etc. A black diamond denotes that this is a “tagged” or high risk tracker which is produced quarterly.
Graphs	This section presents one or two of the aligned performance indicators as a graph. The graph will include information such as past and present performance and future targets
Overall Summary	This section provides an overall summary analysis of the progress to date - taking a view based on all the information provided in the action tracker including the results for the aligned performance indicators. This section should provide a clear explanation for the overall traffic light and direction of travel ratings.
Achievements since the last report	This section provides details of the key achievements/outcomes delivered in the last 6 months. For many improvement priorities there will be a large number of actions and activities but this section will only include the most important high level achievements.
Challenges/Risks	This section sets out any key risks or challenges that may prevent the delivery of the improvement priority.
Council/Partnership Groups	This outlines at which key council or partnership group the Action Tracker has been discussed and/or approved.
Key Actions for the next 6 months	This section provides a summary of next steps/key actions which are due to be carried out over the coming 6 months. Again these are limited to the most important and high level activities and where possible focus on what the impact/outcome will be. For each action/activity the contributory officer/partner responsible for leading this work, any milestones and timescales are included.
Performance Indicator Information	In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both for the result itself and for data quality. NB Additional performance information is presented in appendix 4.

Accountability Reporting Guidance

Column Title	Description
PI Type	<p>The PI Type column describes which basket each indicator belongs to. A basket is a set of indicators which we use to report on progress relating to different plans or frameworks, such as the Leeds Strategic Plan.</p> <p>Leeds Strategic Plan Government Agreed - These indicators show progress against the Leeds Strategic Plan and also form our Local Area Agreement.</p> <p>Leeds Strategic Plan Partnership Agreed - These indicators are the locally agreed priorities included in the Leeds Strategic Plan.</p> <p>Business Plan - These are indicators that form part of the Council Business Plan.</p> <p>National Indicator - These indicators are part of the set that are used to measure local government performance.</p> <p>Local Indicator - These are local key indicators for Leeds set by specific service areas.</p>
Reference	Each indicator has a unique reference number.
Title	This is the title given to the indicator.
Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
Frequency & Measure	<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).</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>
Rise or Fall	The good performance 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.
Baseline	The baseline column provides a base result for the indicator against which progress can be measured. This is usually based on performance at a specific time in the past. E.g. a previous year.
Last Year Result	This column displays the result at the end of the previous financial year (31 March 2009).
Target	This column shows the target we have agreed for this financial year.
Quarter	This column identifies the result at the end of the quarter.

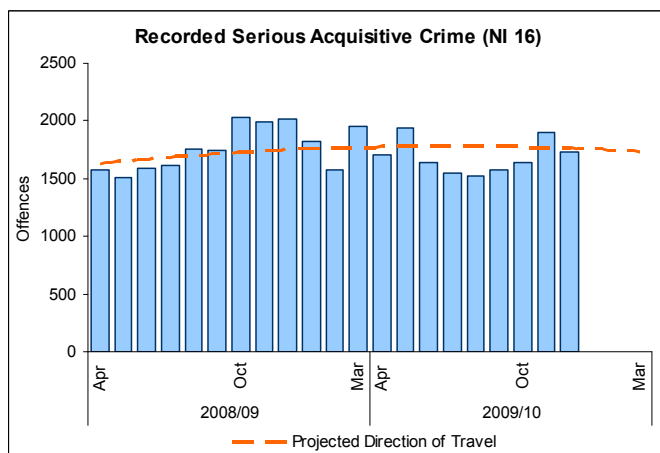
Appendix 1 & 2 Guidance Notes

Predicted Full Year Result	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 over time of the indicator. We use this figure as one method to inform whether an indicator is red, amber or green.	
	The green light shows that the Directorate predicts this indicator WILL meet its target. The Directorate uses current performance information to make this forecast.	
	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.	
	The red lights shows that the Directorate predicts this indicator WILL NOT meet its target at the end of the year. The Directorate uses current performance information to make this forecast.	
Direction of Travel	An upwards arrow indicates that the 2009/10 result is forecast to be an improvement in performance compared to the 2008/09 result	
	A sideways arrow indicates that the 2009/10 result is forecast to be at the same level of performance compared to the 2008/09 result.	
	A downwards arrow indicates that the 2009/10 result is forecast to be decline in performance compared to the 2008/09 result	
Data Quality	To know we can rely on the information in these reports, it has to be of good quality. Directorates use this column to identify indicators where they have concerns about the quality of the information or data in the report. If a Directorate has Some or Significant concerns regarding Data Quality there will be an explanation in the comments field.	
	No Concerns indicates that the Directorate has signed off the data as accurate.	No Concerns
	If Some Concerns has been chosen, the Directorate has concerns about the data and are working to ensure it is accurate and reliable.	Some Concerns
	If Significant Concerns has been chosen, the Directorate thinks that the quality of the data may not be good or that maybe they have not got the correct data.	Significant Concerns
Comments	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.	

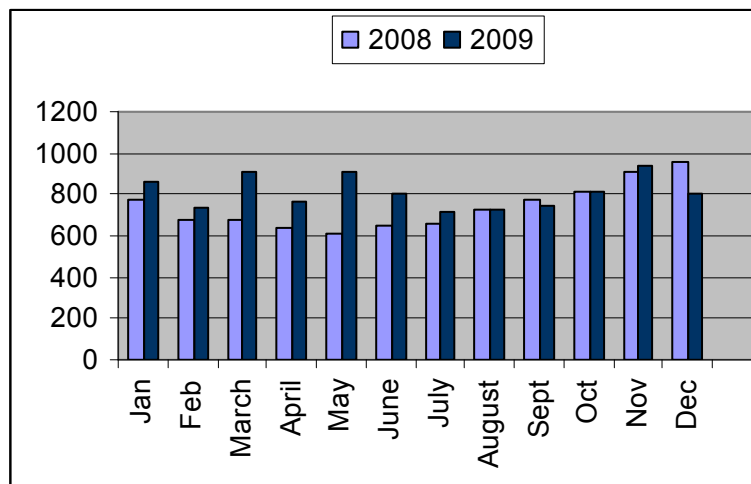


Why is this a priority

The public have the right to be safe and feel safe in their own home, on the streets and the places they go. Tackling serious crime and diffusing tensions in our communities is vital to people’s quality of life. This is a government and local priority and the performance indicators are part of the LAA.



Recorded Burglary Dwellings



Overall Progress to date and outcomes achieved

Overall Summary: (Acquisitive crime with a focus on domestic burglary)

Figures for Serious Acquisitive Crime (which includes domestic burglary, robbery and thefts of or from vehicles), shows in the period April to December 2009 there were 15,220 recorded crimes; which is down 3.8% against previous year (606 fewer offences). Current performance indicates an overall improvement with the predicted year end just outside the LAA target but on target to meet the Policing Plan target.

Leeds’ main focus has been to address domestic burglary. Between April and December 2009 there were 7,224 recorded domestic burglary offences across the city, this is up 7.1% against the previous year (480 more offences). Analysis of Q3 out-turns compared with the same period last year does however show some improvement with an overall 4.9% reduction (132 fewer offences). Progress has been mixed in the priority areas.

Table 1

Comparison of Burglary Dwellings (Wards)	Oct 08	Dec 09	% Change
HYDE PARK & WOODHOUSE	175	221	26%
HEADINGLEY	176	143	-19%
BURMANTOFTS & RICHMOND HILL	124	136	10%
ARMLEY	104	127	22%
GIPTON & HAREHILLS	183	118	-36%
BEESTON & HOLBECK	121	95	-21%

For the areas of focus arising from the CAA (Gipton/Harehills and Armley) the figures in Table 2 below show that burglary levels rose significantly in Armley from May, reaching a peak of 54 in August 09, but that burglary levels have been reducing since then. In Gipton/Harehills, burglary levels peaked in May 09 at 59, but with the exception of a rise in November, have held steady within an overall reducing trend. Of the localities of concern, it can be seen that Hyde Park and Woodhouse and Headingley have been the worst performing areas and, whilst there has been some improvement in Headingley, the Hyde Park and Woodhouse area, with its high student population, is of particular concern, with steadily increasing burglary levels over the year (with the exception of July 09 when students are away from the area). We have been working closely with the two universities to tackle this issue (see achievements and actions) but the impact of this is not yet being felt.

Improvement Priority – TP-2a. Creating safer environment by tackling crime
 CAA Focus - High levels of Burglary in parts of the city (Gipton, Harehills and Armley)
 Accountable Officer – Neil Evans Apr – Dec 2009

Table 2

WARD_NAME	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Grand Total
HYDE PARK & WOODHOUSE	57	46	43	45	53	65	28	74	68	74	87	60	700
HEADINGLEY	33	59	44	51	64	65	41	41	47	65	46	32	622
GIPTON & HAREHILLS	42	39	52	53	59	35	41	30	36	29	49	40	541
BURMANTOFTS & RICHMOND HILL	40	46	53	46	31	34	31	35	37	55	49	32	492
ARMLEY	29	34	39	18	50	42	43	54	47	45	48	34	488
BEESTON & HOLBECK	43	24	42	52	48	32	41	40	30	19	37	39	462

Trends continue to be monitored and we continue to work closely with partners, acting on intelligence to target resources and directing activity in our 'strategic localities of concern' and other hotspot areas.

Achievements since the last report

Improving Intelligence/Tasking

- Commitment has been secured from partners for the Safer Leeds Strategic Intelligence Unit; this includes Community Safety, Probation, Youth Offending Service and the Police. The unit is producing fortnightly intelligence products, presenting evidence and tasking police and partners on a range of actions including activity around offenders, victims and locations. In addition, Education Leeds are now providing attendance information to the case conferences in respect of young offenders and other young people of concern who are subject of offender management, this enables specific intervention plans to be put in place from a safeguarding, diversionary and enforcement perspective.

Location-based work

- A further 439 properties in the localities of concern have been target hardened by commissioned services in Q3 in the localities of concern bringing the total to the end of Q3 to 1770 properties. This supports the long term plan of reducing the opportunity for offenders to commit burglary and provides reassurance to victims and their families. Previous analysis shows that target hardening is effective. Since June 09, the proactive target hardening has focussed in our localities of concern and an impact assessment is scheduled to be undertaken in Q4.
- Around 4000 leaflets 'Is Your Door Unlocked?' have been delivered to households in our strategic localities of concern in Q3 (similar volume delivered in Q2) and supported by doorstep crime prevention advice from PCSO's, in a number of cases piggy backing on Champion operations and other initiatives. As daylight hours shortened a tandem marketing exercise around lighting up was also conducted with articles included in local publications, supermarket and shop windows etc. In addition, 3000 UV property marking pens were delivered to residents in the Beeston and Beeston Hill burglary hotspots along with doorstep advice. Collectively, these initiatives aim to raise awareness of security and actions that residents can take themselves to prevent them becoming a victim. The cost of these initiatives is low and evidence suggests that direct communication with residents helps reassure residents. In these localities there has been a reduction in burglary and as part of a package of interventions this has directly had a positive impact.
- In Q2 a gap analysis of Neighbourhood Watch was conducted resulting in recommendations for three of the burglary localities of concern. In Q3, six new schemes were set up in the Hyde Park area and four in Harehills. A larger crime reduction project is underway with all the residents of the Amberton estate in Gipton including the setting up of Neighbourhood Watch schemes. Increased vigilance at a local level not only increases awareness but brings neighbourhoods together and sends a clear message to potential offenders that residents and partners will not tolerate victimisation and are collectively taking a stand.
- Burglary profiles completed by the Safer Leeds Intelligence Unit have been conducted for properties managed by the three ALMO's, which has raised a number of tasks pertinent to each organisation around security standards, ie door chains & Europrofile locks, garden tidiness and tailored prevention advice. In addition, work undertaken has highlighted issues around methods of entry into ALMO properties and has a direct impact on repair practice e.g. replacing like for like is an issue especially with the Euro-profile lock

Improvement Priority – TP-2a. Creating safer environment by tackling crime

CAA Focus - High levels of Burglary in parts of the city (Gipton, Harehills and Armley)

Accountable Officer – Neil Evans

Apr – Dec 2009

problem reviewing and drawing up standards for boarding up post burglary and repairs. The Safer Leeds burglary action plan seeks to actively secure commitment from each ALMO to reduce burglary in their localities. To support ALMOs a bid for LPSA funding has been put forward to introduce burglary alarms in streets of continued concern.

- In Q3, there have been a total of six Operation Champions in three of our localities of concern (Beeston & Holbeck, Gipton/ Harehills, Burmantofts & Richmond Hill). Evidence from previous results analysis shows that these type of multi-agency operations are valued by local residents; enhance front line service working and send a clear message to potential offenders that the communities and services are working together to reduce crime and grime.

Work with victims or those at higher risk

- The Crime Reduction Officers together with PCSO's have been tasked with visiting, reviewing security and providing advice to residents and wardens across the City's sheltered housing schemes from October 2009 onwards. This is a reassurance tool and is one stage of a wider programme of identifying potential vulnerable victims and properties, as part of the 'Securing Homes' strategy.
- Secure Homes funding (Home Office) has also enabled the purchase of £10,000 worth of Computrace licences which are being offered to students in Leeds with a view to reducing the theft of laptops in burglaries. One laptop has recently been stolen and tracked and arrests made. A further sum has been secured and a tendering process is underway for additional licences. The theft of laptops is prevalent in student areas and this is another tool currently being used in our localities of concern. Safer Leeds has actively publicised this issue and increased awareness together with additional protective measures that students can take. Feedback from students shows that many are now purchasing similar products.
- Secure Homes funding (Home Office) has enabled the Leeds Universities & Colleges Crime Reduction Partnership (LUCCRP) to recruit and train twelve student Neighbourhood Watch Area Co-ordinators. Currently, they are in the process of recruiting students to set up individual schemes in the Hyde Park & Headingley areas – these will include burglary prevention initiatives. This scheme is a first in the country, supporting students to get actively involved in reducing crime and disorder.

Work with offenders/those at risk of offending

- In Q3 the Prolific and Priority Offenders (PPO) list has been refreshed and includes 90 adults who are causing the most harm in our communities in terms of burglary and 54 DYOs (Deter Young Offenders), again with a greater focus on offenders linked to burglary. The intention is to manage their offending behaviour through a variety of interventions, ranging from Catch & Convict (Police/Probation/Courts) to Rehabilitation and Resettle (Probation and Leeds Integrated Offender Management Service). All of these offenders are now subject to regular multi-agency case conference reviews and all have intervention plans in place. The previous PPO cohort for Leeds was 213 individuals, and last years outturn showed a 45% reduction in convictions within this cohort against a target of 15%. This evidence suggests that targeting nominals linked to burglary is likely to have a positive impact on reducing reoffending.
- In Q3 briefing packs reflecting the refreshed cohort were prepared for CCTV staff, they are now actively looking out for PPOs/ DYOs and feeding back information on their activities and associates. The 3 Police Divisional Intelligence Units are also providing daily descriptions of suspects to CCTV staff to be on the lookout for. In addition, the ASBU have been tasked with reviewing and maximising use of all anti-social behaviour legislation against all our PPOs/ DYOs.
- In Q3 the burglary tasking group has commissioned Signpost to engage with 40 young people who have been identified at risk of offending but who are not statutorily engaged with the Youth Offending Service. Work is progressing around voluntary engagement exploring opportunities to change their behaviour, individually and within their immediate family. This work also has been extended to include parenting skills and community involvement.

Challenges/Risks (Serious Acquisitive Crime)

- Securing continued investment and partnership buy-in to support key activity and targeting resources in areas of need.
- Co-ordination and management of multi-agency intervention plans targeting those people causing the most harm.
- A refreshed offenders cohort will require us to negotiate a new NI30 target for 2010-11
- Economic climate and potential for this to impact on crime levels, including burglary.
- Balancing enforcement activity with prevention and diversionary activity with long term support for those at risk of becoming involved in criminality.
- Involvement of all key partners that hold information and intelligence around problematic individuals, families and their associates.
- Embedding designing out crime principles in all regeneration projects across the city.

