



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in Civic Hall, Leeds on
Monday, 19th April, 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 this 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 March 2010.</p>	1 - 6
7			<p>EXECUTIVE BOARD - MINUTES</p> <p>To receive and note the Executive Board minutes of the meeting held on 10th March 2010.</p>	7 - 14
8			<p>PROCUREMENT OF THE GROUNDS MAINTENANCE CONTRACT FOR 2011 - FORMAL RESPONSE TO THE SCRUTINY BOARD'S INTERIM STATEMENT</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting the formal response to the Board's Statement in relation to the procurement of the grounds maintenance contract for 2011.</p>	15 - 38

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>PROCUREMENT OF HOUSING CONTRACTS REVIEW - DRAFT STATEMENT</p> <p>To consider and agree a draft Statement of the Board in relation to the procurement of housing contracts.</p>	39 - 52
10			<p>CRIME AND DISORDER SCRUTINY - DRAFT PROTOCOL</p> <p>To consider the draft protocol between the Scrutiny Board and the local Community Safety Partnership in relation to crime and disorder scrutiny in Leeds.</p>	53 - 62
11			<p>CURRENT WORK PROGRAMME</p> <p>To receive a report from the Head of Scrutiny and Member Development on the Board's current work programme</p>	63 - 76
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday 17th May 2010 at 10.00am (Pre-meeting for Board Members at 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 8TH MARCH, 2010

PRESENT: Councillor B Anderson in the Chair

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

99 Late Items

There were no late items, however additional information was submitted in relation to Agenda Item 8, Dog Control Orders.

100 Declarations of Interest

Councillor Ann Blackburn declared a personal interest in Agenda Item 9, Fuel Poverty due to her position as a Director of West North West Homes ALMO. Minute No. 106 refers.

101 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Barker, Hyde, Jarosz and Marjoram.

102 Minutes of the Previous Meeting

RESOLVED – That the minutes of the meeting held on 8 February 2010 be confirmed as a correct record.

103 Matters arising from the Minutes

Minute No. 94 – Inquiry into Recycling

It was noted that briefing papers regarding the results of the fortnightly SORT collection pilots and also the education work being undertaken with local primary schools were provided to Members following the meeting.

104 Executive Board - Minutes

RESOLVED – That the minutes of the Executive Board held on 12 February be noted.

105 Dog Control Orders

The report of the Head of Scrutiny and Member Development reminded the Board of the recommendations arising from the Dog Fouling Enforcement

Draft minutes to be approved at the meeting
to be held on Monday, 19th April, 2010

review, particularly in relation to reviewing the options available to the Council to extend Dog Control Orders in Leeds. An additional report was submitted by the Director of Environment and Neighbourhoods which gave the Board an update on the adoption of Dog Control Orders.

The Chair welcomed the following to the meeting:

- Neil Evans, Director of Environment and Neighbourhoods
- Stacey Campbell, Service Manager (Health & Environmental Action Services)
- Helen Freeman, Chief Officer (Health & Environmental Action Services)

In response to Members comments and questions, the following issues were discussed:

- With regard to the re-introduction of Dog Licenses, Members asked whether this could be introduced locally. It was reported that it was believed that only national legislation could cover licensing of dogs. Subsequent clarification indicates that dog licences used to exist in the country under national legislation. This legislation was abolished in the late 1980s. Dog licences could not be re-introduced locally unless either national or Local Legislation provides for this. Leeds could apply for the reintroduction of a dog licence only by applying for a local act of parliament. Such an application would involve ensuring that parliamentary members would give sufficient support for the application and would need to be paid for by Leeds City Council. A recent consultation on compulsory microchipping for dogs and on dangerous dog control measures has been launched, in which the opportunity of resurrecting dog licences has not been raised.
- It was clarified that Dog Control Orders would now be implemented in a two stage process. Phase 1 would include a walking Multiple Dogs Order, Dogs on Leads by Direction Order and Exclusion Orders.
- The following issues were discussed in relation to phase 1 of the project::
 - Areas where dogs must be kept on leads.
 - Multiple dog walking – as the proposed maximum was six dogs, which was in line with DEFRA guidance, this figure would be proposed as part of the consultation process.
 - Education land – It was unclear whether individual school governing committees needed to be consulted on the use of exclusion orders. Clarification was therefore being sought from Education Leeds on this.
 - Consultation with ‘Friends of’ groups and tenant groups.
 - ALMO land – that the ALMOs were represented on the Project Board through Strategic Landlord.
- Enforcement of orders – penalties would be in line with those for dog fouling. The role of Wardens and other officers who could issue enforcement notices was discussed. It was reported that Police would intervene where there were anti social behaviour issues. However,

PCSOs are not considered part of the resource for enforcing dog control orders.

- Phase 1 of the implementation of the orders would primarily include children's play areas and council owned playing fields.
- How to highlight public concern about dog fouling – it was suggested that this could be done at Police and Communities Together (PACT) meetings.
- Signage of areas where exclusion orders would be enforced. It was reported that current signage, which was on lampposts, would be replaced where new lampposts were installed.
- Publicising enforcement action as a deterrent.

The Chair thanked those present for their attendance. However, Neil Evans remained for the duration of the meeting.

RESOLVED – That the report be noted.

106 Fuel Poverty

The report of the Head of Scrutiny and Member Development reminded the Board of the request for a report which set out the different schemes available to help address fuel poverty in Leeds, including those targeted at the private sector. Details of available schemes were detailed in the report.

The Chair welcomed Keith Gibson, Head of Service (Commercial and Business Support) to the meeting for this item.

In response to Members comments and questions, the following issues were discussed:

- Clarification was sought on the definition of the 'Decency' standard and the minimum requirement set.
- The Board discussed the Heat Lease Scheme (now Total Heat) and noted that a review was being undertaken regarding the future of this scheme.
- Members attention was brought to the Community Energy Savings Programme (CESP) and a bid by West North West Homes which also included some private sector housing.
- Members were informed of the support and advice provided by Yorkshire Energy Services. The Council is working closely with them to provide details of schemes available in Leeds to enable them to signpost members of the public to appropriate schemes. Members felt that this needed to be publicised better and requested that this information be made available to all Elected Members, ALMOs and Citizens Advice Bureau.

The Chair thanked Keith Gibson for his attendance.

RESOLVED – That the report and discussion be noted.

Draft minutes to be approved at the meeting
to be held on Monday, 19th April, 2010

107 Integrated Waste Strategy for Leeds 2005-2035 - Revised Draft Action Plan

The report of the Head of Scrutiny and Member Development set out the revised draft Action Plan for the Integrated Waste Strategy for Leeds 2005-2035. It was reported that the Action Plan was being revised to take the Strategy through the period from 2009 to 2012 and it was envisaged that the Strategy would be reviewed with full stakeholder consultation in 2012.

The Chair welcomed Susan Upton, Head of Waste Management to the meeting for this item.

In response to Members comments and questions, the following issues were discussed:

- Recycling – it was reported that there were links to the recent Recycling Improvement Plan. Issues included specifically improving access to kerbside recycling facilities and by acknowledging that one size does not fit all, developing more innovative ways of recycling, noting that these must be operationally deliverable. In the future this could include increasing the range of materials recycled.
- Home composting and distribution of composting bins. That one of the actions within the Plan is to procure a supplier for composting bins to replace the current WRAP scheme.
- The current recycling pilot taking part in Rothwell. It was noted there had been confusion within neighbouring areas following changes to the collection routes, particularly for brown bins, as a result of the pilot scheme. It was highlighted that further information would be sent to residents.
- The Board received clarification that whilst the Council does measure the overall amounts of different waste streams collected, individual bins were not being measured.