<u>Council / Partnership Groups</u>	<u>Safer Leeds</u>		
<u>Approved by (Accountable Officer)</u>	<u>Simon Whitehead</u>	<u>Date</u>	<u>25 Feb 2010</u>
<u>Approved by (Accountable Director)</u>	<u>Neil Evans</u>	<u>Date</u>	<u>25 Feb 2010</u>

Improvement Priority – TP-2a. Creating safer environment by tackling crime

CAA Focus - High levels of Burglary in parts of the city (Gipton, Harehills and Armley)

Accountable Officer – Neil Evans

Apr – Dec 2009

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Continuation and development of the city wide intelligence product and tasking of partners.	Simon Hodgson	Fortnightly tasking and review meeting	Ongoing
2	Streets in the Hotspot areas continue to be pro-actively target hardened	Rob Kirton	Burglary rates decrease in these streets	March 2010
3	CCTV operators linking into tasking arrangements concentrating on known individuals and crime hot spot areas	Wayne Clamp	Photos and descriptions of nominals being sent to CCTV.	October – March 2010
4	Continue with the review of Automatic Number Plate Recognition (ANPR) across the city with NPTs with a focus on burglary.	Simon Whitehead	A planning meeting has been arranged for October, this will provide an opportunity to undertake a scoping exercise and plan a schedule of work for the next 5 months.	March 2010
5	Proactively manage PPO & DYO cohort	Jim Willson / Jim Hopkinson / Dave McDougal	All individuals to have an assessment and intervention plan in place. Monthly case conferencing process in place in each police division. Greater involvement of partners and sharing of information. CPS to be engaged and involved in the process. Trigger point for release management planning in respect of prisoners with 12month and longer sentences to be 5 months prior to release.	Ongoing
6	Establish a process for supporting the divisional case conferences in dealing with complicated networks (families and associates at risk) for PPOs / DYOs	Simon Hodgson	Conduct family / associate network analysis with recommendations for subsequent partnership activity.	March 2010
7	Pilot a process for following up on young people who fail to attend or subsequently absent themselves from the BESD SILC (Behaviour, Emotional, Social Difficulties Specialist Learning Centre)	Amanda Bradley/Jo Walton	Establish a process in conjunction with the Safer Schools Officer and determine a central point of contact; circumstances under which action will be taken and what this will specifically involve.	February 2010
8	Conduct negotiations with Pupil Referral Unit (PRU) head teachers to develop SSP and involve with burglary reduction measures as appropriate with individual students.	Bob Bowman	Potential for Education Leeds to fund an SSP Officer to provide coverage for the PRU's where currently there are none.	June 2010

Improvement Priority – TP-2a. Creating safer environment by tackling crime

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Apr – Dec 2009

9	Deliver a range of crime prevention initiatives that address student vulnerability	Steve Lavelle	WalkSafe scheme re-launched in October 2009, recruit and train 12 student NW co-ordinators, commission crime reduction DVDs produced by students for students to raise awareness of crime, distribute personal alarms and crime prevention literature. The 12 student area NHW coordinators to be involved in local Environmental Visual Audits EVAs). Involvement with LUCCRP to influence initiatives with students. 'Criminal Opportunity Profiling of Streets' style initiative involving students, Hyde Park NPT and Safer Leeds to take place in February 2010, targeting in particular insecure properties in streets with high student occupation.	Ongoing
10	Greater involvement of ALMO's and RSL's in burglary reduction strategy and the tasking process.	Steve Lavelle / Rob Kirton	Meetings held with ALMO and RSL C/E's. Problem profiles produced. Involvement with Leeds Housing Partnership Forum to negotiate on a monthly basis with a view to including a tasking and coordination element.	March 2010
Page 104 1	Establish and develop links with Regional Crimestoppers Team	Jim McNeil / Andy Mills	Meetings held with regional rep, David Hunter to be progressed. Mr Hunter has attended a tasking meeting and funded advertising on buses through the crime hotspots in Leeds.	March 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 3	Current Predicted Full Year Result	Data Quality
NI 16	Serious acquisitive crime rate	Community Safety	Monthly Number per 1000 population	Fall	27.0 per 1000 population (2007/08)	27.8‰	25.8‰	6.9‰	26.6‰	No concerns with data

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

CAA Focus - Unemployment and worklessness very high in inner city areas

Accountable Officer – Stephen Boyle

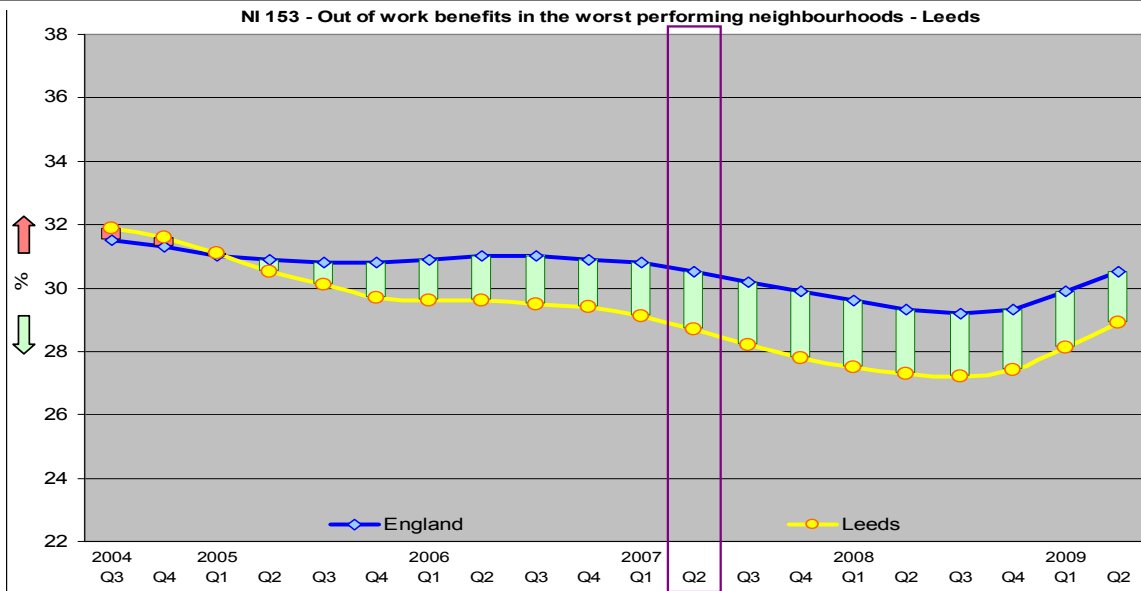
Apr – Dec 2009



Why is this a priority

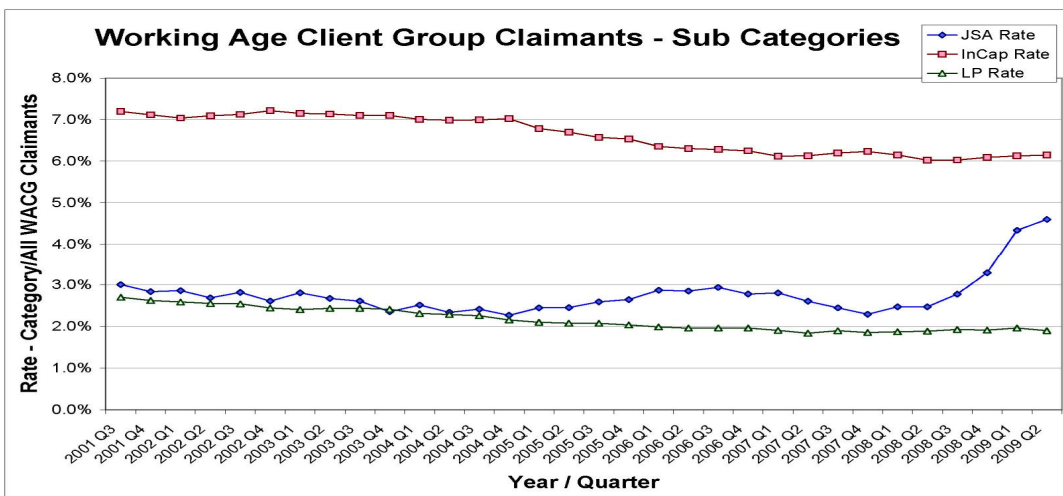
Reducing worklessness across the city with a focus on deprived areas is a key improvement priority within The Leeds Strategic Plan (2008-2011). This priority is set within the key strategic outcome of increasing economic activity through targeted support to reduce worklessness and poverty across the city under the 'Thriving Places' theme.

NI153 : Working age people claiming out of work benefits in the worst performing neighbourhoods as a % of working age population



The impact of job losses across all sectors has been felt across the whole of the district but the highest claimant rates are concentrated in the inner city NI 153 areas. Evidence from the last recession and the current data indicates that increased unemployment has disproportionately impacted on those neighbourhoods with the highest levels of claimants and in particular young people, leaving those groups furthest removed from the labour market dependent on benefits for a longer period of time. This is the pattern nationally and the above graph shows the lower than average levels of worklessness in the NI 153 areas in Leeds tracked against this national measure. Progress within this area is largely dependent upon the state of the national economy. It is unlikely that a reduction in worklessness will take place in Leeds until there has been an upswing in employment on the national stage.

NI152 : Working age people on out of work benefits as a % of working age population



The latest available DWP data (Oct 2009) shows that there are approximately 64,670 WACG claimants in Leeds of which 24,000 were claiming Job Seekers Allowance, 31,000 were claiming Employment Support Allowance or Incapacity Benefit and 9,670 were lone parents in receipt of Income Support. The number of 16-18 year olds not in employment, education or training was 1,191 (8.1%) and a further 2,587 whose current status is not known. The WACG claimants are largely concentrated in the more deprived inner city communities.

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

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Apr – Dec 2009

The latest DWP data available for May 2009 identifies 30,685 IB/EAS claimants, 6.1% of the working age population, the lowest rate amongst the core cities. There are 9,495 Lone Parents not in working claiming Income Support, 1.9% of the working age population, the lowest rate among the core cities. The highest concentrations of inactive claimants (IB/ESA and Lone Parents) are located in inner South and East Leeds.

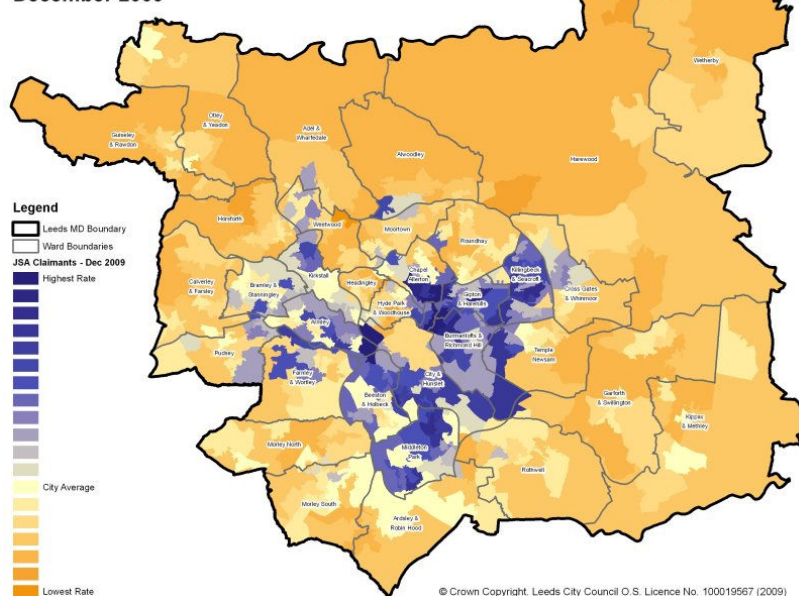
As a result of the recession, the Job Seeker Allowance (JSA) claimant rate has increased significantly across the district by 60% over the last 12 months. The most current Job Seekers Allowance data (Dec 2009) shows that there are now 24,053 JSA claimants in Leeds, 4.7% of the working age population. The JSA rate within the NI 153 inner city localities is higher than the city average (10.9% compared to 4.7%). The highest JSA claimant rate is in Chapeltown (16.3%); followed by Burmantofts (13.7%); and South Seacroft (12.3%). In December 2009 Leeds had the second lowest Job Seekers Allowance claimant rate of all the Core Cities.

In Dec 2009, 4,412 people made a new claim to JSA, compared with 5590 in Nov 2009. However, more people left the register in November (5730) than in December (4063). The average weekly intake of new JSA claimants is running at 802, 4.2% lower than 12 months ago, and of the people who left the register in December 2009, 54.2% had been unemployed for less than three months.

In Nov 2009, 5,876 vacancies were notified in Leeds, an increase of 1,374 (30.5%) on October 2009. This was a decrease of 599 (9.3%) on November 2008. The top 3 notified vacancies in Leeds are currently for sales representatives; care assistants/home carers; and postal workers. The 3 most current sought after occupations by jobseekers are for goods handlers and storage operatives; sales and retail assistants; and general office assistants and clerks.

Job Seekers Allowance Claimants

December 2009



Overall Progress to date and outcomes achieved

Overall Progress:

Partnership working to secure new resources and align existing activity to reduce worklessness is managed through the Worklessness Strategic Outcome Group involving Jobcentre Plus, the Council, the Learning & Skills Council, the Third Sector, Yorkshire Forward and other key partners. There is now greater clarity about partner roles and responsibilities with the DWP national spine of employability provision delivered through Jobcentre Plus and DWP prime contractors and complementary targeted activity undertaken by partners to engage with those furthest from the labour market, to remove barriers and support them to access mainstream provision.

Achievements:

- Jobcentre Plus (JCP) has introduced a wide range of enhanced services for employers and individuals in response to the recession, including a package of support for Jobseeker Allowance customers who are newly unemployed, those aged 25 plus; increased funding through the Rapid Response Service to support employers and their employees facing redundancies to help them find new jobs; and day one eligibility to Local Employment Partnership vacancy opportunities. JCP are also introducing a number of new measures aimed at tackling youth unemployment, such as The Young Persons Guarantee of which the Future Jobs Fund is a key element.
- An awareness raising / information workshop was held between employability providers and Children's Centre staff on support for parents claiming Income Support that will be required to attend a job focused interview with Jobcentre Plus when their youngest child reaches the age of 7yrs.
- JCP and Leeds Partnership Foundation Trust are working to more effectively integrate the work of employability skills providers and specialist health providers working with those experiencing mental ill health. Using European Social Fund grant, JCP has commissioned additional activity to support JSA customers

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

CAA Focus - Unemployment and worklessness very high in inner city areas

Accountable Officer – Stephen Boyle

Apr – Dec 2009

experiencing mental ill health commencing in December 2009.

- DWP approval was granted in November to the Future Jobs Fund bid submitted by the Council on behalf of partners. The programme will create jobs for long term unemployed young people and the initial contract period of 6 months to end April 2010 will deliver 263 jobs. At the end of December there were 90 vacancies notified to Jobcentre Plus and 27 jobs were filled. A bid to extend the programme will be submitted shortly.
- A Council wide employer-led Apprenticeship Programme, Work4 Leeds, has been developed to enable young people and adults from key target groups to apply for entry level posts. 250 apprenticeships will be in place by the end of the 2009/10.
- A bid has been submitted to Yorkshire Forward for £4.5m to support partnership working through Employment Leeds to work with both employers and those on out of work benefits. A decision is anticipated before the end of April 2010. This will enable targeted outreach in communities with high level of worklessness, offer customised training and job brokerage with support to engage employers and developers through a single gateway.
- The Easel and West Leeds Gateway ('4 Families') programme has been developed and is being delivered in 4 inner city target neighbourhoods with a focus on providing families with a holistic approach to support them to move towards employment. The performance against contracted outputs following 5 months of operation is good with 163 clients engaged with the project team and 40 receiving intensive support. An evaluation of the programme commenced in October 2009 and a final report is due in May 2010.
- Leeds along with 2 other authorities has piloted a data sharing project with DWP on Lone Parent benefit claimants to test how we can better target resources and improve services to this client group. 2 tranches of data have now been received from DWP and have been used to improve targeting of clients via the '4 Families' project. Discussions are ongoing with DWP and DCLG to identify future data sharing opportunities using the local authority's well-being powers.
- The Council continues to provide Information, Advice and Guidance and referrals through its network of Jobshops located in areas with high claimant levels. The refurbishment of Tunstall Road Jobshop was completed in November with grant funding secured from Yorkshire Forward and the opportunity to further maximise outreach through Jobshops in conjunction with partners is being explored.
- The LSC Skills for Success programme continues to provide skills and employment support targeted to disadvantaged inner city areas up to December 2010, and will engage over 620 people in formal and informal employability training (at end Q3, 81 people had been supported, 43 of which have completed a non-accredited learning activity, and 42 have started an accredited training qualification)
- In the first 2 quarters of 2009/10, 3136 people were supported to gain skills and move towards employment through LCC funded/managed provision, of which 286 are now in work.
- 3 Area-based Worklessness Groups have been established, focussed on inner city areas, to support joined-up delivery, and Area Action Plans and targets have been agreed for NI 153 areas (most deprived neighbourhoods with WACG rates of over 25%). Forward plans are currently being developed to deliver more effectively targeted employability activity in the priority areas.
- The Council is represented on the National Worklessness Advisory Group supporting DWP and DCLG take forward the recommendations of the Houghton Review and is participating in the National Learning Forum on Worklessness.

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

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Accountable Officer – Stephen Boyle

Apr – Dec 2009

Challenges/Risks:

- Potential for a rising number of young people Not in Employment Education or Training (NEETs) in the city.
- Continuing rise in JSA Claimant Rate and increased competition for employment across all areas of the city
- Increases in the number and type of claimants resulting from the recession will require different interventions and stretch resources
- Significant reduction in funding to provide employment and skills initiatives targeted to individuals, eg NRF/SSCF/Single Pot
- Downturn in the construction and development sector reducing the potential to link local people to employment opportunities
- Data availability and security – ongoing challenge to access timely data on clients or beneficiaries due to data protection /data sharing protocols and limited information available on DWP prime contractor provision within the local authority area
- Potential for further redundancies in the financial services sector and the public sector (the two largest employment sectors in Leeds)
- Targets were suspended last year due to the uncertain economic position. Negotiations have taken place with Government Office /DWP on the NI 152 measure. The outcome of the negotiation and the proposed revised 'partnership agreed' NI 153 measure will be considered by the March 2010 meeting of the Executive Board.

<u>Council / Partnership Groups</u>	Worklessness Strategic Outcomes Group		
<u>Approved by (Stephen Boyle)</u>	<u>Stephen Boyle</u>	<u>Date</u>	<u>25 Feb 2010</u>
<u>Approved by (Neil Evans)</u>	<u>Neil Evans</u>	<u>Date</u>	<u>25 Feb 2010</u>

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

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Apr – Dec 2009

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
	Deliver Future Jobs Fund Programme (eligibility and referrals determined by Jobcentre Plus but participants will largely reside in high claimant areas)	Stephen Boyle LCC / Ian Hunter, Jobcentre Plus	<ul style="list-style-type: none"> Contracts for first 6 months delivery in place (completed) 263 jobs delivered Funding extended for remainder of programme (profile submitted, including 10% uplift) 	Q3 End April 2010 Q4
	Employment Leeds – securing funding and commencing delivery (enhance employer engagement through single gateway and provide customise training and job brokerage to individuals in communities with high claimant areas)	Stephen Boyle LCC	<ul style="list-style-type: none"> Full Business Plan appraised Contract in place with Yorkshire Forward Further work with existing and new partners to ensure sign up to Employment Leeds model Project development to enable commencement of programme 	Q4 Q4 Q4 Q1 2010/11
Page 109	Delivery of the EASEL and West Leeds Gateway - 4 Families Worklessness Pilot (targeted case worked provision in 4 inner city localities)	Stephen Boyle LCC	<ul style="list-style-type: none"> Worklessness Pilot: 80 Families supported 380 people supported towards employment 50 people into employment 5 new jobs created 10 employers supported 240 people completing a back to work development plan 120 people assisted to access complementary support 80 people assisted in their skills development 	All by Q1 2010/11 Q1 (2010/11)
	Complete '4 Families' Pilot Evaluation (targeted case worked provision in 4 inner city localities)	Stephen Boyle LCC	<ul style="list-style-type: none"> Evaluation: Final Report Completed and Presentation (of Key Findings and Recommendations and demonstration of model to highlight multi-agency working arrangements, outcomes and the benefits both financial and non financial) to WSOG 	Q1 (2010/11)

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

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Accountable Officer – Stephen Boyle

Apr – Dec 2009

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Page 110	Continue to work via WSOG to ensure a strategic partnership approach to tackling worklessness, with a focus on the most deprived areas	Stephen Boyle / Ian Hunter, Jobcentre Plus / Phillip Hunter, Learning and Skills Council	<ul style="list-style-type: none"> Hold WSOG meetings at 6 weekly intervals (<u>Q3 meetings held 10 November and 15 December</u>) Deliver Area Action Plans and review performance (<u>ongoing</u>) Further develop integrated performance reports at a lower spatial level across the partnership to monitor progress and effectiveness particularly in NI 153 areas (<u>ongoing – next performance report to WSOG on 10 February 2010</u>) Review interventions, available resources and targets in light of prevailing economic conditions Review the WSOG to align with the opportunities emerging from the government's response to the Houghton Review, including production of a Worklessness Assessment; a Work and Skills plans; data sharing and greater involvement in DWP commissioning (<u>ongoing</u>) Building links to support the delivery of NEET activity 	<p>Q3/4</p> <p>Q3</p> <p>Q3/4</p> <p>Q4</p> <p>Q3 onwards</p> <p>Q3 onwards</p> <p>Q4 onwards</p>
	Continued delivery of expanded Jobcentre Plus services to address the rise in JSA claimants in the current economic downturn	I Hunter JCP	<ul style="list-style-type: none"> Implement the ESF project for JSA customers with Mental health problems/learning difficulties (commenced and ongoing) Implement the Flexible New Deal Support Contract (commenced and ongoing) Introduce the Young Person's Guarantee including the Future Jobs Fund (commenced and ongoing) Joint Area Worklessness Groups Workshops, looking at improved working relationships with Connexions/Prospects to better support the NEET agenda Employment White Paper – 'Building Britain's Recovery: Achieving Full Employment' (published 16 December 2010) - introduce additional measures outlined in the paper, where appropriate. 	<p>Q3</p> <p>Q4</p> <p>Q4</p>

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

CAA Focus - Unemployment and worklessness very high in inner city areas

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Apr – Dec 2009

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
	Linking job opportunities for local people with existing and planned major regeneration schemes across the city	S Boyle LCC	<ul style="list-style-type: none"> Establish policy framework and secure support and ownership. Report to WSOG and CLT Review planned programmes/contracts to identify areas of focus and assess achievability and scope for roll out, eg, EASEL, Area, Holbeck Urban Village, Aire Valley, major PFI Schemes 	Q4 Q4
Page 11	Supporting people with mental health issues back into work	Ian Hunter, Jobcentre Plus / Jane Williams NHS Leeds	<ul style="list-style-type: none"> Progress report on the Mindful Employer initiative to support exemplar employers recruiting/retaining staff from this client group Progress report on JCP ESF funded provision to support JSA customers with mental health problems/learning difficulties LPFT and Jobcentre Plus to establish a time-limited task and finish group to co-ordinate the implementation of a number of agreed actions to improve alignment of pathways and individuals journeys to support those with mental health issues to progress towards and into employment 	Q4 Q4 Q4

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas.

CAA Focus - Unemployment and worklessness very high in inner city areas

Accountable Officer – Stephen Boyle

Apr – Dec 2009

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 3	Current Predicted Full Year Result	Data Quality
NI 152	Working age people on out of work benefits	Regeneration	Quarterly %	Fall	11.2% (2007)	11.2% (As at Quarter 4)	10.6%	10.9% (as at Q1)	11.1%	6 month time lag on DWP data
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Regeneration	Quarterly %	Fall	28.7% (2007)	27.8% (As at Quarter 4)*	27.7%	27.3% (as at Q1)	29.8%	6 month time lag on DWP data

Page 112

Revised measures, baselines and targets to be reported to March meeting of the Executive Board following conclusion of negotiations with GOYH / DWP.

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality	
1	National Indicator	NI 15	Serious violent crime rate	Community Safety	Monthly Numerical	Fall	0.82 per 1000 (612 crimes)	0.76 per 1000 (579 crimes)	0.75 per 1000	0.19 per 1000	0.17 per 1000	0.18 per 1000	0.70 per 1000	↑	No Concerns with data
2	Leeds Strategic Plan - Government Agreed	NI 16	Serious acquisitive crime rate	Community Safety	Monthly Number per 1000	Fall	27.0 per 1000	27.8 per 1000	25.8 per 1000	6.9 per 1000	6.1 per 1000	6.9 per 1000	26.6 per 1000	↑	No Concerns with data
3	National Indicator	NI 18	Adult re-offending rates for those under probation supervision	Community Safety	Quarterly %	no	N.A.	See Comments	N.A.	See Comments below.		N/A	N/A	Some Concerns with data	
										The latest information available from the national indicator repository, the data interchange hub, relates to Quarter 1 and Quarter 2 for 2008/09, showing -3.0% and -3.3% respectively. This evidences a trend of improvement as the previous figures were (2007/08) Q3 = 2.3% and Q4 = 0.7%.					
4	Leeds Strategic Plan - Government Agreed	NI 20	Level of Assaults with injury crime per 1,000 population.	Community Safety	Monthly Number per 1000	Fall	8.0 per 1000	7.5 per 1000	7.5 per 1000	2.0 per 1000	1.7per 1000	1.7 per 1000	7.1 per 1000	↑	No Concerns with data
Page 113	National Indicator	NI 28	Serious Knife crime rate per 1,000 population	Community Safety	Quarterly per 1000	Fall	1.0 per 1000	1.0 per 1000	Not Set	0.2 per 1000	0.2 per 1000	0.2 per 1000	0.7 per 1000	N/A	No Concerns with data
6	National Indicator	NI 29	Gun crime rate per 1,000 population	Community Safety	Quarterly	Fall	0.2 per 1000	0.2 per 1000	Not Set	0.1 per 1000	0.03 per 1000	0.03 per 1000	0.13 per 1000	↑	No Concerns with data
7	Leeds Strategic Plan - Government Agreed	NI 30	Prolific and other Priority Offender re-offending rate	Community Safety	Quarterly %	Fall	0%	-45%	-17%	Unable to report current performance. Data is provided by Home Office in arrears. See comments below.		N/A	N/A	Checklist completed, no concerns highlighted, but need additional supporting comments.	
										The measurement of achievement for NI 30 is carried out by the Home Office based on crime and conviction data submitted by Police, Probation and the Criminal Justice Service. This data is not available locally and therefore we are subject to Home Office timescales with regard to receiving performance data. Data is provided by the Home Office in arrears. For Quarter 3 2009-10 we are only able to report on the end of year position for 2008-09, which shows a 45% reduction in convictions within our static cohort. This is against a target of 15% reduction, a significant positive result. Compared with other authorities in West Yorkshire, Leeds is performing well.					
8	National Indicator	NI 32	Repeat incidents of domestic violence	Community Safety	Quarterly %	Fall	N.A.	N.A.	22% (National target)	23.5%	25.3%	25.3%	24.0%	N/A	Some Concerns with data

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality	
9	National Indicator	NI 34	Domestic violence - murder	Community Safety	Quarterly Number	Fall	N.A.	N.A.	Not Set	0	0	0	0		Some Concerns with data
		In the year to date, there have been no murders deemed to meet the definition of Domestic violence murder.													
10	Leeds Strategic Plan - Government Agreed	NI 40	Number of drug users recorded as being in effective treatment	Community Safety	Quarterly Number	Rise	2,939	3,139	3,028	3,250	3,265	3,283	3,300		No Concerns with data
		Current performance shows that the numbers of problematic drug users in effective treatment is 11.7% above the 2007-08 baseline target, and 4.8% above the national trajectory. The 2009-10 increased target was set at 3% therefore services are delivering 8.7% above this year's target. Overall the percentage of Problematic Drug Users being retained in treatment is 88%. The continued focus on improving care plans between services providers has resulted in this improvement and as a result more users having a planned discharge. Reducing the numbers of users exiting the treatment unplanned remains a priority for improvement locally.													
11	National Indicator	NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Community Safety	Quarterly %	Rise	80.4%	80.4%	70.0%	83.0%	80.5%	85.7%	80.8%		Checklist completed, no concerns highlighted, but need additional supporting comments.
		Leeds continues to perform well and at 80.8%, is 10% above the National Target of 70% and is the third highest district behind Calderdale. This is a slight improvement on the Quarter 2 position and follows consistent performance which keeps Leeds above the National Average of 79.1%													
12	National Indicator	NI 144	Offenders under probation supervision in employment at the end of their order or licence	Community Safety	Quarterly %	Rise	42.1%	42.1%	40.0%	26.0%	35.2%	39.6%	36.6%		Checklist completed, no concerns highlighted, but need additional supporting comments.
		An improved third Qtr has meant that Leeds is up to 36.6% although that is still 3.4% below the National Target of 40%. Leeds has caught up with the other districts due to a drive on improving recording practice in the last 6 months; which has ensured that in the current difficult economic climate all instances of employment are recorded. Clarity on what to include in the employment matrix has been given and cascaded within the service, there has been increased attention on ensuring effective co-co-ordination across services and improving 'sign off' at the end of their licence. As result this has had a positive impact on overall performance against this NI.													
13	National Indicator	NI 33A	Number of deliberate primary fires per 10,000 population	West Yorkshire Fire Service	Quarterly Number	Fall	16.4 per 10,000 population	11.8 per 10,000 population	15.3 per 10,000 population	2.54 per 10,000 population	2.36 per 10,000 population	2.33 per 10,000 population	9.66 per 10,000 population		No Concerns with data
14	National Indicator	NI 33B	Number of deliberate secondary fires per 10,000 population	West Yorkshire Fire Service	Quarterly Number	Fall	53.2 per 10,000 population	40.6 per 10,000 population	51.4 per 10,000 population	12.58 per 10,000 population	12.04 per 10,000 population	11.76 per 10,000 population	48.5 per 10,000 population		No Concerns with data
		<p>The Arson Task Force Coordinator has met with Leeds City Council Planning Department to finalise arrangements to notify the Arson Task Force of properties where planning permission has been refused. Leeds Council will start to supply the information on a monthly basis from the end of December and will also supply a list of public houses which are now empty. This will enable the team to check the security of the property and also inform our Operations department, enabling them to risk assess and inform fire investigation team, making them aware of potential issues.</p> <p>During the quarter, as part of the work to reduce incidents of deliberate fires in the district, the Arson Task Force have undertaken 39 Arson Audits, either as a result of high activity in an area, as part multi-agency initiative 'Operation Champion' or during a street audit. Have undertaken talks in schools covering arson and hoax calls, and attended multi-agency safety events, providing education on vehicle crime, and have completed 76 hotstrikes which take place following a deliberate fire. Alongside this Youth Engagement have completed 29 one-to-one visits with young firesetters, and 2 vehicle crime and arson reparation days have been carried out at Gipton Fire Station.</p> <p>The initiative with Leeds Call Centre and Arson Task Force reporting rubbish and fly-tipping for removal has now re-started following the conclusion of the bin strike.</p> <p>Primary fires are those involving casualties or property (including non-derelict vehicles). Secondary fires are those not involving property or casualties and fires such as derelict building or derelict vehicles.</p>													