The Chair thanked Susan Upton for her attendance.

RESOLVED – That the report and discussion be noted.

108 Recommendation Tracking

The report of the Head of Scrutiny and Member Development provided the Members with a quarterly report on the progress made in implementing the Board's recommendations.

The report showed progress made against recommendations arising from the following previous inquiries:

- Inquiry into Private Rented Sector Housing
- Inquiry into Older People's Housing

The Chair welcomed the following to the meeting:

- Rob McCartney, Housing Strategy and Commissioning Manager
- Michael Brook, Private Rented Sector Housing Manager
- Debbie Forward, Supporting People Manager

Members discussed the following recommendations in relation to the Inquiry into Private Rented Sector Housing:

- Recommendation 4 – Circulation of advisory leaflets for tenants. It was reported that these had been distributed to One Stop Centres and in problems areas. Members requested that all Councillors be issued copies to hand out at surgeries. It was reported that there had been a rise in the number of service requests following this recommendation. The Board agreed to continue monitoring this recommendation.
- Recommendation 8 – It was reported that external partners were sought to take over the administration of the Leeds Landlords Accreditation Scheme. However, this is still at an early stage.
- Recommendation 10 – Concern regarding the lack of tenant involvement. Contact was ongoing with the West Yorkshire Housing Partnership regarding this. It was agreed that this recommendation should be continued to be monitored.
- Recommendation 16 – Bringing empty properties back into use and assistance available to property owners. Members were asked to report of any properties that had been left empty long term.

Members discussed the following issues in relation to the Inquiry into Older People's Housing.

- Support for dementia sufferers to remain in their own homes. It was reported that this would be supported by the further development of Telecare Services.
- Recommendation 8 - .Concern regarding the dependence on the use of Telecare Services – it was reported that these services were backed up with personal visits where appropriate.
- Extra Care Housing Board – it was reported that this Board had only recently been established and had 2 housing representatives. It was chaired by Adult Social Care. The Scrutiny Board would be sent further details regarding its membership.
- Recommendation 13 – confirmation that all options of extra care provision were being considered.

The Chair thanked those present for their attendance.

RESOLVED

1. That the report be noted.
2. That the Recommendation Tracking be updated as discussed.

109 Performance Report Quarter 3 2009/10

The report of the Head of Policy and Performance presented key performance information against the improvement priorities relevant to the Scrutiny Board (Environment & Neighbourhoods) for Quarter 3 2009/10. Performance information was appended to the report along with a copy of the CAA Organisational and Area Assessment reports, published in December 2009.

The Chair welcomed Sue Wynne, Head of Regeneration, Policy and Planning to the meeting.

In brief summary, the following issues were discussed:

- Local employment opportunities – It was reported that as part of the Council's role as contractor of services, there are a range of channels through to developers and employers where the Council can state its requirements in terms of linking job opportunities for local people. However, the key now is having a single point of contact.
- Young People and NEETS – Members questioned the role of Regeneration Service in helping to tackle NEETs. Specific reference was made to the Future Jobs Fund Programme, which creates jobs for long term unemployed young people, and support to the Council wide employer-led Apprenticeship Programme, Work4 Leeds, with a target of 250 apprenticeships in place at the end of 2009/10-.
- Use of closed shop units – how to make the most of current assets and encourage new enterprise.
- Performance Indicator NI34 – it was reported that this was a new indicator and based on information provided by the Police.

The Chair thanked Sue Wynne for her attendance.

RESOLVED – That the report and performance information be noted.

110 Work Programme

The report of the Head of Scrutiny and Member Development outlined the Board's current Work Programme. Also attached was the current Forward Plan of Key decisions for the period 1 March 2010 to 30 June 2010.

RESOLVED – That the report be noted.

111 Date and Time of Next Meeting

Monday, 19 April at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.). There would also be an additional meeting on Monday, 17 May 2010.

The meeting concluded at 12.00 p.m.

Draft minutes to be approved at the meeting
to be held on Monday, 19th April, 2010

EXECUTIVE BOARD

WEDNESDAY, 10TH MARCH, 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

195 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 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 public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 3 to the report referred to in minute 196 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is not in the public interest to disclose this information at this point in time as it could undermine the method of disposal, should that come about and affect the integrity of disposing of the property. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to this or other similar transactions in that prospective purchasers of this or other similar properties would have information 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 publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendices A and B to the report referred to in minute 202 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that disclosure at this stage in the Large Casino licence application process would be prejudicial. The public interest in maintaining the exemption in relation to this document outweighs the public interest in disclosing the information by reason of the fact that it contains information relating to financial and business affairs of the Council which, if disclosed may prejudice the development of the Casino project and may adversely affect the business of the Council.

- 196 The Former Royal Park Primary School and The Strategic Review of Household Waste Sorting Sites and Bring Sites**
RESOLVED – That the two reports entered onto the agenda on the above subjects be withdrawn from consideration at this meeting.

- 197 Minutes**
RESOLVED – That the minutes of the meeting held on 12th February 2010 be approved.

DEVELOPMENT AND REGENERATION

- 198 Deputation to Council - Mayor for the Day - "You Don't Have to Spend a Fortune to Make a Difference"**

The Director of City Development submitted a report in response to the deputation to Council from Brigshaw High School and Language College regarding its 'Mayor for the Day' manifesto entitled, 'You don't have to spend a fortune to make a difference'.

RESOLVED – That the recommendations in response to the various elements of the deputation, as contained in appendix B to the submitted report, be approved.

- 199 Deputation to Council - Young People from the Miles Hill Estate requesting Traffic Calming Measures on the Estate**

The Director of City Development submitted a report in response to the deputation to Council from young people of the Miles Hill estate requesting traffic calming measures on the estate.

RESOLVED -

- a) That the report and the actions being taken to progress 20 mph zones within the city as described therein be noted.
- b) That the monitoring and review of potential 20 mph zones as the basis for determination of future priorities and the inclusion of the Miles Hill area within that process be endorsed.
- c) That the issues raised concerning the Miles Hill area shall be considered when reviewing 20 mph zone proposals as part of the development of investment proposals for the Local Transport Plan programme from April 2011 onwards.
- d) That the proposals to offer the Speed Information Device to the residents in the interim period be endorsed.

- 200 Deputation to Council - Moorland Road Residents regarding the Speed Limit on Moorland Road, Bramhope**

The Director of City Development submitted a report in response to the deputation to Council from residents of Moorland Road, Bramhope, regarding the speed limit on the road.

RESOLVED – That the contents of the report be noted and approval be given in principle to a Traffic Regulation Order for a speed limit of 30mph with repeater signs being progressed on Moorland Road and Occupation Lane with MICE (Members' Improvements in the Community and Environment) funding.

201 Revisions to the Local Development Scheme

The Director of City Development submitted a report outlining proposed changes to the current Local Development Scheme.