Environment and Neighbourhoods Quarter 3 Performance Indicator Report

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality	
15	National Indicator	NI 49A	Total number of primary fires per 100,000 population	West Yorkshire Fire Service	Quarterly Number	Fall	283.7 per 100,000 population	220.6 per 100,000 population	264.8 per 100,000 population	50.84 per 100,000 population	44.93 per 100,000 population	53.34 per 100,000 population	198.8 per 100,000 population	↑	No Concerns with data
16	National Indicator	NI 49B	Total number of fatalities due to primary fires per 100,000 population	West Yorkshire Fire Service	Quarterly Number	Fall	N.A.	0.79 per 100,000 population	Not Set	0.13 per 100,000 population	0.13 per 100,000 population	0.0 per 100,000 population	0.1 per 100,000 population	↑	No Concerns with data
17	National Indicator	NI 49C	Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population	West Yorkshire Fire Service	Quarterly Number	Fall	14.2 per 100,000 population	9.7 per 100,000 population	13.1 per 100,000 population	2.36 per 100,000 population	2.36 per 100,000 population	3.28 per 100,000 population	10.64 per 100,000 population	↓	No Concerns with data
<p>It should be noted that West Yorkshire Fire and Rescue Service are no longer recording fatalities until they are confirmed at a coroner's inquest. (NI 49b)</p> <p>West Yorkshire Fire and Rescue Service are continuing to work in partnership and develop partnership working with agencies that have contact with the vulnerable members of our society and are identified at greater risk from fire. For example a partnership is under development with Leeds Care and Repair, ensuring we are pro-active in identifying individuals that may need further assistance to live safely and independently within their own properties and reduce the incidents of accidental dwelling fire deaths and injuries.</p> <p>5362 Home Fire Safety Checks have been completed in the Leeds District during quarter 3, providing education on fire safety awareness, hazards within the home and planning an emergency escape route in the event of a fire.</p> <p>Safety Central has been working with a group of people with learning disabilities and on the 4th December launched a DVD on fire safety for people with learning disabilities. The DVD provides a valuable message to all groups on fire safety in the home. Safety Central is also supporting a local group 'Participate' by providing a venue for their 10 week sessions in music, art and dance. WYFRS are working with participate to deliver fire safety awareness to their clients and during the bonfire period the group were asked to design and paint a picture relating this which will be displayed in the centre.</p>															
18	Leeds Strategic Plan - Government Agreed	NI 152	Working age people on out of work benefits	Regeneration	Quarterly %	Fall	11.2%	10.9%	10.6%	10.9%	Not available	Not available	11.1%	↓	6 month time lag for DWP data
		<p>It is important to note the government guidance is that NI 152 is based on 4 quarter rolling averages. The Quarterly results are obtained from the government's Data Interchange Hub which is not due to be updated until 25.03.10 - then results for Quarters 2 and 3 will be available. The year end prediction is therefore based on Q1 information. Negotiations are ongoing with Government Office to agree changes to the baseline and target for this indicator as part of the LAA refresh. It is likely that new targets will require Leeds to ensure a lead over the England average for WACG of at least 0.3 percentage points by May 2011. This indicator comprises three strands, one of which is Job Seeker Allowance (JSA) claimants. Latest figures for JSAs (Dec 09) shows 24,053 claimants which compares with 17,631 at the same point in 2008, a rise of 26.7%. January figures for JSA claimants showed a continued reduction over a 3 month period. However, certain parts of the inner city have much higher rates - see TP 3a Tracker for details.</p>													
19	Leeds Strategic Plan - Partnership Agreed	NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Regeneration	Quarterly %	Fall	28.7%	27.3%	27.7%	27.3%	Not available	Not available	29.8%	↓	6 month time lag for DWP data
		<p>It is important to note the government guidance is that NI 153 is based on 4 quarter rolling averages. The Quarterly results are obtained from the government's Data Interchange Hub which is not due to be updated until 25.03.10 - then results for Quarters 2 and 3 will be available. The year end prediction is therefore based on Q1 information. Negotiations are ongoing with Government Office to agree changes to the baseline and target for this indicator as part of the LAA refresh.</p>													
20	Leeds Strategic Plan - Government Agreed	NI 141	Percentage of vulnerable people achieving independent living	Strategic Housing and Commissioning	Quarterly %	Rise	59.77%	76.39%	71.00%	89.74%	88.87%	84.20%	84.90%	↑	No Concerns with data
		<p>Quarter 3 figure represents a very positive performance, significantly in excess of the government agreed target. Contracts Officers have worked alongside poorly performing services to drive up performance.</p>													
21	National Indicator	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Strategic Housing and Commissioning	Quarterly %	Rise	99.00%	98.78%	99.00%	97.70%	97.74%	98.20%	98.00%	↓	No Concerns with data
		<p>98.2% of service users in NI 142 services supported to maintain independent living. Positive performance improvement from Quarter 2. Contracts Officers continue to work with service providers to improve performance.</p>													

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
22 National Indicator	NI 156	Number of households living in temporary accommodation	Strategic Housing and Commissioning	Quarterly Number	Fall	548	281	260	227	179	98	100	↑	No Concerns with data
	<p>On 31 December 2009 there were 98 homeless households in temporary accommodation throughout Leeds. This is a reduction of 81 or 45% from the end of the 2nd quarter when 179 homeless households were accommodated.</p> <p>In December 2004 the Government set a target for all local authorities to halve temporary accommodation by March 2010. The target for Leeds was to reduce from 521 to no more than 261. The Quarter 3 figure is 62% ahead of the year end target and current projections based on this quarters performance indicates that there will be less than 100 households in temporary accommodation at year end.</p> <p>The reduction in temporary accommodation has been achieved through a focused effort to reduce the use of private sector accommodation leased through Leeds Housing Options. Homelessness preventions have been a key contribution to this achievement. The reduction in private sector accommodation will generate a substantial efficiency saving in 2009/10. The daily spend on temporary accommodation has decreased from £6,600 in January 2009 to £526 in 2010. This represents a 1,254% efficiency gain equivalent to £2.2m per year.</p>													
23 Leeds Strategic Plan - Partnership Agreed	LKI-HAS4	The number of homeless acceptances made in the year (cumulative)	Strategic Housing and Commissioning	Monthly Number	Fall	1,142	1,099	1,060	153	276 (Q2 = 123)	378 (Q3 = 102)	480	↑	Checklist completed, no concerns highlighted, but need additional supporting comments.
	<p>We have seen the continued positive trend in the decrease of homeless acceptances in Quarter 3 with 102 acceptances in the quarter. This is a reduction of 21 between Quarter 2 and Quarter 3 which is an improvement of 17%. This performance has been achieved in correlation with a significant increase in homelessness preventions (e.g. LKI-HAS 11 below) in Quarter 3. The year end projection has been amended to 480 based on a repeat of the level of performance recorded in Quarter 3. This figure will positively exceed the year end target of 1,060 acceptances by 55%. See other related indicators LKI-HAS5 and LAA-SSC25</p>													
24 Local Indicator	LKI-HAS5	The number of homeless acceptances resulting from parental eviction (cumulative)	Strategic Housing and Commissioning	Monthly Number	Fall	209	139	100	17	20	9	61	↑	Checklist completed, no concerns highlighted, but checklist to be revised.
	<p>There have been 46 homelessness acceptances in the first 3 quarters of 2009/10 due to parental eviction. Only 9 of these have been in Quarter 3. Performance is excellent in this area, contributing to the overall homeless acceptances level. Between Quarter 2 and Quarter 3 successful youth mediations increased by 11 from 27 to 38. In the same period homeless acceptances due to parental eviction decreased by the same figure from 20 to 9. This highlights the importance and effectiveness of homelessness prevention and the outcomes this can achieve for Leeds Housing Options customers.</p>													
25 Local Indicator	LKI-HAS11	Number of sanctuary installations completed	Homeless and Advisory Service	Monthly Number	Rise	305	385	350	114	97	93	405	↑	No Concerns with data
	<p>There were 93 Sanctuary installations in Quarter 3, a slight decrease from 97 in Quarter 2. A straight line projection indicates there will be 405 installations in the year. This exceeds the year end target by 15. Sanctuary installations continue to be an integral element of homelessness prevention and the continued performance in this area has contributed to the decrease in homeless acceptances due to violence and harassment and the total number of homelessness preventions.</p>													
26 Local Indicator	LAA-SSC25	Homelessness acceptances due to violence and harassment.	Homeless and Advisory Service	Quarterly Number	Fall	307	243	300	38	22	20	100	↑	No Concerns with data
	<p>20 homeless acceptances due to violence and harassment in Quarter 3 demonstrates the outstanding progress in this area and the success achieved through homelessness preventions, particularly Sanctuary installations. The target has been retained at the LPSA2 figure of no more than 300 acceptances in the year. It is expected that Quarter 3s performance will be repeated in Quarter 4 with a year end figure of 100 which exceeds this target by 66%.</p>													
27 National Indicator	NI 155	Number of affordable homes delivered (gross)	Strategic Landlord	Quarterly	Rise	232	410	500	33	113	113	399	↑	No Concerns with data
	<p>The target for 2009/10 is to deliver 500 new affordable housing units. At this point in time it is predicted that 399 will be delivered, although this is dependant on the number of Government initiatives delivered in quarter four. This fall in the predicted number of units to be delivered in 2009/10 is due to a number of reasons; the reduction of the actual units delivered via S106s due to the economic climate, and that a number of grant funded schemes which were due to be delivered at the end of quarter 4 will now to be delivered in quarter 1 of 2010/11. Despite the challenges of working in the current economic climate, we are still optimistic that we can achieve the overall target of supplying 1800 affordable homes by the end of March 2011.</p>													

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality	
28	Leeds Strategic Plan - Partnership Agreed	NI 158	% non-decent council homes	Strategic Landlord	Monthly %	Fall	18.5%	18.5%	10.0%	17.3%	15.6%	14.16% (Nov)	10.0%	↑	Some Concerns with data
		Due to the fact that default dates were used during the population of asset management system (Keystone), we were unable to report an accurate position for NI 158 at Quarter 3. The situation will be resolved in order to report at year end.													
29	Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50%	96.42%	96.57%	96.60%	96.75%	↑	Checklist completed, no concerns highlighted, but need additional supporting comments.
		Quarter 3 includes 1 rent free week which impacts positively on performance (counts as 100% collected). However, the Direct Debits due on the first of the month were not credited to the accounts due to the holiday period, had they been credited it is estimated that collection would have been over 97%. The year end estimate remains unchanged from the last quarter.													
30	National Indicator	NI 184	Food Establishments in the area which are broadly compliant with food hygiene law	Environmental Services	Quarterly %	Rise	76%	76%	78%	78%	78%	79%	79%	↑	Checklist completed, no concerns highlighted, but need additional supporting comments.
		The Food Standards Agency requires that on inspection, all premises are risk rated on a scale of A to E with 'A' being highest risk and 'E' being least risk. As part of the scoring process for NI 184 premises are assessed against 6 criteria including structural condition, process safety and confidence in management. The scores are also the basis of the authority's 'Scores on the Doors' scheme which provides a 'star rating' for each premise. As NI 184 is a notional standard, it does not mean that all broadly compliant premises provide no risk whatsoever or that those premises which are not broadly compliant should be prosecuted and/or closed. Higher risk premises are inspected more frequently. In the first three quarters of the year, indicative results show that 79.06% of premises are broadly compliant. This is an improvement in performance on the previous year and if performance remains at this level, the year end target will be realised.													
31	National Indicator	NI 191	Kilograms of residual household waste collected per household	Environmental Services	Monthly KG	Fall	736.15 KG	675.49 KG	663.21 KG	165.46 KG	310.00 KG	416.81 KG (Apr - Nov)	631 KG	↑	No Concerns with data
		Waste arisings were down in the first five months of the year in comparison to the previous year. This trend was further emphasised during the period of industrial action where tonnages of waste collected dipped even further. Currently we have collected 47kgs less per household in 2009/10 (to date) than in the previous year.													
32	Leeds Strategic Plan - Government Agreed	NI 192	Percentage of household waste sent for reuse, recycling and composting	Environmental Services	Monthly %	Rise	30.41%	30.41%	33.94%	35.55%	35.47%	33.06% (Apr - Nov)	31.26%	↑	No Concerns with data
		Performance in the first five months of the year was very strong with performance up significantly on the previous year. This was aided by the extension of the garden waste kerbside service to a further 60,000 households. However, performance has dipped as a result of the industrial action in Streetscene Services. Despite this, the service is still on course to improve on its performance achieved in the previous year but is unlikely to achieve the target set for the year.													

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
33 National Indicator	NI 193	Percentage of municipal waste land filled	Environmental Services	Monthly %	Fall	67.17%	67.17%	62.75%	61.16%	61.80%	64.27% (Apr - Nov)	66.45%	↑	No Concerns with data
	Performance in the first five months of the year was very strong with performance up significantly on the previous year. This was aided by the extension of the garden waste kerbside service to a further 60,000 households which meant more waste was diverted from landfill. However, performance has dipped as a result of the industrial action in Streetscene Services. Despite this, the service is still on course to improve on its performance achieved in the previous year but is unlikely to achieve the target set for the year.													
34 National Indicator	NI 196	Improved street and environmental cleanliness through reducing levels of fly tipping whilst increasing levels of enforcement activity	Environmental Action Team	Monthly Number	Fall	3	3	3	4	2	2	3 (poss 2)	↔	No Concerns with data
	This indicator measures a local authority's performance based on its year on year change in the total number of incidents of fly-tipping, compared with its year on year change in enforcement activity taken against fly tipping. The authority's performance is then rated on a 4 point scale with 1 being 'very effective' and 4 being 'poor'. The number of fly tips reported in September through to November fell significantly (the number of calls to the call centre fell as well as crew spots). Therefore, in 2009/10 to date, the number of fly tips recovered is lower than the previous year (5,506 compared to 6,621). In 2009/10 the number of enforcement actions undertaken is decreasing and this has dropped significantly on the previous year. The number of Fixed Penalty Notices issued, warning letters, duty of care inspections and prosecutions have fallen quite markedly. This could be related to the industrial action and may not therefore reflect a reliable position. A piece of work has been completed which provided details around the location of fly tips in the year to date and this will be used by enforcement staff to ensure work is targeted in the right areas.													
35 Local Indicator	LKI-RC1	Number of household collections missed per 100,000 collections	Refuse Collection & Waste Management	Quarterly Number	Fall	95.3 per 100,000 collections	95.3 per 100,000 collections	49 per 100,000 collections	33.81 per 100,000 collections	37.2 per 100,000 collections	Not recorded	49.0	↑	No Concerns with data
	Performance has improved significantly on the previous year with a marked change being noticed since February 2009. The number of misses reported through the call centre has reduced by approximately 50 calls per month in comparison to the same period in the previous year. Although performance was good in the first five months of the year, the industrial action meant that this measure was suspended. The service is currently collating data and information will be included in the next report. The Year End Prediction reflects the position as at Q2 but will be amended when the full effect of the industrial action has been accounted for.													
36 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	93.39%	93.39%	95.00%	93.39%	93.39%	93.39%	93.39%	↔	Some Concerns with data
	Reports highlight that over 310,000 properties have access to green recycling. The Recycling Improvement Plan report was taken to Executive Board in November and will be progressed in the coming months (in liaison with local ward members). Work on extending provision is likely to commence in March/April 2010. In order to address concerns on data quality, cleansing work is ongoing to ensure records for each property are up to date.													

Leeds

Area Assessment

Dated 9 December 2009



oneplace

for an independent overview
of local public services

Contents

Leeds at a glance

How is Leeds doing?

About Leeds

How well do priorities for Leeds express community needs and aspirations?

Priorities for Leeds

- **CULTURE:** Enable more people to be involved in sport and culture, and facilitate delivery of major cultural schemes
- **ENTERPRISE AND THE ECONOMY:** Increase innovation, promotion of the City and facilitate major city centre developments.
- **ENVIRONMENT:** Increase recycling, reduce emissions, improve cleanliness and access, improve sustainability of the built and natural environment and improve our resilience to current and future climate change.
- **HARMONIOUS COMMUNITIES:** increased local engagement and empowerment to establish increased sense of belonging and enable vibrant communities.
- **HEALTH AND WELL BEING:** reduce mortality in the most deprived areas and improve


assessment, access to services and support to vulnerable people.

- **LEARNING:** improve workforce skills, learning outcomes and engagement of vulnerable groups.
- **THRIVING PLACES:** Increase numbers of decent and affordable homes, reduce homelessness and fuel poverty. Create a safer environment, reduce worklessness and develop services to improve to support children, families and communities.
- **TRANSPORT:** Improve public transport services in Leeds, condition of the transport infrastructure and road safety.



Leeds at a glance

This independent assessment by six inspectorates sets out how well local public services are tackling the major issues in Leeds. It says how well they are delivering better results for local people and how likely these are to improve in future. If, and only if, our assessment shows that the following special circumstances are met in relation to a major issue, we use flags to highlight our judgements. We use a green flag to highlight where others can learn from outstanding achievements or improvements or an innovation that has very promising prospects of success. We use a red flag to highlight where we have significant concerns about results and future prospects that are not being tackled adequately. This means that local partners need to do something more or different to improve these prospects.

Green flags - exceptional performance or innovation that others can learn from

-  Green flag: People in deprived communities benefiting from Leeds' economic growth - Leeds Ahead

Red flags - significant concerns, action needed

-  Red flag: Keeping vulnerable children and young people safe
-  Red flag: Burglary in parts of Leeds

The local area

Over 750,000 people live in Leeds. The economy has grown quickly over the past ten years. The city has changed from being mainly industrial into an important business, finance and legal centre.

The population has been increasing quickly. It is very diverse, with over 130 nationalities including a black and minority ethnic population of just under 11 per cent. It is an area of great contrasts. It includes rural areas like Harewood and Wetherby, where most people are relatively well-off. It also includes densely populated, inner city areas where people are poorer and housing quality is a big problem. Although improving, the health of people in Leeds is generally worse than the national average, with big differences across the city.

The next section tells you how Leeds's public services are doing in each of their local priority areas.

How is Leeds doing?

CULTURE: Enable more people to be involved in sport and culture, and facilitate delivery of major cultural schemes

More people than ever before are using cultural and leisure facilities in Leeds. The Grand Theatre, Art Gallery and Central Library have been refurbished. New, popular attractions such as the City Museum have been opened. Visits to museums and galleries nearly doubled to just under one million, although visits to libraries fell slightly. The number of adults being active and participating in sports rose by nearly eight per cent in the year to October 2008 - one of the largest increases in the country. Prospects for improvement are good. Plans are well advanced to build the Leeds Arena - a 12,500 seat multi-purpose venue which is a high priority for residents and local businesses. There are also plans to improve and relocate leisure centres. But the benefits of this investment are not being felt consistently by all Leeds people. Satisfaction with libraries, theatres and concert halls, and open spaces, has fallen. Whilst many residents regularly use services, a quarter of Place Survey respondents has never used them. Partners need to do more to ensure that cultural facilities are used by all the people of Leeds.

ENTERPRISE AND THE ECONOMY: Increase innovation, promotion of the City and facilitate major city centre developments.

Leeds has responded well to the recession. As with other major cities, the recession has affected Leeds, particularly developments in the city centre. In response, local public services have reviewed their priorities and are focussing on the development of the Arena, new retail developments at Trinity Quarter and improving Leeds Bradford airport. This clear approach gives confidence to investors, developers and residents that the city is in good shape to overcome the recession.

Partners have a clear ambition to help drive the region's economic growth. They are on track and are successfully developing the city's economy and reputation. Until the recession hit, employment was increasing, as was the number of people using the city's shops, cultural and leisure facilities. Partners have a detailed understanding of the city and wider city-regional economy. They have identified the new facilities needed to achieve Leeds' ambitions, including the Arena and improved transport into the city. This places the city well to continue to grow.

People in more deprived communities have benefited from Leeds' economic growth through 'Leeds Ahead'. Leeds Ahead is a social enterprise that works

with the Leeds Initiative to involve Leeds businesses in innovative joint work between public, community and business sectors. It has encouraged enterprise, improved skills and attainment and raised the aspirations of people in disadvantaged communities.

ENVIRONMENT: Increase recycling, reduce emissions, improve cleanliness and access, improve sustainability of the built and natural environment and improve our resilience to current and future climate change.

Note: At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

People in Leeds continue to produce less waste than most parts of the country. In the past Leeds has not been good at recycling, but over 30 per cent of waste is now being recycled, re-used or composted. This is less than most other areas, but is likely to get better as more garden waste is being recycled and the Council has invested in more kerbside collections. Streets are now cleaner and public access to footpaths and other rights of way has improved.

Work to reduce carbon emissions from public sector buildings is still at an early stage. Partners have started to prepare for the possible effects of Climate Change and have recently agreed a Climate Change Strategy for the city. They plan to invest in projects to cope with possible floods. A big challenge for Leeds is to balance its ambitions for economic growth, for example the expansion of Leeds-Bradford airport, with its ambitions to reduce carbon emissions. Partners need to speed up their efforts to combat climate change. They also need to get better at measuring the results of their work to improve the environment.

HARMONIOUS COMMUNITIES: increased local engagement and empowerment to establish increased sense of belonging and enable vibrant communities.

Fewer people in Leeds than in 2006/07 feel that people from different backgrounds get on well. There are big differences within Leeds, with people in the east, south and west much less positive than those in the north. The Council and its partners have done a lot of work to try and improve how well people get on, but it is not always clear whether this is making a difference.

Resident satisfaction varies widely depending on where you live in Leeds. People in the north east of the city are much more likely to be satisfied with their area than people in the south or west. There are likely to be even bigger differences, which are hidden within these fairly large districts of the city. Local public services are carrying out a much more detailed residents' survey to try and understand better these differences. They are also developing a 'Neighbourhood Index' to give them a better understanding of individual neighbourhoods.

HEALTH AND WELL BEING: reduce mortality in the most deprived areas and improve assessment, access to services and support to vulnerable people.

Some vulnerable children and young people are not being kept safe from harm in Leeds. A recent inspection found that discussions between the Council, police and other agencies do not take place quickly enough and children are not always seen by professionals, even when there are concerns about their safety. Key procedures are out of date and the speed and quality of assessments varies too much.

Older people in Leeds are happier than in most similar areas. More than 80 per cent of people over 65 said that they were satisfied with their home and neighbourhood. Most people have a choice about the care that they receive and more people than average are supported to live independently. Arrangements to make sure that vulnerable adults are kept safe have been improved, but further work is needed to make sure that they are having an impact.

People in Leeds are living longer than ever before. Early deaths from cancer are decreasing. Fewer adults in Leeds are obese than the national average and more are physically active. But there are big differences in health across the city. For example, an average man in City and Hunslet will die just over 10 years earlier than an average man in Harewood. NHS Leeds, the Council and other organisations are working to try and improve this. They are targeting work more effectively on vulnerable communities, but there is still more to do.

LEARNING: improve workforce skills, learning outcomes and engagement of vulnerable groups.

Most children in Leeds achieve well at school, but progress is inconsistent. At Key Stage 2 results fell in both english and maths and the number of schools not hitting government targets is not getting better. The number of pupils getting good GCSEs is around the national average. Whilst some schools recorded big improvements in GCSE results some slipped back.

Progress for some groups is particularly slow. For example Asian pupils perform well below the national average. Behaviour in some secondary schools is not as good as it should be and despite improvements, the rate of persistent absence in some schools is still too high. 9.5 per cent of young people are not in education, employment or training (NEET). Prospects for improvement are promising, as support is being targeted on the individuals and groups who most need it.

THRIVING PLACES: Increase numbers of decent and affordable homes, reduce homelessness and fuel poverty. Create a safer environment, reduce worklessness and develop services to improve to support children, families and communities.

Most types of crime have fallen in Leeds, including some that people are most concerned about, such as violent crime. Most people feel safe in their local area after dark and fewer people see drug dealing as a big problem. But burglary is very high in parts of Leeds like Harehills, Beeston, Armley and Headingley. In some cases, it is up to three times the national average. The police and Council are working together with probation and the courts to try and reduce burglary in Leeds. There has been some recent improvement, but this trend must continue over a longer period to demonstrate that there are strong prospects for continued improvement.

Housing is a problem in the poorer parts of Leeds. Many people living in rented housing in the private sector are living in over-crowded accommodation. Partners have worked hard to try and increase the number of affordable houses. The quality of public sector housing is improving. Fewer people are homeless than before in Leeds, and numbers continue to fall. But the latest official figures show that over 24,000 people are on the waiting list for housing.

Many people in Leeds do not have basic skills, and getting people into work in the poorer areas of the city is a problem. Unemployment is over 10 per cent in some parts of Leeds, compared to a city wide average of less than three per cent. Up to 30 per cent of people are either unemployed or unable to work in some inner city areas. Partners are taking a lot of action to try and help people into work, but recognise that they still need to do more to improve things.

TRANSPORT: Improve public transport services in Leeds, condition of the

transport infrastructure and road safety.

In 2004, Leeds people said that public transport was the most important thing for the future of Leeds. Since then, progress has been relatively slow. Some improvements have been made. Bus shelters and train stations are better and new bus lanes mean that buses run faster and services are more convenient for passengers. But bus usage is not meeting targets, and passengers are no happier than before about bus services.

Roads and pavements in Leeds have got better. In 2007, local people said that repairing roads and pavements was their top priority for improvement. Since then, the Council has increased spending. Fewer people now see repairs as a big problem.

Reducing congestion was also a big priority for Leeds people in 2007. Access to the city has been improved through new roads. More people are leaving their cars at home when they travel into Leeds in the morning peak, and more people cycle to work. Prospects for improvement are mixed. Congestion remains a problem on many roads. Plans for the future include 'New Generation Transport'. This includes a trolley-bus system which could significantly improve public transport.

About Leeds

A recent survey shows that in Leeds 79 per cent of people are satisfied with their immediate local area as a place to live. This is broadly the same as the average for similar areas and broadly the same as the national average of 81 per cent.

Over 750,000 people live in Leeds - making it the largest city in Yorkshire and Humberside. The economy has grown quickly over the past ten years. The city has changed from being a mainly industrial city into an important business, finance and legal centre. It is at the centre of the 'Leeds City Region'.

The population has been increasing quickly. It is forecast to continue to grow, particularly the number of people aged over 65. Leeds is very diverse, with over 130 nationalities, including a black and minority ethnic population of just under 11 per cent. It is an area of great contrasts. It includes rural areas like Harewood and Wetherby, where most people are relatively well-off. It also includes densely populated, inner city areas where people are poorer and housing quality is a big problem. Although improving, the health of people in Leeds is generally worse than the national average, with big differences across the city.

Leeds was the 85th most deprived area in England in 2007- an improvement on 2004 when it was 63rd. But parts of Leeds are still very deprived. Over 150,000 people live in areas which are amongst the 10 per cent most deprived in the country. 'Narrowing the gap' between the prosperous parts of Leeds and the less well-off inner city areas is one of the big challenges for the city.

The Council, NHS, other public services like the police, fire and probation,

voluntary organisations and businesses, work together as 'The Leeds Initiative' to improve the quality of life for people in Leeds. Partners share a vision 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'. They have ambitions of 'Going up a league' economically and in quality of life and 'Narrowing the gap' between the richer and poorer parts of Leeds.

How well do priorities for Leeds express community needs and aspirations?

The Leeds Initiative has a good understanding of the big issues affecting people in Leeds. A wide range of people and groups were involved in establishing the Vision for Leeds and in agreeing priorities for the city. Many of the things that people have identified as important in the past have seen big improvements. Most types of crime have fallen and roads and pavements have got better. People in Leeds feel safer than they did two years ago.

One Leeds' big ambitions is to go up a league economically and in quality of life. It's prospects for doing so are promising. The other big ambition is narrowing the gap between the richer and poorer parts of the city. Over the last three years, there has been some progress in narrowing this gap. But the Place Survey showed big differences in satisfaction between the most and least deprived parts of Leeds. Development of a Leeds 'Neighbourhood Index' will help local public services understand what is needed to narrow gaps more effectively.

Public sector organisations in Leeds carry out a lot of consultation with people. They also collect a lot of detailed statistical information about Leeds. At the moment, they tend to do this as individual organisations rather than together. This means that information is not always used as effectively as it might be. It also means that people might be asked about the same issues by different organisations. Local public services have recognised the need to work together more closely to improve how they consult people in Leeds.

Partnership working is well established. Partners are looking to improve it further by being clearer about roles and responsibilities. The pace of improvement would also be improved by more effective performance management - challenging quickly where things are not going well and putting them right. The partnership recognises the need to improve its approach to ensuring value for money. It has set up the Public Sector Resources Partnership Group to try and make sure that it spends money in the best way possible. The Group provides public service partners with the opportunity to ensure that their work is subject to detailed evaluation to ensure that it provides good value for money.

Leeds is at the centre of the Leeds City Region. This involves 11 local authorities from across North, South and West Yorkshire working together on big issues like regeneration, skills and housing. The City Region has been given special status by the government to make changes to the way that councils and their partners minimise the impact of the downturn and speed up recovery. The challenge for the City Region will be to make sure that these

changes have an impact on people's lives.


CULTURE: Enable more people to be involved in sport and culture, and facilitate delivery of major cultural schemes

More people than ever before are using cultural and leisure facilities in Leeds. Free events like 'Opera in the Park' and 'Party in the Park' attracted record audiences in 2009. The Council has spent money on refurbishing the Grand Theatre, Art Gallery and Central Library. It has also opened new attractions such as the City Museum and Kirkstall Abbey visitor centre. The museum attracted nearly 200,000 visitors in the first six months. This investment led to visits to museums and galleries nearly doubling to just under one million, although visits to libraries fell slightly. Eight per cent more adults were active and participated in sports - one of the largest increases in the country. There is a comprehensive programme of Sport and Active Recreation for disabled service users.

Although there is concern about the impact of the recession on future plans, the Council and partners are working to improve facilities further and prospects for improvement are good. There are plans to improve the City Varieties theatre and the Northern Ballet. Plans are well advanced to build and open the Leeds Arena - a 12,500 seat multi-purpose venue in the heart of the city - which is a high priority for residents and local businesses. There are also plans to improve and relocate leisure centres, to provide a wider range of facilities and make them easier to get to.

But the benefits of this investment are not being felt consistently by Leeds people. Satisfaction with libraries, theatres and concert halls and open spaces has fallen. Whilst many residents regularly use services, a quarter of Place Survey respondents have never used leisure facilities. Partners need to do more to ensure that cultural facilities are accessible by all the people of Leeds.

ENTERPRISE AND THE ECONOMY: Increase innovation, promotion of the City and facilitate major city centre developments.

 **Green flag: People in deprived communities benefiting from Leeds' economic growth - Leeds Ahead**

People in more deprived communities have benefited from Leeds' economic growth through 'Leeds Ahead'. It has encouraged enterprise, improved skills and attainment and raised the aspirations of people in disadvantaged communities. Businesses have become valued members of local communities.

Leeds Ahead has engaged with nearly 200 local businesses. These businesses have invested more than £500,000 and donated 13,000 hours of voluntary support, through 460 separate projects. The work has benefited 147 different community partners and helped more than 12,000 of the 75,000 most deprived people in the city.