RESOLVED –

- (a) That, with reference to discussions held at the meeting of the Development Plan Panel on the day previous to this meeting and to comments now made, the Director of City Development be authorised to amend the scheme for submission in those respects, in consultation with the Executive Member (Development and Regeneration), subject to details of such amendments being provided to all members of the Board.
- (b) That the Director of City Development be authorised to make the appropriate revisions to the Council's Local Development Scheme to reflect the changes set out in section 4 of the report, and as referred to in (a) above, and to submit the revised LDS to the Secretary of State pursuant to section 15 of the Planning and Compulsory Purchase Act 2004. Further, should a direction be received from the Secretary of State under section 15(4), the Director of City Development be authorised to make any necessary changes to the revised LDS prior to it coming into effect in order to comply with the direction.
- (c) That that the revised Local Development Scheme shall be brought into effect as from 1 May 2010 subject to one of the statutory requirements below having been met. Namely:
- Before the end of a 4 week period starting on the day on which the Council submit the revision to the Secretary of State, the Council receive notice from the Secretary of State that he does not intend to give a direction under section 15(4); or
 - The 4 week period has ended and the Council have not received either a direction under section 15(4) from the Secretary of State or notice that he requires more time to consider the revision; or
 - The Council have received a direction under section 15(4) and have either complied with it (as varied by any further direction), or have received a direction revoking it; or
 - The Council have received notice from the Secretary of State that he requires more time to consider the revision and either subsequently receive notice from the Secretary of State that he does not intend to give a direction under section 15(4) or

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to be held on Wednesday, 7th April, 2010

such a direction is received and the Council have complied with it (as varied by any further direction), or have received a direction revoking it.

- (d) That the formal withdrawal of the Easel, City Centre and West Leeds Gateway AAPs pursuant to section 22 of the Planning and Compulsory Purchase Act 2004 be authorised.
- (e) That that the Director of City Development undertake further public consultation on the West Leeds Gateway proposals with a view to their eventual approval as a Supplementary Planning Document.

202 Large Casino Licence

The Director of City Development submitted a report providing an update on the process for the awarding of the large casino licence.

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

RESOLVED – That the report be noted and that the Director of City Development and the Assistant Chief Executive (Corporate Governance) be authorised to move forward with the process which will lead to the award of the Large Casino Licence; on the basis of the:

- (i) objectives detailed in the report and the exempt Appendix A
- (ii) the draft timetable presented and
- (iii) the resource implications identified in the exempt Appendix B.

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

203 Submission of the Transport and Works Act Order Application for the New Generation Scheme

The Director of City Development submitted a report providing an update on the current position on the proposals for a high quality public transport system in Leeds. The report also detailed the next stage of the project – the submission of the Transport and Works Act Order and associated applications to the Secretary of State for Transport proposed to be made in June 2010.

RESOLVED –

- (a) That approval be given for the submission of the required Transport and Works Act Order and associated applications for NGT to the Secretary of State for Transport. (These applications will set out the proposed route and works as detailed in section 3.3 and Appendix 1 of the submitted report).

- (b) That approval be given to the transfer of additional funding to meet the Council's share of the £3,820, 000 required to progress the Transport and Works Act Order application beyond the Programme Entry stage (assumed to be £1,910,000 as set out in section 5 of the report) from the Council's Strategic Development Fund.
- (c) That additional expenditure of £2,754,000 as shown in the Finance Table Paragraph 5.6 of the report be approved.

204 Request for Authorisation to Enter into a Joint Venture Agreement between Leeds City Council and Metro to Develop and Progress the New Generation Transport Scheme

The Director of City Development submitted a report on proposals to enter into a Joint Venture Agreement between the City Council and Metro to develop and progress the New Generation Transport Scheme.

RESOLVED – That authority be given for the signing of the Joint Venture Agreement between the City Council and Metro for developing and progressing the NGT scheme.

ENVIRONMENTAL SERVICES

205 Response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement into 'The Procurement of the Grounds Maintenance Contract for 2011'

The Director of Environment and Neighbourhoods submitted a report presenting a response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement entitled, 'The Procurement of the Grounds Maintenance Contract for 2011'.

RESOLVED – That the proposed responses to the Scrutiny Board (Environment and Neighbourhoods) recommendations, as contained in the submitted report, be approved.

(During the discussion of this matter Councillor Finnigan declared a personal interest as an ALMO Board member)

CHILDREN'S SERVICES

206 Interim Director of Children's Services

The Chair welcomed Eleanor Brazil, Interim Director of Children's Services to her first meeting of the Executive Board.

207 Children's Services Improvement Arrangements

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report providing an update on the Children's Services Improvement Board's membership and proposed terms of reference, the Improvement Notice issued by the Department for Children, Schools and Families (DCSF) and the Council's Improvement Plan for Children's Services.

RESOLVED – That the Terms of Reference for the Improvement Board be endorsed and that the Improvement Plan be approved.

208 Organisational Arrangements for the Provision of Children's Services in Leeds

The Chief Executive submitted a report providing an update on the organisational review being undertaken with respect to Children's Services. The strategic Review document appended to the report presented the following five options –

1. Retain current arrangements
2. A slimmed down company model
3. An enhanced company offer
4. Creation of Children Leeds Ltd
5. Creation of a Children's services Directorate.

RESOLVED –

- (a) That, building on the strengths of current arrangements and seeking to spread them across all areas of children's services, a new integrated Children's Services Directorate model be worked up along the lines detailed in Option 5 of the review attached to the report.
- (b) That officers be authorised to take all such steps as may reasonably be required (including the service of appropriate notices) to allow the Council's contract with Education Leeds to be terminated on 31st March 2011, and
- (c) That further reports detailing the revised arrangements (including any proposed transitional arrangements), and consultations thereon, be brought to the Board at regular intervals over the course of the coming year.
- (d) That, with reference to (b) above, the Board takes this opportunity to record its appreciation of the work of Education Leeds in supporting the transformation of education provision in the City, and to express the Board's thanks to Chris Edwards for the leadership he has displayed in his role as Chief Executive of the company.

209 Building Schools for the Future Phase 4 - Leeds West Academy

The Director of Children's Services submitted a report on proposals with respect to the new building project of Leeds West Academy (formerly Intake High School).

RESOLVED – That the Final Business Case for the Leeds West Academy Project be approved for submission to Partnerships for Schools.

CENTRAL AND CORPORATE

210 Leeds Strategic Plan 2008-11 Refresh - Amendments to Partnership Agreed Indicators

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report on a number of proposed amendments to the partnership agreed targets contained within the Leeds Strategic Plan 2008-11.

RESOLVED – That Appendices 1 and 2 to the report be approved as the council's proposed revisions and additions to the agreed targets in the Leeds Strategic Plan.

DATE OF PUBLICATION: 12th March 2010
LAST DATE FOR CALL IN: 19th March 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on 22nd March 2010)

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Originator: A Brogden

Tel:2474553

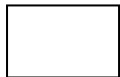
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 19th April 2010

Subject: Procurement of the Grounds Maintenance Contract for 2011 – Formal Response to the Scrutiny Board’s Interim Statement

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 beginning of the municipal year, the Board agreed to establish a working group to oversee the procurement process for the new grounds maintenance contract for 2011, ensuring that the recommendations arising from the 2005 Scrutiny Inquiry had been taken forward and that lessons learned from the existing contract were also being reflected in the new specification.
- 1.2 In January 2010, the Scrutiny Board produced an interim Statement setting out its initial findings and recommendations relating to the procurement of the new contract for the attention of the Executive Board and the Grounds Maintenance Programme Board at this particular stage of the procurement process. This is attached as Appendix 1.
- 1.3 It is the normal practice to request a formal response from the relevant Directorate(s) to the Board’s recommendations, once a Statement has been published.
- 1.4 On 10th March 2010, the proposed response to the recommendations was submitted by the Director of Environment and Neighbourhoods to the Council’s Executive Board, who accepted the actions detailed in the response. This report is attached as Appendix 2 for the Board’s consideration.
- 1.5 In line with recommendation 6ii of the Scrutiny Board’s Statement, a report detailing the analysis conducted by the Grounds Maintenance Project Board in relation to the benefits and limitations of having an output specification for the new grounds maintenance contract is also provided for the Board’s consideration (see Appendix 3).

- 1.6 Members are asked to consider the responses provided and to decide whether any further scrutiny involvement is required.
- 1.7 Any recommendations which have not yet been completed will be included in future quarterly recommendation tracking reports to enable the Board to continue to monitor progress.

2.0 Recommendation

- 2.1 Members are asked to consider the responses provided and to decide whether further scrutiny involvement is required.

Background Papers

None.

Scrutiny Interim Statement

Procurement of the Grounds Maintenance Contract for 2011

Scrutiny Board
(Environment and Neighbourhoods)

11th January 2010



Introduction and Scope

Introduction

1. An extensive inquiry into the process of handing over the Streetscene Grounds Maintenance service to an external contractor was conducted by the former Environment and Community Safety Scrutiny Board during 2005 following public and Member concerns about the delivery and standard of the service.
2. This inquiry had identified a number of factors that had prevented a smooth transition of the Streetscene Grounds Maintenance service to the external contractor, Glendale Grounds Maintenance Ltd, and consequently led to the problems encountered during the first year of the new contract. There were 21 recommendations made as a result of this inquiry that aimed to improve the procurement process and develop a more robust risk management approach to similar projects in the future.
3. The initial grounds maintenance contract period was three years with the option to expand by up to a further three years. Since the Scrutiny inquiry in 2005, service delivery improvements had been reported in years two and three of the contract. As a result, a decision was made to extend the contract into year four. However, this extension was on the understanding that rough cut, sight line and 'In Bloom' judging route grass be worked out of the main contract. This led to a smaller contract being awarded through a competitive process to ATM which commenced on 1st March 2008 for one year with the option to extend up to a further two years in order to allow for a co-terminus end to both contracts.
4. Both contracts were extended again for a further year and are now expected to run into their final year, meaning that both contracts will end on 28th February 2011.
5. Grounds maintenance continues to be a service area that generates high public interest and often is an issue raised by local residents with Members of the Council. It therefore remains an area of priority for Scrutiny.
6. In February 2009, the Environment and Neighbourhoods Scrutiny Board was formally consulted on the Streetscene Grounds Maintenance draft Service Improvement Plan. This Plan summarised the actions agreed between Leeds City Council, the ALMO's and Glendale Managed Services Ltd for improvements to the contract to be implemented in 2009/10, many of which aimed to build upon the lessons learned during 2008.
7. At that time, Members had requested that Scrutiny be given a proactive role in considering the specification for the new 2011 grounds maintenance contract to ensure that lessons learned from the existing contract are reflected within it.
8. In June 2009, it was brought to our attention by the Executive Member for Environmental Services that the procurement process for the new contract had commenced and it was agreed that Scrutiny had an important role in this process.
9. A working group of the Board was established to oversee the procurement process for the new contract, ensuring that the recommendations from the 2005 inquiry had been taken forward



Introduction and Scope

and that lessons learned from the existing contract were also being reflected in the new specification. The membership of this working group includes Councillors Barry Anderson (Chair), Ann Blackburn and Ann Castle.

10. The working group met initially in August with the Area Development Manager to clarify the procurement timetable in place to deliver the new contract from 1st March 2011. At this stage, it was noted that a client and stakeholder consultation process around the future content of the new contract, which was being undertaken by the main clients (the 3 ALMOs and Highways Services), was due to be completed at the end of August. In view of this, the working group agreed to meet with the client groups at the beginning of September to get their feedback from the consultation.
11. In the meantime, a member of the Collingham with Linton Parish Council had approached a member of the working group expressing a wish to feed into the Scrutiny Board's review. This was welcomed and prompted an invitation to all 31 Parish and Town Councils to attend a meeting of the working group to discuss the future content of the grounds maintenance service contract or alternatively to submit their views in writing.
12. Whilst we were very surprised that only 6 out of the 31 Parish and Town Councils¹ had responded to this invitation, this does not detract from the level of frustration that was shared by these local councils about the existing grounds maintenance service and lack of consideration given to those local councils that have continuously attempted to negotiate with the Council for an opportunity to manage the grounds maintenance service within their own boundary area.
13. The contribution of these local councils has also led Scrutiny to identify a fundamental omission within the existing contract procurement exercise as we learned that none of the Parish and Town Councils had been formally consulted as part of the client and stakeholder consultation process despite being acknowledged within the procurement implementation plan as one of the stakeholder groups.
14. The issues and concerns raised by the local councils during our review are valid and we believe that many of these could have been addressed much earlier if given the opportunity to engage effectively. Our review has also raised issues around the level of engagement with Elected Members throughout the procurement process.
15. This interim statement sets out our initial findings and recommendations relating to the procurement of the new contract for the attention of the Executive Board and the Grounds Maintenance Programme Board at this particular stage of the procurement process.

¹ The 6 local councils included Arthington Parish Council, Boston Spa Parish Council, Clifford Parish Council, Collingham with Linton Parish Council, Scarcroft Parish Council and Thorner Parish Council.



Conclusions and Recommendations

Management of the current procurement project

16. Firstly, we do acknowledge that many of the recommendations arising from the 2005 Scrutiny inquiry have been taken forward into the current procurement strategy. In particular, we welcome that a more rigid risk management approach is now being applied in line with the Council's Delivering Successful Change methodology. As part of this approach, we noted that an initial health check of the procurement process by the Council's Project Assurance Section was conducted in April 2009. As a result, a number of recommendations were put forward to improve the procurement process and the project was given an overall RAG (red, amber or green) rating status of Amber. A copy of the health check report was considered as part of our review.
17. We are also pleased that governance arrangements are now in place to oversee the procurement process. Such arrangements include the appointment of a Project Manager and the establishment of a Grounds Maintenance Project Team and Project Board, which has senior representation from the various clients plus other Council services including Strategic Landlord, Procurement Unit and Parks and Countryside. However, we did raise a number of issues in relation to the Project Board, which we have addressed separately within our Statement.
18. We do note with concern that there are still a number of recommendations from the 2005 inquiry that have not yet been fully achieved and consequently this has had an impact on the management of the current procurement project. We have made reference to these particular recommendations where appropriate within our Statement.
19. As the current grounds maintenance contracts have been extended into their final year, there is now the urgency to procure a new contract to be implemented from 1st March 2011.
20. The 2005 Scrutiny inquiry identified a number of factors that had prevented a smooth transition of the service to an external contractor. However, the main problems encountered were associated with the lack of time allocated for a thorough induction process for the contractor and the reduced time available for the contractor to mobilise effectively.
21. We note that the current implementation timetable does factor in these key lessons by allowing for a longer lead-in period for contract mobilisation, which starts from November 2010. This lead-in time also responds to the earlier recommendation by Scrutiny for future contracts to be awarded well ahead of the growing season so as to ensure the contractor has sufficient time to mobilise.
22. However, whilst we acknowledge the amount of work and level of consultation carried out with stakeholders by the client groups to help inform the current procurement strategy, there does not appear to have been a great deal of engagement with Elected Members throughout this process. This is extremely disappointing given that issues around communication with Elected Members was also raised as a concern during the 2005 Scrutiny inquiry.



Conclusions and Recommendations

23. Although we would not expect all Elected Members to be briefed on every aspect of a project, it is vital that Members are able to put forward their views in order to inform key stages of a procurement process, particularly for high profile projects.

24. It is clear that the recent consultation exercise conducted with Area Committees during October/November around the future content of the grounds maintenance contract should have been undertaken much earlier during the procurement process. This would have allowed more time for the Grounds Maintenance Project Board and the client groups to reflect and respond appropriately to the issues and concerns raised by Elected Members.

25. In relation to this particular project, we recommend that the Chair of the Grounds Maintenance Project Board ensures that the relevant client groups actively engage with all Elected Members at key stages of the procurement process and would advise that such engagement continues to be conducted through Area Committees.