Leeds Ahead is a social enterprise that works with the Leeds Initiative to involve Leeds' businesses in innovative joint work between public, community and business sectors. Before 2007, businesses helped support local communities in an unco-ordinated way. The Leeds Ahead approach has ensured that support is better directed to what is important for local people. Relationships with local communities are long-term, rather than one-off. Businesses have better ownership and understanding of local needs. Employees stay in their jobs for longer, businesses are financially stronger and have better links with local partners. As a result, businesses enjoy better goodwill and reputation benefiting local people and the places in which they live.

Pupils in inner city schools have been helped with maths and english through mentoring by employees of a major law firm. Exam results in targeted schools have increased and in one school the number of children getting five GCSEs at A-C grade, including maths and english, has increased from 20 to 53 per cent. Mentoring schemes have helped increase the participation of young people in positive activities, improved school attendance rates and attitudes to learning. Higher aspirations for achievement, work, careers and enterprise offer to break cycles of deprivation and reliance on state benefits.

Businesses have provided specialist advice, support and other forms of help to local communities. In a local prison, their input has helped to engage prisoners in the world of work, to get them a job and so contribute to local society. Initiatives have supported economic regeneration by providing opportunities for work experience, and training to improve general work, entrepreneurial and business management skills. Community development projects have been helped to increase local project design and delivery skills. Council employees have also gained from Leeds Ahead. They are now better engaged with, and understand, the needs of people in deprived areas.

This has improved the prospects, community cohesion and confidence of many people in the most disadvantaged communities in Leeds. Marginalised groups have been re-integrated. Families in poverty have gained the opportunity to become more independent and financially secure. People now have greater pride, sense of belonging and achievement in their local communities.

ENTERPRISE AND THE ECONOMY: Increase innovation, promotion of the City and facilitate major city centre developments.

As with all major cities, the recession has affected Leeds, particularly developments in the city centre. As a result, it has reviewed its priorities and is focusing on the development of the Arena, City Park, city centre improvements, new retail developments at Trinity Quarter and the expansion of Leeds Bradford airport. This clear approach gives confidence to investors, developers and residents that the city is in good shape to overcome the

recession.

Leeds has responded well to the recession. Local public services understand how it has affected individuals, business and areas. They have provided targeted help to those most affected, including advice and support to the recently unemployed. Public and private sector business support services have been located together in White Rose House. New businesses have been supported in deprived communities through the Local Enterprise Growth Initiative (LEGI).

Partners have a clear ambition for the Leeds economy to help drive the wider economies of the region. They are on track to deliver this goal and are successfully developing the city's economy and reputation. Until the recession hit, employment was increasing, as was the number of people using the city's shops, cultural and leisure facilities. Partners have a detailed understanding of the city and wider city-regional economy and have identified the facilities the city must have if its economic ambitions are to be realised, including the Arena and improved transport into the city. The business, voluntary and community sectors have been closely involved in setting priorities and in decision making.

Prospects for the future are promising. Partners have ambitions of 'Going up a league' economically and in quality of life. Good progress has been made on raising the profile of Leeds as an international city and a new economic strategy is being developed to support this. Leeds' role at the centre of the Leeds City region places it well to take advantage of new opportunities and to continue to grow its economy.

ENVIRONMENT: Increase recycling, reduce emissions, improve cleanliness and access, improve sustainability of the built and natural environment and improve our resilience to current and future climate change.

Note: At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

Leeds has improved its waste recycling and over 30 per cent of it is now being recycled, re-used or composted. This is less than most other areas, but is likely to get better as more garden waste is recycled and there are more kerbside collections. The Council has spent significant amounts of money to reduce the amount of waste produced by people in Leeds and the amount that is sent for recycling. People in Leeds now produce less waste than most parts of the country. The Council's Integrated Waste Strategy is a comprehensive approach which aims to maintain progress and meet the long-term demands of the Government and the European Union.

Streets are cleaner than they were and public access to footpaths and rights of way has improved. Other work to improve the environment has included the crime and grime initiative and the Graffiti Charter. The Council is reviewing its environmental performance and plans to invest in areas like improved street cleaning.

Work has been started to reduce carbon dioxide (CO₂) emissions from public sector buildings and day to day activities, and to encourage businesses to do likewise. For instance, Housing Associations have put energy-efficiency upgrades into 3,350 properties, the Council has set up a £1 million fund to improve its buildings between 2008 and 2010, and its Fuelsavers Team is helping people to get grants for home improvements. Although work is taking place to deliver biomass, solar and wind projects there is only a piecemeal approach to reduce carbon emissions. A lot of work is focused on understanding current levels of CO₂ emissions and how to measure levels accurately in the future. This will provide a clearer picture of what can be done to reduce CO₂ emissions between 2010 and 2012 and in the longer-term.

Partners are in the early stages of preparing for the possible impacts of Climate Change. They have recently agreed a Climate Change Strategy for the city. They have set aside funds for projects to cope with possible floods and set up a Programme Board to strengthen focus and leadership. But partners are not yet able to demonstrate clear results from much of the work to improve the environment. The newly-produced Climate Change Strategy has not yet been translated into a detailed, prioritised action and delivery plan. The contribution of other partners, including business, is not yet clear. One of the big challenges for Leeds is how it balances its ambitions for economic growth, for example the expansion of Leeds-Bradford airport, with its ambitions to reduce carbon emissions. We will follow up progress on environmental issues later in the year.

HARMONIOUS COMMUNITIES: increased local engagement and empowerment to establish increased sense of belonging and enable vibrant communities.

Fewer people in Leeds feel that people from different backgrounds get on well than in 2006/07. There are big differences within Leeds, with people in East, South and West much less positive than those in the North of the City. Local public services have a programme of work to improve relations between different groups. This includes the Safer Schools Partnership, which places safer schools officers in high schools to work with young people on issues like racial tolerance.

Community Cohesion pilots are being carried out in three areas where there are particular tensions between different communities - Armley, Chapeltown/Harehills and Middleton. Work in these areas focuses on trying to help people to get on better together, rather than addressing some of the underlying inequalities that create tensions between communities. It is not

clear how 'narrowing the gap' work to reduce inequalities is integrated with partners' ambitions to build more harmonious communities. A Leeds 'Neighbourhood Index' is being developed to help local public services understand the specific issues facing different communities, how best to tackle them and how to measure if they have made a difference.

The most recent Place Survey showed that satisfaction levels in Leeds compare well with similar cities. Older people in particular are more satisfied than elsewhere, with over 80 per cent saying that they are satisfied or very satisfied. But there are big differences depending on where you live in Leeds. People in the North East of the city, are much more likely to be satisfied with their area than people in the South or West. It is likely that this hides even bigger differences within these fairly large parts of the city. The recent place survey shows a mixed picture on how well people in Leeds are involved in their local communities. Fewer people in Leeds than other big cities participate in civic activities, and there has been a big fall in the number of people who know how they can get involved in local decision making. On the other hand, the number of people who felt that they could influence decisions has increased. Local public services are carrying out a much more detailed residents' survey to try and understand better the differences within the city.

HEALTH AND WELL BEING: reduce mortality in the most deprived areas and improve assessment, access to services and support to vulnerable people.



Red flag: Keeping vulnerable children and young people safe

Some vulnerable children and young people are not being kept safe from harm in Leeds. An inspection of contact, referral and assessment arrangements - the first point of contact for referring children who might be at risk - found that child protection referrals do not ensure that children are adequately safeguarded. Discussions between the Council, police and other agencies do not take place quickly enough and children are not always seen, even when there are concerns about their safety.

Inspectors found that key procedures were out of date and that different child protection teams adopted different approaches. The quality of assessments and the time taken to complete them varied too much. They found that record keeping was poor. Some children were identified as having been left at potential risk of serious harm.

The inspectors also had concerns that the systems for ensuring that the service is working properly were not good enough and were not helping the service to get better.

There are other problems with keeping vulnerable children and young people safe. The number of children admitted to hospital because of unintentional and deliberate injuries is increasing and is higher than the national average.

Inspectors also found in 2007 that safeguarding is inadequate in the private fostering service, which has yet to be re-inspected.

Some of these issues have been raised in previous inspection reports, but the Council and its partners have been slow to respond to concerns.

The Council responded quickly to the concerns raised in the unannounced inspection and prepared an action plan in response to the findings. It is too soon to judge whether these actions are enough to ensure that vulnerable children in Leeds are safe from harm.

What's being done in response?

Since the unannounced inspection, Leeds has accelerated its improvement plans to respond to the issues identified. Partners have taken immediate action to:

- add significantly to the management and leadership in children's social care;
- invest in an additional 12 senior social workers and 10 administrative staff to support front line workers;
- ensure that all children identified by the Ofsted inspectors as being potentially at risk of serious harm are safe;
- review all cases of potential harm or neglect reported since 1st April 2009 which did not progress to initial child protection conferences, and ensure that any concerns identified in the files are addressed;
- agree revised thresholds for action across the partnership and launch new materials across all agencies to support this. The guidance and publicity materials adopt a 'no closed doors' approach, in order to ensure that needs are met at the right level for children, young people and their families
- implement a revised Child Protection Enquiry process;
- introduce a professional triage system for referrals in the Contact centre;
- start a process to both improve and quality assure decision making processes; and
- conduct fortnightly staff seminars in social care to focus on quality of service delivery (topics have included: inspection findings, revised Child Protection Enquiry processes, learning from serious Case Reviews and quality assurance).

HEALTH AND WELL BEING: reduce mortality in the most deprived areas and improve assessment, access to services and support to vulnerable people.

Older people in Leeds are happier than in most similar areas. More than 80 per cent of people over 65 said that they were satisfied with their home and neighbourhood. Most people have a choice about the care that they receive and more people than average are supported to live independently. For

example, the Independent Living Project has helped people with a learning disability and adults with mental health needs in Leeds to live more independent lives. But people do have to wait longer in Leeds for minor alterations to their home. The Council provides good information and support to help people maximise benefits and pensions. It helped people to claim nearly £11 million in extra benefits in 2009.

Arrangements to make sure that vulnerable adults are kept safe have been improved. New staff have been recruited and more training provided to existing staff. Partners are working better together to help ensure that vulnerable people are safe and work has already been done to ensure that the new procedures are working. Further work is needed to make sure that they are having an impact.

People in Leeds are living longer than ever before. Early deaths from cancer are decreasing. Fewer adults in Leeds are obese than the national average and more are physically active. But there are other problems. Although recently there has been a slight drop, more teenagers become pregnant in Leeds than the national average. Leeds also has higher rates of binge drinking than other parts of the country.

There are big differences in health across the city. An average man in City and Hunslet will die just over 10 years earlier than an average man in Harewood. Women in City and Hunslet can expect to live almost nine and a half years less than women in Adel/Wharfedale. NHS Leeds, the Council and other organisations are working to try and improve this through a more systematic approach and by focusing on helping the most vulnerable communities. We will be following up progress on this as part of next year's assessment.

Deaths from smoking are higher than the national average, so reducing the number of smokers is a priority. The number of people who smoke in Leeds is reducing, particularly in the most deprived areas where, like most big cities, more people smoke. But there are still one and a half times as many smokers in deprived areas than in Leeds' more affluent areas. As in most big cities, more babies die young in Leeds than the national average. NHS Leeds is taking action to improve this, and is targeting neighbourhoods like Beeston and Chapeltown which have the worst problems.

LEARNING: improve workforce skills, learning outcomes and engagement of vulnerable groups.

Most children in Leeds achieve well at school, but progress is inconsistent. Achievement is not improving for the youngest children and is not as good as for children elsewhere. At Key Stage 2 results fell in both English and maths and the number of schools not hitting government targets is not getting better. Recent information from the Council shows the number of pupils getting five A-Cs at GCSE including maths and English remained at just over 46 per cent - the same as in 2008 - after increasing in the previous years from just over 40 per cent in 2006. Whilst some schools in Leeds recorded big

improvements in GCSE results some slipped back and six schools failed to meet the government target for 2011. Of these, one closed to become an academy and two closed to emerge as a new school.

Progress for some groups is particularly slow. For example, at key stages 2 and 4 Asian pupils perform well below the national average. The gap in achievement between Asian groups and the Leeds average for GCSEs including maths and English increased between 2006 and 2008.

Behaviour in some secondary schools is often only satisfactory and despite improvements, the rate of persistent absence in some schools is still too high. Nearly 10 per cent of young people are not in education, employment or training (NEET). There are high numbers from minority ethnic groups who are NEET progress to improve this has been slow.

More people in Leeds lack Level 2 skills than in other parts of the country, and the gap with national figures is not narrowing. Level 2 skills cover a wide range of academic and vocational qualifications that are designed to help people's employment prospects. Achievement of these level 2 qualifications by the age of 19 is below national averages, but improving.

Prospects for improving learning are promising, as more action is being taken to target support on the individuals and groups who most need it. We will monitor progress on this as part of the 2010 assessment.

THRIVING PLACES: Increase numbers of decent and affordable homes, reduce homelessness and fuel poverty. Create a safer environment, reduce worklessness and develop services to improve to support children, families and communities.



Red flag: Burglary in parts of Leeds

Burglary rates in Leeds are amongst the highest in the country. In some parts of Leeds, they are three times the national average. Burglary is particularly high in deprived areas like Beeston, Harehills, and Armley. Areas with high student populations also suffer, such as Headingley, where burglary was nearly nine times higher than in Wetherby in 2008/09.

Overall burglary across Leeds reduced from over 16,300 offences in 2002/03 to 9,248 in 2008/09. But it has increased for each of the last three years, at a time when the national trend has been downwards. Public service partners including the police have been slow to respond to this.

Partners recognise that they must make better use of intelligence to identify high risk offenders. They also know that they must target their efforts

effectively at local level rather than take a 'blanket' approach to dealing with the problem. Partners need to work better with the criminal justice system to try and ensure that offenders are given the right sentences and are properly supervised when they leave prison.

There are particular problems with young offenders - Leeds has a higher proportion of younger offenders than average. Most detected burglaries in Leeds are carried out by males under the age of 21. The Safer Leeds Partnership's figures show that just under a half of all offenders are aged between 15 and 19. The high number of young people not in education, employment or training and high rates of persistent absence in secondary schools highlight problems around the engagement of young people in positive activities.

The Partnership has identified the need to do further work to target socially excluded young people, provide the right level of support and improve how the management of young offenders is co-ordinated. This means sharing information on exclusions and persistent absence from school, identifying families that need the highest levels of support and targeting youth services and supervision. The Safer Schools Partnerships provides a good opportunity to make these links more effectively.

The police and council are working together with the probation service and the courts to try and reduce burglary, but this is not yet having a big impact. Actions include making properties more difficult to break into, improved street lighting, providing activities for youths and targeting prolific offenders. There has been some recent improvement, but this trend must continue over a longer period to deliver the very big improvements which are needed to reduce the wide gap between Leeds and similar areas.

What's being done in response?

Key public service partners in Leeds recognise that burglary is an area of concern and that rates are too high. Burglary action plans include a wide range of activity aimed at reducing burglary, but some of the plans are still under development. Work is being done through the Burglary Improvement Team to improve how burglary is tackled, but this work is not yet complete

Safer Leeds has incorporated best practice from better performing areas into its action plans.. Partners have developed a joint intelligence function and tasking process to support the identification and management of offenders. This is reducing the reoffending of the most prolific offenders and coordinates the resources of all partners to target the offenders who are identified as causing the most harm to communities.

These actions are starting to reduce burglary and detection rates have improved. Discussions are continuing about how to deliver the very big improvements which are needed. We'll update this section with more detailed information when it is agreed.

THRIVING PLACES: Increase numbers of decent and affordable homes, reduce homelessness and fuel poverty. Create a safer environment, reduce worklessness and develop services to improve to support children, families and communities.