Recommendation 1
That the Chair of the Grounds Maintenance Project Board ensures that the relevant client groups actively engage with all Elected Members at key stages of the current grounds maintenance procurement project. We would advise that such engagement continues to be conducted through Area Committees.

26. In future, it is vital that Area Committees are recognised as one of the key stakeholders and engaged from the start

of the procurement process in order to inform key decisions.

Recommendation 2
That Area Committees are recognised as key stakeholders during the procurement of future grounds maintenance contracts and are engaged from the start of the procurement process in order to inform key decisions.

27. As a result of the 2005 Scrutiny inquiry, a recommendation was made which stated '*That where a high profile project is experiencing any difficulties or risks that might influence the awarding of a contract or the delivery of new service arrangements, the relevant Executive Board Member is briefed by the chair of the project board at the earliest possible stage. To complement this we recommend that guidelines are drawn up outlining the appropriate stages at which Members should be briefed.*'

28. Whilst we acknowledge that communication with the Executive Member has improved, we are unaware of any guidelines being drawn up in relation to holding general briefings with Elected Members, as recommended.

29. In view of this, we further recommend that clear guidelines be drawn up immediately in relation to Elected Member engagement throughout all stages of the procurement process and particularly for high profile projects. We would like such guidelines to be brought back to Scrutiny for consideration.



Conclusions and Recommendations

Recommendation 3

That clear guidelines be drawn up immediately in relation to Elected Member engagement throughout all stages of the procurement process and particularly for high profile projects. That these guidelines be brought back to Scrutiny for consideration.

30. As we have already highlighted in our introduction, there has also been a fundamental omission within the existing contract procurement exercise as none of the Parish and Town Councils had been formally consulted as part of the client and stakeholder consultation process despite being acknowledged within the procurement implementation plan as one of the stakeholder groups.
31. We believe that many of the issues and concerns that have been raised by the local council representatives during our own review could have been addressed much earlier if given the opportunity to engage effectively. In view of this, we further recommend that the Chair of the Grounds Maintenance Project Board ensures that all local Parish and Town Councils are also actively engaged at key stages of the current grounds maintenance procurement project.

Recommendation 4

That the Chair of the Grounds Maintenance Project Board ensures that all local Parish and Town Councils are actively engaged at key stages of the current grounds maintenance procurement project.

The benefits and limitations of a city-wide contract

32. One of the key issues we have debated during our review and particularly with the local council representatives, has been around the benefits and limitations of pursuing with a city-wide contract for the grounds maintenance service in line with the principle of achieving value for money.
33. Value for money is about ensuring that services are delivered to the agreed quality, perform effectively and generate outcomes which meet the needs of service users for the agreed price. With proposed changes already being identified for the new contract specification, we recognise that a like for like comparison with the existing service would now be very difficult.
34. We are aware that some Parish and Town Councils have continuously attempted to negotiate with the Council for an opportunity to manage the grounds maintenance service within their own boundary area.
35. In doing so it was felt that local councils would be able to specify the level of standard required in line with local expectations and could incorporate more robust local monitoring mechanisms. Also, as some Parish and Town Councils already employ a local contractor to provide grounds maintenance services in addition to that provided by Glendale, this would remove this added cost and duplication of effort.
36. However, during our review the local council representatives were advised



Conclusions and Recommendations

that by taking on that responsibility, local councils would need to ensure that a complete grounds maintenance service was being provided within their area, which includes a wider range of horticultural duties than just cutting grass. It was also noted that legally, local councils are not insured to work on the highway and therefore any local contractor would need the appropriate accreditation and insurance for this work.

37. It was also acknowledged that any Parish and Town Council interested in tendering for such a contract would be required to take part in the statutory competitive tendering process in order to demonstrate value for money for delivering that service, which was also considered to be a major obstacle.
38. Whilst recognising the potential challenges to this approach, a suggestion was put forward by the local council representatives to have a pilot scheme running alongside the new contract as this would provide an opportunity to test whether smaller local contracts could provide better value for money.
39. We understand that the Risk Management Unit (RMU) facilitated two Options Appraisal Workshops (the first was completed April 2008 with a follow-up in June 2008). Of the 9 options considered, it had emerged that the preferred option was to continue with a city-wide contract. Whilst we understand that some reservations about this option were initially expressed by two of the ALMOs at that time, which was reported within the initial health check report and prompted a request for a further risk assessment to be undertaken, it had emerged that this was still the preferred option put forward

by the Grounds Maintenance Project Board.

40. Whilst we recognise that the restrictions now placed upon the current procurement timetable could be a potential barrier for revisiting the option appraisal process, we do believe there would be merit in giving further consideration to awarding smaller contracts for the grounds maintenance service and for local Parish and Town Councils to be engaged in this process.
41. In view of this, we recommend that the Executive Board consider an immediate risk assessment for conducting a further option appraisal as part of the current procurement process so that the option of awarding smaller contracts for the grounds maintenance service is considered again and involves engagement from local Parish and Town Councils.

Recommendation 5

That the Executive Board considers an immediate risk assessment for conducting a further option appraisal as part of the current procurement process so that the option of awarding smaller contracts for the grounds maintenance service is considered again and involves the engagement of local Parish and Town Councils.

Key principles surrounding the new contract specification

42. Separate to the debate around contract packaging, we discussed the key principles surrounding the new contract



Conclusions and Recommendations

specification, as it is clear that the specification will be key to measuring the quality delivered through the new contract.

43. In consideration of the proposed changes to the specification we acknowledge that the main principle behind the new contract will be around providing a consistent service across the city and guaranteeing a minimum specification standard, but also incorporating more flexibility within the specification to give clients the option to purchase an enhanced service if required.

44. As an example, we noted that a significant change will be around the frequency of cuts for enhanced grass as this will be reduced from 32 cuts and replaced with a more general standard, 13 cuts at 25mm. However, this will be variable by clients with appropriate formal notice.

45. In welcoming this flexibility within the contract, we also recognise the need to ensure that rigorous contract monitoring is also completed in order to measure quality consistently. We have therefore addressed this matter separately within our statement.

46. Whilst acknowledging that the proposed changes put forward by the client groups reflect the continuation of an input based specification, we did question whether an output specification would have been more appropriate.

47. The principle of an output specification means that the onus is put on the contractor to manage the contract accordingly in order to achieve the specified level of standard. In view of the problems often presented by the unpredictability of the weather, such an

approach would allow the contractor more flexibility to conduct maintenance works when appropriate and not be restricted to a rigid schedule of cuts.

48. Whilst we understand that the Grounds Maintenance Project Board has already analysed the benefits and limitations of having an output specification, we would recommend that the details of this analysis be shared with Elected Members, particularly as this was also an issue raised during the consultation with Area Committees. We would also recommend that such analysis is brought to the attention of the Executive Board and Scrutiny for consideration.

Recommendation 6

(i) That details of the analysis conducted by the Grounds Maintenance Project Board in relation to the benefits and limitations of having an output specification for the new grounds maintenance contract is shared with Elected Members.

(ii) We further recommend that such analysis is brought to the attention of the Executive Board and Scrutiny for consideration.

49. During our review, we also recognised the need to ensure that the data used to map site locations within the tender documentation is as current as possible in order to provide bidders with a comprehensive pricing document. In doing so, potential bidders will be able to submit as accurate as possible tendered price for evaluation purposes. It will also help minimise the scope for site variations in and out of the contract. We noted that this was another key recommendation arising from the 2005



Conclusions and Recommendations

inquiry which has not been fully achieved.

50. However, it was acknowledged by the client groups and also the local council representatives that a lot of work has been undertaken to help identify all pieces of 'orphan' land still remaining across the city in order to vary this into the contract where necessary.
51. We debated the likelihood of ever achieving 100% accuracy at all times and concluded that there is very much a need to continue to have a clear mechanism included within the new specification to effectively manage the incorporation of any new site locations.
52. Whilst we appreciate that the existing client groups have budget provisions in place to vary any additional pieces of land into the contract, we recognise that many of the problems arise in dealing with unregistered land where the ownership is not clear and requires investigation by officers. We therefore recommend that further work is carried out to quantify the size of the problem in dealing with unregistered land and its financial impact on the Council. We also recommend that consideration is given to the feasibility of setting aside a separate budget for maintaining such pieces of orphan land until ownership matters are resolved.

Recommendation 7

- (i) That the Chair of the Grounds Maintenance Project Board ensures that further work is carried out to quantify the size of the problem in dealing with unregistered land and its financial impact on the Council.**
- (ii) We further recommend that consideration is given to the feasibility of setting aside a separate budget for maintaining such pieces of orphan land until ownership matters are resolved.**

53. We understand that the introduction of more localised grounds maintenance teams has been a contributing factor in improving the existing grounds maintenance service. Where staff are given responsibility for a particular area, we believe that this encourages greater ownership and pride in the quality of service delivered. We would therefore like to see such an approach being encouraged as part of the tendering process for the new contract, and particularly if the service is to be packaged as one city-wide contract.

Recommendation 8

That the tendering process for the new grounds maintenance contract encourages a localised approach towards the delivery of the new service, and particularly if the service is to be packaged as one city-wide contract.

54. During our review, we also identified a need to introduce more stringent penalties/measures to address quality of service issues.



Conclusions and Recommendations

55. As part of the existing contract, we noted that the Council monitors highway land by taking a 10% random sample after each cut. Where a quality of service issue is raised, the contractor is given 5 working days to rectify the issue. However, should the issue not be rectified then a percentage of the payment made against the random sample is deducted accordingly.

56. We would recommend that the Grounds Maintenance Project Board gives further consideration to strengthening existing arrangements for dealing with adverse performance issues, including the introduction of more stringent penalties, and for this to be fed back to Scrutiny as part of our ongoing review.

Recommendation 9
That the Grounds Maintenance Project Board gives further consideration to strengthening existing arrangements for dealing with adverse performance issues, including the introduction of more stringent penalties, and for this to be fed back to the Scrutiny Board as part of its ongoing review into the procurement of the new grounds maintenance contract .

The need for robust contract monitoring arrangements

57. There was a consensus view that a fundamental part of the procurement process will be to ensure that robust and consistent contract monitoring arrangements are written into the new specification to ensure that the quality of work is of the required standard. Such

robust monitoring will also be needed to demonstrate to the contractor where adverse performance has been recorded in order to action any penalties/ reductions in payment as a result.

58. The Council currently monitors highway land by taking a 10% random sample after each cut, whilst each of the ALMOs have adopted their own monitoring arrangements. In delivering the existing city-wide contract, this inconsistent approach towards monitoring has often generated confusion and difficulties with the current contractor.

59. We would like to see Elected Members engaged in developing more robust monitoring arrangements and understand that some Parish and Town Councils have also expressed an interest to be part of the monitoring process on a voluntary basis providing they receive the appropriate training.

60. In recognising the benefits of utilising this valuable resource, it was felt that each of the ALMOs and Highways Services should also be working in partnership with the local councils to develop a framework for delivering more robust and consistent monitoring arrangements. We therefore recommend that the Grounds Maintenance Project Board ensures that this is fed into the current procurement project.

Recommendation 10
That the Grounds Maintenance Project Board ensures that each of the ALMOs and Highways Services works in partnership with Elected Members and local Parish and Town Councils to develop a framework for delivering more robust and consistent monitoring arrangements for grounds maintenance as part of the current procurement project.



Conclusions and Recommendations

Project Board commitment and partnership working

61. Finally, in acknowledging that the current procurement timescale for awarding the new contract is challenging, it will require effective decision making from the Project Board to successfully deliver on this project.

62. However, as part of the initial health check report in April 2009, we noted that attendance at Project Board meetings was reported as being inconsistent and often delegated, which impacts on the timeliness of the decision making process.

63. It is essential that the Project Board demonstrates a commitment to partnership working and provides their full engagement with the project. We therefore recommend that the Chair of the Project Board ensures that attendance from senior representatives is consistent and that a full commitment is given by the Project Board to work in partnership to successfully deliver on the procurement timetable.

64. As a Scrutiny Board, we will continue to oversee and feed into the key stages of the current procurement process and look forward to continue working closely with the client groups and also the Project Board to ensure that the future grounds maintenance service delivers value for money and best meets the needs of residents across the city.

Recommendation 11
That the Chair of the Grounds Maintenance Project Board ensures that attendance from all senior representatives on the Project Board is consistent.

Recommendation 12
That the Chair of the Grounds Maintenance Project Board ensures that a full commitment is given by the Project Board to work in partnership to successfully deliver on the procurement timetable for awarding the 2011 grounds maintenance contract.

Scrutiny Board (Environment and Neighbourhoods)
Interim Statement - procurement of the Grounds Maintenance Contract for 2011
11th January 2010

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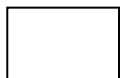
Report of the Director of Environment and Neighbourhoods

Executive Board

Date: 10th March 2010

Subject: Environment & Neighbourhoods Inquiry in to the Procurement of the Grounds Maintenance Contract for 2011

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

The Scrutiny Board (Environment & Neighbourhoods) published its draft report summarising the detailed inquiry in to the Grounds Maintenance procurement process. Within the report are twelve recommendations.

In accordance with the requirements of the constitution the response to the Scrutiny Board's recommendations need to be agreed by the Executive Board. Attached to this report is the report of the Scrutiny Board (Environment & Neighbourhoods).

Recommendation 1

That the chair of the Grounds Maintenance Project Board ensures that the relevant client groups actively engage with all Elected Members at key stages of the current grounds maintenance procurement project. We would advise that such engagement continues to be conducted through Area Committees.

The Director of Environment & Neighbourhoods agrees with this recommendation. The process has already begun and the Grounds Maintenance update will become a regular agenda item on Area Committee meetings.

Recommendation 2

That Area Committees are recognised as key stakeholders during the procurement of future grounds maintenance contracts and are engaged from the start of the procurement process in order to inform key decisions.

The Director of Environment & Neighbourhoods agrees with this recommendation and the Environmental Champion from each Area Committee will be involved in the engagement with Area Committees.

Recommendation 3

That clear guidelines be drawn up immediately in relation to Elected Member engagement throughout all stages of the procurement process and particularly for high profile projects. That these guidelines be brought back to Scrutiny for consideration.

The Director of Environment & Neighborhoods agrees with this recommendation and will raise it at Corporate Leadership Team to consider the application of guidelines corporately.

Recommendation 4

That the Chair of the Grounds Maintenance Project Board ensures that all local Parish and Town Councils are actively engaged at key stages of the current grounds maintenance procurement project.

The Director of Environment & Neighbourhoods agrees with this recommendation and will ensure that Parish and Town Councils are engaged at key stages of the procurement process through Area Committees.

Recommendation 5

That the Executive Board considers an immediate risk assessment for conducting a further option appraisal as part of the current procurement process so that the option of awarding smaller contracts for the grounds maintenance service is considered again and involves the engagement of local Parish and Town Councils.

The Director of Environment & Neighbourhoods considers this recommendation no longer relevant, as these options will form part of the proposed procurement approach for the next Grounds Maintenance contract. This report will refer to option appraisal work done to support the procurement approach that will be recommended and also include reference to how Parish and Town Councils can be involved and engaged.