Apart from burglary, many types of crime have fallen in Leeds, including some that people are most concerned about, such as violent crime and car theft. In general, people feel that Leeds is becoming safer. More people feel safe in their local area after dark than two years ago and significantly fewer people see drug dealing as a big problem. Fewer people than in other big cities feel that anti-social behaviour is a problem, whilst more people feel that public services are working well to make Leeds safer.

The number of serious assaults fell by nearly seven per cent in 2008/09 - with 426 fewer offences than the previous year. This has been helped by targeting efforts on 'hotspot' pubs and bars in the city, including a more visible uniformed police presence and stronger licensing enforcement. Special powers have been used to restrict drinking alcohol on the streets. This has reduced levels of street drinking. Plastic glasses have been introduced in some bars and pubs to reduce injuries. A recent survey showed that fewer people in Leeds than other big cities see drunk and rowdy behaviour as a big problem and levels of concern have not increased in the last two years. More young offenders re-offend in Leeds than in similar areas, but the Youth Offending Service works reasonably well.

Anti-social behaviour by problem families has been reduced. 'Signpost' works closely with families who are prolific and persistent perpetrators. It helps up to 98 families at any time, also helping with access to other services, for example health, housing and benefits. The families are fairly chaotic and often have problems including alcohol & substance misuse and domestic violence. Anti-social behaviour fell in nearly 9 out of 10 families who completed the programme. In half the families, criminal behaviour fell and school attendance improved significantly. The recent place survey showed that fewer people in Leeds feel that anti-social behaviour is a problem than in most big cities.

Housing is a problem in parts of Leeds. Many people in private rented housing are living in over crowded accommodation. The latest official figures show that over 24,000 people are on the waiting list for housing. Fewer people than before turn down the public sector houses they are offered as unsuitable, but the rate is still too high. This suggests that the system to provide choice does not work as well as it should.

Local public services have worked hard to try and increase the number of affordable houses. Funding has been agreed to deliver affordable housing as part of the East Leeds regeneration scheme. Planning policies have been strengthened to ensure that 30 per cent of all new housing developments include properties that people on lower incomes can afford. The quality of public sector housing is improving. All homes are set to meet the government's 'decent homes' standard by 2010/11. Fewer people than before are homeless in Leeds, and numbers continue to fall. Private sector tenancies are being used as an alternative to becoming homeless. The use of temporary accommodation for homeless people has fallen by 70 per cent since 2006. A sanctuary scheme is proving successful and mediation has been used in 182

cases to prevent homelessness. We will follow up progress on housing as part of next year's assessment.

Getting people into work in the poorer areas of the City is a problem. Unemployment - the number of people claiming Job Seeker's Allowance - rose by 90 per cent between May 2008 and 2009. This was higher than the rise in most of the other big cities, although more recent figures are much more encouraging. Unemployment is over 10 per cent in some inner city areas in Leeds - more than double the Leeds average. In Chapeltown, it is 17 per cent. Worklessness (the number of people either unemployed or unable to work) in some inner city areas is well over 30 per cent. Partners are doing a lot to try and help people into work. For example, the Local Employment Partnership (LEP) has seen 651 employers sign up to offer work opportunities to people in less well off communities. Partners recognise that they still need to do more to improve things.

TRANSPORT: Improve public transport services in Leeds, condition of the transport infrastructure and road safety.

Transport congestion, public transport and the condition of roads and pavements are consistently high priorities for Leeds residents. In response, partners have decided to improve transport systems and how easily people can use them, improve the condition of the streets and public transport facilities and improve safety for all users of the roads.

In 2004, one third of people thought that public transport was the most important thing for the future of Leeds. This was the top priority. Progress since then on improving the quality, use and accessibility of public transport has been relatively slow. One of the main problems is that public transport is provided by private companies and local public services have limited influence on bus and train services. Some improvements have been made. Bus shelters and train stations have been improved and bus lanes built to help buses run faster and make services more convenient. But not enough people are using buses across West Yorkshire, and passenger satisfaction with bus services in Leeds isn't getting better.

Roads and pavements in Leeds have got better. In 2007, Leeds people said that repairing roads and pavements was their top priority for improvement. Since then, the Council has increased spending on repairs and fewer people now see this as a top priority for improvement. Reducing congestion was also a big priority for Leeds people in 2007. Access to the city has been improved through new roads, such as the East Leeds Link Road and Inner Ring Road 7. More people are leaving their cars at home when they travel into Leeds in the morning peak. More people are cycling to work, with the number of cycle trips exceeding targets. But congestion remains a problem on many roads.

The Council, police and fire service are doing a lot of work to help make roads safer. Success has been mixed. Fewer people have been killed on the roads, but more have been seriously injured, especially cyclists and pedestrians and the Leeds target for reducing the number of people killed or seriously injured

in road accidents was just missed.

Leeds has identified that improved transport is key to the city's future economic success- so the Council is working with a range of partners on a new local transport plan for 2011. This will help link transport plans more closely with other work and help support a more sustainable Leeds in the future. Plans include 'New Generation Transport'. This includes a trolley-bus system which could improve public transport access for communities. In the long-term, there is some hope that 'Quality contracts' with bus operators will improve bus services, though this is a difficult challenge which has not yet been resolved anywhere in the country outside London.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

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for an independent overview
of local public services

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Leeds City Council

Organisational Assessment

Dated 9 December 2009



oneplace

for an independent overview
of local public services

Leeds City Council

Overall, Leeds City Council performs adequately

Managing performance	2 out of 4
Use of resources	3 out of 4
Managing finances	3 out of 4
Governing the business	2 out of 4
Managing resources	3 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

Summary

Overall, Leeds Council performs adequately. Many of the things the Council does are improving things for people in Leeds, but in some areas it has much more to do.

The Council scores 2 out of 4 for managing performance. It has worked well to reduce the impact of the economic recession. It has invested in better leisure and cultural facilities, improved street cleanliness, increased recycling, made progress in keeping vulnerable adults safe and helped reduce most types of crime. At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

The Council has responded slowly to concerns raised last year about the safeguarding of children and young people, who have been left at risk of significant harm. The Council needs to make sure that it responds more effectively when problems are identified, particularly when they involve vulnerable people. The Council has made some progress in narrowing the gap between the richer and poorer parts of the City. But it needs to do more to achieve its ambition of bringing the benefits of a successful city to all the people of Leeds. With partners, the Council has some way to go in tackling some of the long term problems facing the city, such as burglary, which is still very high in some parts of the City, worklessness, poor housing and health. Too many young people are not in education, employment or training (NEET).

There is a difference between the scores for use of resources and managing performance. We decided that the score should be that overall Leeds performs adequately rather than well. This is because of the weaknesses in keeping children and young people safe. It is very important that Councils have good services for the most vulnerable people.

Ofsted's annual rating for Children's Services is poor. While most services are at least good, there are important weaknesses in social care. A recent unannounced inspection of contact, referral and assessment arrangements found that staff practice was inconsistent when completing and recording assessments of children at risk, and this was not always done quickly enough. Referrals to the child protection service did not meet the legal guidance and did not safeguard children and young people well enough - so there was an unacceptable risk of significant harm to them. Most children's homes are good or better. The Council's adoption service is good and its fostering agency satisfactory, but private fostering is inadequate. A high, and increasing, number of children are admitted to hospital because of unintentional and deliberate injuries. Many children achieve well at school and the number achieving 5 GCSEs including maths and English is around the national average. But progress is slow for children in primary school.

The Care Quality Commission rates adult services as performing well. Adult social care services continue to improve. The Council has worked hard to involve people who use services, their carers and local organisations, in developing services which meet their needs. It is working well with its partners to tackle poor health, support older people to live in their own homes, to treat people equally and to provide help to enable them to be financially secure. The Independent Living Project has helped people with a learning disability and adults with mental health needs in Leeds to live more independent lives. The Council has made good progress to ensure that older people at risk of harm are protected properly. But there is still work to do.

The Council scored 3 out of 4 for use of resources. The Council has good information about its finances. It is good at managing its money and is making savings. It has shown that it can redirect resources towards the things that are important locally. The Council understands its costs and how it performs, but can not yet show consistently the benefits of what it does for Leeds residents.

The Council understands the risks it faces and manages them well. It is also managing its use of natural resources well and is reducing the environmental impact of providing services. As with most councils, satisfaction with the Council fell in 2008, but Leeds compares well with councils in other big cities.

The Council's arrangements for governing the business are adequate and meet basic requirements. The Council could improve the way that it plans and buys services from other organisations by being clearer about the benefits that the services will deliver. The Council tries to make sure that the information that it uses is accurate, but it could improve the way that it shares information with the public agencies that it works with. The Council manages its assets well.

About Leeds City Council

Over three quarters of a million people live in Leeds, from more than 130 countries, and the city is growing. Twenty years ago, most businesses in the city were industrial. Now, Leeds has less industry and more people work in banks, building societies, legal and finance. It is the largest city in Yorkshire and Humberside and the biggest shopping centre.

Leeds Council has 99 councillors. The largest is the Labour party, but the Council is run by a joint Liberal Democrat/Conservative administration.

As with all large cities, the different areas of the city contrast greatly. People in areas round the centre, south of the centre and in the east of the city are more likely to have poor housing and ill-health, and to be out of work. On the edge of the city, in places such as Wetherby and Bramhope, people tend to have more money and to have better health. In the north of the city are two Universities. The Council therefore also has to meet the needs of the many thousands of students who live in Leeds for only part of each year, as well as those of the residents who live here all the time.

Leeds City Council, together with its partners, has decided that the most important priorities for the city are:

- culture and sport;
- environment;
- transport;
- thriving places;
- enterprise and the economy;
- harmonious communities;
- learning;
- health and well-being; and
- improving the Council's capacity to improve services in Leeds

Organisational assessment

Health and Well Being

The Council is not properly protecting children at risk of harm, and is not 'safeguarding' them well. A recent inspection of contact, referral and assessment arrangements found that discussions between the Council, police and other agencies do not take place quickly enough and children are not always seen by professionals, even when there are concerns about their safety. Key procedures are out of date and the speed and quality of assessments varies too much. Some children were identified as having been left at potential risk of serious harm. The inspectors also had concerns that the systems for ensuring that the service is working properly were not good enough and were not helping the service to get better.

The Council's adoption service is good and the fostering service satisfactory. Most children's homes are good or better, but inspectors rated the private fostering service inadequate. The number of children admitted to hospital

because of unintentional and deliberate injuries is increasing and is higher than the national average. Of three serious case reviews carried out, two were conducted adequately and one well.

Older people in Leeds are happier than in most similar areas. More than 80 per cent of people over 65 said that they were satisfied with their home and neighbourhood. Most people have choice about the care that they receive and more people than average are supported to live independently. For example, the Independent Living Project has helped people with a learning disability and adults with mental health needs in Leeds to live more independent lives. But people do have to wait longer in Leeds for minor alterations to their home. The Council provides good information and support to help people maximise benefits and pensions. It helped people to claim nearly £11 million in extra benefits in 2008/09.

Arrangements to keep vulnerable adults safe have improved. Staff have been recruited and more training provided. Partners are working better together and work has already been done to ensure that the new procedures are working. Further work is needed to make sure that they are having an impact.

People in Leeds are living longer than ever before. Fewer adults in Leeds are obese than the national average and more are physically active. But there are big differences in health across the city. An average man in City and Hunslet will die just over 10 years earlier than an average man in Harewood. Women in City and Hunslet can expect to live just under nine and a half years less than women in Adel/Wharfedale. The Council and its partners are working to try and improve this. They have recently introduced a more systematic approach to tackling these problems. They are targeting work more effectively on vulnerable communities, but there is still more to do.

Learning

Most children in Leeds achieve well at school, but progress is inconsistent. At age 11 results fell in both English and maths and the number of schools not hitting government targets is not getting better. The number of children getting 5 higher level GCSEs, including maths and English, is around the national average.

Progress in attainment for some groups is slow. For example, at age 11 and 16 Asian pupils perform below the national average. The gap in achievement between Asian pupils and the Leeds average for GCSEs including maths and English increased between 2006 and 2008. Behaviour in some secondary schools is often only satisfactory and despite improvements, the rate of persistent absence in some schools is still too high. 9.5 per cent of young people are not in education, employment or training (NEET).

More people in Leeds lack Level 2 skills than in other parts of the country, but this is improving. Level 2 skills cover a wide range of academic and vocational qualifications that are designed to help people's employment prospects.

Culture

The Council has improved cultural facilities in Leeds and more people than ever are using them. It has spent money to bring the Art Gallery, Central Library and Grand Theatre up to date, and has re-opened the City Museum and the Kirkstall Abbey Visitor Centre. Visits to museums and galleries nearly doubled to just under one million, although visits to libraries fell slightly. The number of adults being active and participating in sports rose by nearly eight per cent - one of the largest increases in the country.

But the benefits of this investment are not being felt consistently by all Leeds people, who are less satisfied with theatres, museums, parks, open spaces and leisure facilities than they were two years ago. Whilst many residents regularly use services, one in four of all people in Leeds have never used a leisure centre.

The Council is trying to improve things even further - though there is some concern about the impact of the recession on future plans. It now plans to improve the City Varieties and the Northern Ballet, and to make leisure centres better and easier to get to. Plans are well advanced to build the Leeds Arena - a 12,500 seat multi-purpose venue which is a high priority for residents and local businesses

Environment

Note: At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

Over 30 per cent of waste is now being recycled, re-used or composted. This is less than most other councils, but is likely to get better as a result of more garden waste being recycled and investment by the Council in more kerbside collections. Streets are now cleaner and public access to footpaths and other rights of way has improved. Other work to improve the environment has included the crime and grime initiative and the Graffiti Charter. The Council is reviewing its environmental performance and plans to invest in areas like improved street cleaning.

The Council is managing its use of natural resources well and is reducing the environmental impact of providing services. Work to reduce carbon emissions from public sector buildings is still at an early stage. The Council and its partners have started to prepare for the possible effects of climate change and have recently agreed a Climate Change Strategy for the city. They plan to invest in projects to cope with possible floods. The Council and partners need to speed up their efforts to combat climate change. They also need to get better at measuring the results of their work to improve the environment.

Transport

Roads and pavements in Leeds have got better. In 2007, local people said that repairing roads and pavements was their top priority for improvement. The Council listened to this message and increased spending. Fewer people now see repairs as the top priority for improvement.

Reducing congestion was also a big priority for Leeds people in 2007. The

Council has improved access to the city through new roads, such as the East Leeds Link Road and the Inner Ring Road. More people are leaving their cars at home when they travel into Leeds in the morning peak, and more people cycle to work. But congestion remains a problem on many roads.

In 2004, Leeds people said that public transport was the most important thing for the future of Leeds. Since then, progress has been slow. Some improvements have been made. Bus shelters and train stations are better and new bus lanes mean that buses run faster and services are more convenient for passengers. But bus usage is not meeting targets, and passengers are no happier than before about bus services.

The council, police and fire service are doing a lot of work to help make roads safer. Success has been mixed. Fewer people have been killed on the roads, but more have been seriously injured, especially cyclists and pedestrians and the Leeds target for reducing the number of people killed or seriously injured in road accidents was just missed.

The Council is working with partners on a new local transport plan for 2011. This will help link transport plans more closely with other work and help support a more sustainable Leeds in the future. Plans for the future include 'New Generation Transport' - for which the Council has secured £250M of funding. Proposals include a trolley-bus system which would improve public transport access for communities.

Thriving places

Most types of crime have fallen in Leeds, including some that people are most concerned about, such as violent crime. Most people feel safe in their local area after dark and fewer people see drug dealing as a big problem. But burglary is very high in parts of Leeds like Harehills, Beeston, Armley and Headingley. In some cases, it is up to three times the national average. There are particular problems with young offenders - just under a half of all offenders are aged between 15 and 19. The high number of young people not in education, employment or training and high rates of persistent absence in secondary schools highlight problems around the engagement of young people in positive activities. The police and Council are working together with probation and the courts to try and reduce burglary in Leeds.

Anti-social behaviour by problem families has been reduced. 'Signpost' works closely with families who are prolific and persistent perpetrators. It helps up to 98 families at any time, also helping with access to other services, for example health, housing and benefits. The families are fairly chaotic and often have problems including alcohol & substance misuse and domestic violence. Anti social behaviour fell in nearly 9 out of 10 families who completed the programme. In half the families, criminal behaviour fell and school attendance improved significantly. The recent place survey showed that fewer people in Leeds feel that anti-social behaviour is a problem than in most big cities.

The number of serious assaults fell by nearly seven percent in 2008/09. This has been helped by targeting 'hotspot' pubs and bars in the city, including a more visible uniformed police presence and stronger licensing enforcement. Special powers have been used to restrict drinking alcohol on the streets. This has reduced levels of street drinking. Plastic glasses have been introduced in

some bars and pubs to reduce injuries. A recent survey showed that fewer people in Leeds than other big cities see drunk and rowdy behaviour as a big problem. The level of concern has not increased in the last two years.

Housing is a problem in parts of Leeds. Many people in rented housing are living in over crowded accommodation. The latest official figures show that over 24,000 people are on the waiting list for housing and there are many empty properties. Fewer people than before turn down the public sector houses they are offered as unsuitable, but the rate is still too high. This suggests that the system to provide choice does not work as well as it should.

The Council has worked hard to try and increase the number of affordable houses - 400 were built in the last year. Funding has been agreed to deliver affordable housing as part of the East Leeds regeneration scheme. Planning requirements are now stronger, to ensure that 30 per cent of all new housing developments include homes that people on lower incomes can afford. The quality of public sector housing is improving. All homes are set to meet the government's 'decent homes' standard by 2010/11.

Fewer people than before are homeless in Leeds, and numbers continue to fall. Private sector tenancies are being used more to stop people becoming homeless. A sanctuary scheme is proving successful and mediation has been used in 182 cases to prevent homelessness. Council data shows that the use of temporary accommodation for homeless people has reduced by 70 per cent since 2006.

More people in Leeds do not have basic skills than in other parts of the country, and getting people into work in the poorer areas of the city is a problem. Unemployment is over 10 per cent in some parts of Leeds, compared to a city wide average of less than three per cent. Up to 30 per cent of people are either unemployed or unable to work in some inner city areas. The Council and partners are taking a lot of action to try and help people into work, but recognise that they still need to do more to improve things.

Enterprise and the Economy

The Council has responded well to the recession. As with other major cities, the recession has affected developments in the city centre. In response, the Council and partners have reviewed their priorities. They are focussing on the development of the Arena, City Park and city centre improvements, new retail developments at Trinity Quarter and improving Leeds Bradford airport. This clear approach gives confidence to investors, developers and residents that the city is in good shape to overcome the recession.

The Council is working hard to ensure that Leeds can lead the region's economic growth. It has a detailed understanding of the city and wider city-regional economy and has shared this effectively with partners. It has identified the new facilities needed to achieve Leeds' ambitions, including the Arena and improved transport.

Leeds is at the centre of the Leeds City Region. This involves 11 local authorities from across North, South and West Yorkshire working together on big issues like regeneration, skills and housing. The City Region was given 'Forerunner' status, enabling it to change the way that councils and their

partners minimise the impact of the downturn and speed up recovery. The Council has a major role to play in ensuring that the City Region has an impact on people's lives.

Harmonious communities

Fewer people in Leeds feel that people from different backgrounds get on well than in 2006/07. There are big differences within Leeds, with people in East, South and West much less positive than those in the North of the City. The Council is working with partners to improve relations between different groups. Initiatives include the Safer Schools Partnership, which places safer schools officers in high schools to work with young people on issues like racial tolerance.

Community Cohesion pilots are being carried out in three areas where there are particular tensions between different communities - Armley, Chapeltown/Harehills and Middleton. Work in these areas concentrates on trying to help people to get on better together, rather than tackling some of the underlying inequalities that create tensions between communities. A Leeds 'Neighbourhood Index' is being developed to help all partners understand the problems facing different communities, how best to tackle them and how to measure if they have made a difference.

Satisfaction levels vary widely, depending on where you live in Leeds. People in the North East of the city, are much more likely to be satisfied with their area than people in the South or West. It is likely that this hides even bigger differences within these fairly large parts of the city. The recent place survey shows a mixed picture on how well people in Leeds are involved in their local communities. Fewer people in Leeds than other big cities participate in civic activities, and there has been a big fall in the number of people who know how they can get involved in local decision making. On the other hand, the number of people who felt that they could influence decisions has increased. The Council is carrying out a much more detailed survey of residents to try and understand better the differences within the city.

Improving the Council's capacity to improve services in Leeds

Council officers and councillors work well, both together and in discussing issues with people and voluntary groups in local communities. These partners say that they regard the Council as being an effective leader, listening to and acting upon their views.

The Council's leaders have decided on a range of approaches to improve how well they can meet the needs of people in Leeds. These include actions aiming to get the best value for money from available resources - for example, 12,000 fewer days were taken sick by council staff in 2009. The Council is also taking steps to make sure that council staff have the right skills and opportunities to fulfil their potential and to collect good information for decisions about what is important.

Some of the benefits are beginning to emerge - for instance, the Council has saved £23 million in the last year by doing things differently, and can now

invest these savings in new projects.

It has introduced a new system to manage progress of both its own and Leeds-wide plans. These provide reports which identify what is going well, and what is going less well, so that this can be corrected. They have encouraged honesty and openness throughout the Council about strengths and weaknesses and make clear who is going to do what. Councillors challenge what Council officers do, to ensure services are delivered well.

But the benefits of this approach are not yet fully clear and there is also some work to do to involve other organisations in the approach. The Council needs to ensure that its arrangements for managing performance enable it to respond quickly and effectively when things go wrong. Once this base is fully in place, the Council will be better able to show how well it is performing and how things are getting better.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

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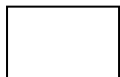
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 8th March 2010

Subject: Current Work Programme

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 A copy of the Board's work programme is attached for Members' consideration (appendix 1). This includes an update on the reviews being conducted by the Board's working groups.
- 1.2 Appendix 2 is the current Forward Plan of Key Decisions for the period 1st March to 30th June 2010.

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 UPDATED FEBRUARY 2010

Meeting date: 19TH April 2010			
Grounds Maintenance Contract for 2011	To consider the formal response to the Board's interim Statement relating to the procurement of the Grounds Maintenance Contract for 2011		MSR
Procurement of Contracts in Housing	To consider and agree the Board's final Statement following its review of the procurement of contacts in housing.		RP
EASEL Inquiry	To consider and agree the Board's draft inquiry report		RP
Meeting date: Additional meeting in May TBC			
Annual Report	To consider the Board's contribution to the Scrutiny Annual Report.		
Worklessness	To consider and agree the Board's final Statement following its review into Worklessness.		DP
Housing Lettings Review	To consider and agree the Board's final Statement following its review of the housing lettings process.		DP
Inquiry into Recycling	To consider and agree the Board's draft inquiry report.		DP
Integrated Offender Management	To consider and agree the Board's draft inquiry report.		RP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED FEBRUARY 2010

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Unscheduled Items			
ALMO Management Review	To review the current ALMO management arrangements.	This was a referral from the Executive Board Member for Neighbourhoods and Housing in June 2009. The Board has requested further clarification on the potential scope of this inquiry.	RFS
Area Management Review	To review the current Area Management functions, with particular focus on the role of Area Committees in Leeds.	This was a referral from the Executive Member for Neighbourhoods and Housing in June 2009. The Board agreed to include this in the work programme with a view to conducting a review later in the municipal year.	RFS
ALMO Inspections	To consider the findings of the ALMO inspections.	The Board raised this matter during its January 2010 meeting. A suggestion was made to establish a working group to look at the general findings arising from the ALMO inspections. It was noted at that stage that the WNWHL inspection had not been completed.	PM
Future options for Council Housing	To monitor developments in relation to future options for Council Housing.	This was a referral from the Central and Corporate Functions Scrutiny Board.	RFS

Key:

CCFA / RFS – Councillor call for action / request for scrutiny

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

PM – Performance management

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED FEBRUARY 2010

Working Groups		
Working group	Membership	Current position
Lettings	Councillor Barry Anderson Councillor Ann Blackburn Councillor Graham Hyde Councillor Mohammed Rafique	The evidence gathering sessions for this review have now been completed and the Board's draft Statement is due to be considered in May 2010.
Worklessness	Councillor Barry Anderson Councillor Ann Blackburn Councillor Graham Hyde Councillor Josie Jarosz	The evidence gathering sessions for this review have now been completed and the Board's draft Statement is due to be considered in May 2010.
Grounds Maintenance Contract 2011	Councillor Barry Anderson Councillor Ann Blackburn Councillor Ann Castle Councillor David Hollingsworth	The Board agreed its interim Statement in January and this will be considered by the Executive Board on 10 th March 2010. A formal response to the Board's recommendations will be reported back to the Board in April 2010. Future meetings of the working group are yet to be determined.

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FORWARD PLAN OF KEY DECISIONS

1 March 2010 – 30 June 2010

LEEDS CITY COUNCIL

<p>Low Energy Combined Heat and Power Plant at Yarn Street</p> <p>The Council will receive and programme manage up to £1.7m capital funding on behalf of the homes and Communities Agency to grant fund a low carbon combines heat and power plant serving up to 280 new homes to be built at Yarn Street, Hunslet which will enable residents to benefit from low cost energy</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/3/10</p>	<p>Consultation has already taken place with the Homes and Community Agency and the site developer. Local consultation was undertaken for housing development at the site as part of the Planning Application process.</p>	<p>Regeneration Management Team Report</p>	<p>Director of Environment and Neighbourhoods peter-anderson.beck@leeds.gov.uk</p>
<p>Award of a four year framework contract to provide "Emergency Waste and Recycling Collections"</p> <p>To approve the award of the above contract to those organisations selected following a competitive procurement exercise using the accelerated restricted procedure</p>	<p>Chief Officer Environmental Services</p>	<p>1/3/10</p>	<p>Legal and Democratic Services, HR, Streetscene Services</p>	<p>Contract Award Report</p>	<p>Chief Officer Environmental Services susan.upton@leeds.gov.uk</p>

<p>Advice Agency Grant Allocations 2010/11 Approval of grant allocations to advice agencies in 2010/11 as follows:</p> <p>Leeds Citizens Advice Bureau £763,715 Chapeltown Citizens Advice Bureau £350,979 Harehills and Chapeltown Law Centre £173,383</p>	<p>Chief Regeneration Officer, Environment and Neighbourhoods</p>	<p>1/3/10</p>	<p>Consultation regarding priority areas for activities in 2010/11 has been carried out with the advice agencies concerned</p>	<p>Report to Regeneration Management Team 3rd February 2010</p>	<p>Chief Regeneration Officer, Environment and Neighbourhoods julie.staton@leeds.gov.uk</p>
<p>Request to enter into a contract with Great Places (formerly Manchester Methodist Housing Association) Request to enter into a contract with Great Places for St Anns Lodge and the Resettlement Services at an annual value of £478,474.79</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/3/10</p>	<p>N/A</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Price Increases - Environmental Services The Chief Environmental Services Officer approves the changes to Environmental Services Charges for 2010/11</p>	<p>Chief Officer Environmental Services</p>	<p>1/3/10</p>	<p>With Members through the Budget Process</p>	<p>Price Increase Report</p>	<p>Chief Officer Environmental Services richard.ellis@leeds.gov.uk</p>

<p>Request to invoke the first one year extension to the Supporting People Contract currently held with Touchstone</p> <p>Authorisation to invoke the first 12 month extension to the 3(+1+1) year contract currently held with Touchstone at an annual value of £543,953.21</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/3/10</p>	<p>N/A</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Household Waste Sorting Site (HWSS) Strategic Review</p> <p>Agree</p> <ul style="list-style-type: none"> • Policy for provision of HWSS based on national standards, best practise and Leeds specific population/tonnage data • Policy on cross border use • Number of HWSS required in total 	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>10/3/10</p>	<p>Previously undertaken</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Environmental Services susan.upton@leeds.gov.uk</p>

<p>East Leeds Household Waste Sort Site Re-development To award contract to redevelop this waste recycling facility</p>	<p>Chief Officer Environmental Services</p>	<p>1/4/10</p>	<p>Local residents and Councillors prior to works commencing</p>	<p>Tender Documents</p>	<p>Chief Officer Environmental Services susan.upton@leeds.gov.uk</p>
<p>Grounds Maintenance Contract</p>	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>7/4/10</p>	<p>Various key stakeholders have been consulted, including all Area Committees, as set out in the report</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Environmental Services stephen.smith@leeds.gov.uk</p>

<p>Update to Executive Board on Lettings Policy Review This report updates Executive Board on developments since the Executive Board meeting in July 2009, and is on the government's statutory guidance on allocations. It covers progress made on:</p> <ul style="list-style-type: none"> • Improving the management and allocation of tenancies • Greater sharing of information with the Police • the possibility of developing quotas or giving higher preference to good tenants • incorporating government guidance which allows local authorities to give greater preference to meet local priorities • ensuring the proposals for the lettings policy review are legally robust and contribute to the Council's equality duties 	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>7/4/10</p>		<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer kathryn.bramall@leeds.gov.uk</p>
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<p>The Leeds Regeneration Framework, 2010 to 2030 Approval of the Leeds Regeneration Framework. This includes :-</p> <ol style="list-style-type: none"> 1. The strategy element, which consists of the Vision, the new objectives and the mechanism for determining where, when and how regeneration should take place across Leeds over the next 20 years. 2. The programme element, which sets out the headline milestones to be achieved within each of our current and planned major regeneration programmes. 	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>7/4/10</p>	<p>A wide-ranging consultation process has been ongoing since sept 2009. This has been led by the Chief Regeneration Officer, and has involved a large number of internal and external stakeholders. Papers on the proposed framework have been taken to, and supported by, a number of key groups, including Strategic Leadership Team, Worklessness Strategic Outcomes Group and Narrowing the Gap Board. In addition, consultation has taken place with senior management teams across the Council, and with Members and Chief Officers. Further consultation is planned for early next year, including with the Youth Parliament.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods stephen.boyle@leeds.gov.uk</p>
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Review of Area Functions Endorsement of the review of Area Functions for 2010/11	Executive Board (Portfolio: Environment and Neighbourhoods)	19/5/10	Elected Members, Area Committees, Regeneration Management Teams	The report is to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods liz.jarmin@leeds.gov.uk
Mobile solution for Arthouse February 2010	Executive Board (Portfolio: Neighbourhoods and Housing)	19/5/10	With Arms Length Management Organisations and Belle Isle Management Organisation	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods simeon.perry@leeds.gov.uk
The Future of Council Housing Project The project's objective is to deliver an appraisal which will identify, assess and recommend the most desirable, viable and achievable option(s) to deliver the long term vision for council housing in Leeds	Executive Board (Portfolio: Neighbourhoods and Housing)	16/6/10	With all key stakeholders including Members, Tenants and Leaseholders, Housing Providers internal and external	The report to be issued to the decision maker with the agenda for the meeting	Chief Housing Services Officer neil.evans@leeds.gov.uk

<p>Winrose Supported Housing Project - Lease To approve the creation of a lease at less than best consideration between the Council and Belle Isle Tenant Management Organisation to cover 10 supported housing units at the Winrose Project, 54 Winrose Drive, LS10, Leeds. This will enable BITMO to give residents the appropriate form of tenure to comply with the Supporting People contract for the project</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>16/6/10</p>	<p>Previously undertaken with residents and local Councillors</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer maureen.boyle@leeds.gov.uk</p>
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