Recommendation 6

- i. That details of the analysis conducted by the Grounds Maintenance Project Board in relation to the benefits and limitations of having an output specification for the new grounds maintenance contract is shared with Elected Members.**
- ii. We further recommend that such analysis is brought to the attention of the Executive Board for its consideration.**

The Director of Environment & Neighbourhoods agrees with this recommendation and will ensure that the information is presented as requested to both Executive Board and Scrutiny Board.

Recommendation 7

- i. That the Chair of Grounds Maintenance Project Board ensures that further work is carried out to quantify the size of the problem in dealing with unregistered land and its financial impact on the Council.**

- ii. **We further recommend that consideration is given to the feasibility of setting aside a separate budget for maintaining such pieces of orphan land until ownership matters are resolved.**

The Director of Environment & Neighbourhoods agrees with the recommendation and will refer to this in the report to Executive Board referred to in 5 above.

Recommendation 8

That the tendering process for the new grounds maintenance contract encourages a localised approach towards the delivery of the new service and particularly if the service is to be packaged as one city wide contract.

The Director of Environment & Neighbourhoods agrees with this recommendation in principle. Through the new contract specification bidders will be encouraged to adopt the approach. In addition further control can be exercised over the new contractor through client influence over the work programme.

Recommendation 9

That the Grounds Maintenance Project Board gives further consideration to strengthening existing arrangements for dealing with adverse performance issues, including the introduction of more stringent penalties and for this to be fed back to the Scrutiny Board as part of its ongoing review in to the procurement of the new grounds maintenance contract.

The Director of Environment & Neighbourhoods agrees that robust procedures need to be in place to deal with contract monitoring and adverse performances. The four clients have agreed a contract monitoring and administration model and advice is currently being sought regarding adverse performance penalties.

Recommendation 10

That the Grounds Maintenance Project Board ensures that each of the ALMOs and Highways Services works in partnership with Elected Members and local Parish and Town Councils to develop a framework for delivering more robust monitoring arrangements for grounds maintenance as part of the current procurement project.

The Director for Environment & Neighbourhoods agrees with this recommendation and will ensure that it is incorporated into the monitoring process.

Recommendation 11

That the Chair of the Grounds Maintenance Project Board ensures that attendance from all senior representatives on the Project Board is consistent.

The Director for Environment & Neighbourhoods agrees with this recommendation and can confirm that it has already been communicated to all Programme Board members.

Recommendation 12

That the Chair of the Grounds Maintenance Project Board ensures that a full commitment is given by the Project Board to work in partnership to successfully

deliver on the procurement timetable for awarding the 2011 grounds maintenance contract.

The Director for Environment & Neighbourhoods agrees with this recommendation.



Originator: Stephen Smith

Tel:

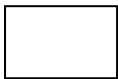
Report of the Director of Environment and Neighbourhoods

Scrutiny Board (Environment and Neighbourhoods)

Date: 19th April 2010

Subject: Procurement of the Grounds Maintenance Contract for 2011 – Formal Response to the Scrutiny Boards Interim Statement

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 In January 2010 the Scrutiny Board produced an interim statement setting out its recommendations in relation to the procurement of the new grounds maintenance contract. Recommendation 6ii requested details of the analysis carried out by the Grounds Maintenance Project Team in relation to the benefits and limitations of an output specification for the new contract.
- 1.2 This report summaries the discussion that took place resulting in the decision to recommend an input based specification.

2.0 Background

- 2.1 The current grounds maintenance contract has an input based specification which suites the current needs of the four clients and satisfies the expectations of stakeholders in terms of being provided with details of scheduled service delivery. The current contractor has suggested that some of the contract issues experienced in the early years of the contract may have been avoided had the specification been output based although in recent years the delivery of an output based specification may have created problems due to uncharacteristic weather conditions during the grass cutting season. As part of the contract procurement work the Grounds Maintenance Project Team were tasked with considering the benefits and limitations of both input and output specifications.
- 2.2 The views from other authorities appeared to be mixed and the choice of specification was what was right for the needs of the individual authority.

2.3 The guidance from the office of Government Commerce regarding output based specifications states,

‘Output based specification needs to be actively (and ideally pro-actively) monitored and managed to ensure adherence to committed service levels and service payment streams.....effective service management involves both parties performing their obligations and duties, on time and in accordance with the contract’.

‘There must be good data collection, reporting and monitoring arrangements in place for each service elements provided’.

2.4 The project team considered the following issues to determine the approach for the new contract.

1. ALMO tenants want the confidence of receiving a scheduled service i.e., knowing when the grass will be cut and how often.
2. ALMOs have encouraged tenant involvement in the monitoring of the ground maintenance service which requires schedules of work.
3. LCC appear to be more comfortable with an input approach to the grounds maintenance service so that everyone knows when and how often the service will be provided.
4. During the current contract Parish Council’s have regularly requested from Environmental Services, details of grass cutting schedules so that they can monitor the service and arrange for volunteers to be available to carry out the monitoring.
5. Monitoring of ground maintenance services on ALMO land has been inconsistent over the life of this contract. The main issue appears to be that none of the ALMOs have dedicated monitoring resources. Any future monitoring regime will need to be delivered with similar resource.
6. Advice from colleagues within Parks and Countryside supports the view that an input based ground maintenance specification is more easily managed and monitored than an output specification.
7. The geographical size of Leeds and the range of ground maintenance activities makes it a difficult contract to monitor other than on a random sample bigger than 10%. An output based specification would ideally require a larger sample.
8. Uncharacteristic climate conditions can make an output specification difficult to deliver. For example, a prolonged wet/warm period during the summer will encourage prolonged grass growth that will have an impact on resource requirements. A contractor may be inclined to reduce service delivery under these conditions rather than incur additional expenditure.
9. An output specification may encourage a contractor to risk price which is likely with a contract of this size and diversity.
10. Output specifications are not conducive to encouraging area based service delivery. As resources are reduced during the low part of the cutting season, they need to be spread wider.
11. The current contract arrangement allows the clients to have some influence over the contractors resource such as staffing levels and resource allocation by ensuring that services are delivered within a specified timescale. An output specification would focus on outputs and potentially remove some of this client influence.

3.0 Summary

3.1 Having considered the above, the Project Team concluded that the new grounds maintenance contract should have an input based specification for the following reasons,

- An output based specification is potentially more difficult to manage and monitor and consequently will increase the overall monitoring costs.
- An output specification may encourage a contractor to risk price for every eventuality allowing little contract management flexibility and increasing cost.
- Public confidence would be adversely affected if the Council was not able to provide clear schedules for grass cutting and other maintenance services.
- Monitoring by stakeholders such as Parish and Town Councils would be more complicated with an output specification

Grounds Maintenance Specification Output Vs Input Specification

	OUTPUT	INPUT
Stakeholder requires confidence provided by having scheduled service	no	yes
ALMO tenants and Parish Councils have requested details of cut schedules to allow monitoring and assess contractor performance	no	yes
Contractor self monitoring	no	no
Monitoring to be delivered within current budgeted cost	no	possible
Monitoring to be carried out within current resource levels	no	possible
Contract monitoring more involved and complicated	yes	no
Client influence over contractors use of resources	limited	yes
Risk pricing (transfer of risk from client to contractor)	yes	no
Localised delivery of grounds maintenance services (NB output spec – contractor is more likely to deploy resources where they are needed rather than concentrate them in an area)	unlikely	likely
Increased contract administration (eg Contract risk plan, contract improvement plan etc)	yes	no
Affordability	no	yes
Clarity regarding the work to be carried out to specification (NB output spec focuses on outcome not how it is achieved)	no	yes



Originator: A Brogden

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 19th April 2010

Subject: Procurement of Housing Contracts Review– Draft Statement

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 Call In meeting of the Environment and Neighbourhoods Scrutiny Board was held on 3rd June 2009 to consider a decision to enter into a framework contract for the supply and management of temporary accommodation. In consideration of this decision, a number of concerns were raised about the processes that were followed for this particular contract. This led the Scrutiny Board to conduct a wider review into the processes followed by Environment and Neighbourhoods when procuring contracts in housing services.
- 1.2 This review has now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered. The Board's draft Statement is attached for the Board's consideration.
- 1.3 Scrutiny Board Procedure Rule 16.3 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be reported to the Scrutiny Board and considered before the Statement is finalised".
- 1.4 Any advice received will be reported at the Board's meeting for consideration, before the Board finalises its statement.

1.5 Once the Board publishes its final statement, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's recommendations within three months.

2.0 Recommendations

2.1 Members are asked to consider and agree the Board's Statement on the Procurement of Housing Contracts.

Background Papers

None

**Draft Scrutiny Statement
Procurement of Housing Contracts
April 2010**

DRAFT



Introduction and Scope

Introduction

1. A Call In meeting of the Environment and Neighbourhoods Scrutiny Board was held on 3rd June 2009. This was to consider an Officer Delegated Decision of the Chief Housing Services Officer relating to a request to enter into a framework contract with Cascade Homes, Care Solutions and Green Investments (Jump) for the supply and management of temporary accommodation for a period of 12 months, commencing in May 2009 at a cost of £2.6m per annum.
2. In consideration of this particular decision, a number of concerns were raised about the processes that were followed for this particular contract. This led the Scrutiny Board to conduct a wider review into the processes followed by Environment and Neighbourhoods when procuring contracts in housing services.
3. In July 2009, the Board agreed to establish a working group to consider evidence as part of this review. The membership of this working group included Councillors Barry Anderson, Graham Hyde and Joe Marjoram.

Scope of the review

4. The concerns raised during the Call In were considered when determining the scope of this review.
5. In particular, we noted that the decision to enter into a framework contract with the three temporary accommodation providers was made subject to the completion of the pre-qualification questionnaire (PQQ) process. However,

it was evident from the Call In meeting that the suitability and financial viability of one of the prospective providers had already raised concerns amongst local Ward Councillors and residents prior to the completion of the PQQ process. We subsequently learned that this particular provider had indeed failed to pre-qualify.

6. In view of this, we questioned the robustness of the procurement process followed by the directorate, particularly in identifying prospective providers, and also sought clarification of the specific role of Procurement and Legal Services in this process.
7. The fact that two extensions to the framework contract had been requested by the directorate as a result of not having completed a competitive tender exercise before the contract expiry date also led us to question the contract management and monitoring arrangements in place.
8. In consideration of the above, we agreed that our review would focus on the following areas:
 - *The general procurement process followed by Environment and Neighbourhoods for contracts procured in relation to housing services and the specific role of Procurement and Legal Services in this process.*
 - *Contract management and monitoring arrangements in place within Environment and Neighbourhoods*
 - *The rationale and processes followed to waiver Contracts*



Introduction and Scope

Procedure Rules in relation to housing contracts.

- *Contract review processes and any lessons learned from the Call In.*
9. During our review, we welcomed the contribution of representatives from Environment and Neighbourhoods, Supporting People, Corporate Procurement, Legal Services and Internal Audit. In recognition of the strategic move towards adopting a more joined up approach for the procurement of housing provision for vulnerable clients, we also invited contributions from the Adult Social Care and Children's Services directorates.
 10. Overall, this review has enabled Scrutiny to observe how the lessons learned from the Call In have led to significant improvements within Environment and Neighbourhoods in terms of its procurement and contract management processes for housing and housing support services. However, it also presented opportunities to identify where procurement practices within the directorate and across the Council could be strengthened.
 11. Whilst acknowledging that there will be resource implications attached to our recommendations, which will need to be taken into consideration by the various directorates, our recommendations seek to bring about long term efficiency gains across the Council.



Conclusions and Recommendations

The procurement of quality temporary accommodation

12. During the Call In meeting, local residents shared their experiences of poor quality temporary accommodation within their areas which had been contracted by the Council. This led the Scrutiny Board to make a formal recommendation to the directorate to ensure that all properties are inspected for suitability prior to allocation to service users. Where this is not possible, then to ensure that an inspection is undertaken within 48 hours or on the next working day.
13. Following the Call In, we were very pleased to learn that the concerns raised had prompted the directorate to take a more proactive approach in checking the suitability of temporary accommodation contracted by the Council by ensuring that every property is inspected.
14. We appreciate that previously such an approach would have proved more difficult to adopt given the high numbers of temporary accommodation placements (we noted that demand rose to over 400 households accommodated at any given time in September 2008).
15. However, in 2004 the Government set a target for all local authorities to halve temporary accommodation by March 2010. Using the 2004 figures as the baseline, the target set for Leeds was to reduce from 521 to no more than 261 placements in March 2010.
16. Over the last couple of years, we have observed a dramatic fall in the numbers of temporary accommodation placements across the city. Recent performance figures reported to the Scrutiny Board in March 2010 indicated that 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 September 2009, when 179 homeless households were accommodated.
17. We learned that this reduction has been achieved primarily through a focused effort to reduce the use of private sector accommodation leased through the Leeds Housing Options Service by successfully maximising homeless prevention opportunities. We therefore congratulate the relevant staff within the Environment and Neighbourhoods directorate for this achievement.
18. Decreasing the demand for temporary accommodation placements will obviously make it more manageable to check the suitability of temporary accommodation properties prior to making any placements. Such quality assurance is paramount when we consider the vulnerability of many of the homeless households that use this service.
19. However, during our review we learned of the strategic move towards procuring a Council-wide contract for the provision of temporary accommodation for all vulnerable clients across the city. Such provision had been very fragmented in the past and therefore this new contract aims to provide a more integrated service and will be managed jointly by Environment and Neighbourhoods, Adult Social Care and Children's Services.



Conclusions and Recommendations

20. In welcoming this move, we would fully expect to see the same quality assurance standards adopted as part of the new Council-wide contract. We therefore recommend that the Director of Environment and Neighbourhoods leads on the development of a robust inspection programme as part of the Council-wide contract to ensure that all properties are checked for suitability prior to any placements being made.

Recommendation 1
That the Director of Environment and Neighbourhoods leads on the development of a robust inspection programme as part of the Council-wide contract for the provision of temporary accommodation to ensure that all properties are checked for suitability prior to any placements being made.

Improving data sharing on prospective contractors

21. As with the majority of housing contracts, the Council-wide contract for the provision of temporary accommodation will be procured through one of the competitive tender routes set out in the Council's Contracts' Procedure Rules. These Rules set down strict procedures that must be followed to ensure that all procurement is compliant, ethical and within the legal framework. They also encompass the need for transparency, openness and fairness.

22. During our review, we learned that as part of any procurement process, an

advertising and pre-qualification questionnaire (PQQ) process is undertaken to aid the selection of appropriate contractors. The aim of this process is to ensure potential contractors are robust and competent organisations. Checks are therefore carried out and the organisations are vetted to determine whether they are financially viable; have a suitable health and safety policy; have competent administrative procedures; have effective employment practices; have robust management procedures and are able to demonstrate a track record to deliver services.

23. Whilst acknowledging such safeguarding measures, we refer again to the Call In meeting and the fact that concerns had already been raised about the suitability and financial viability of one of the prospective providers prior to them completing the PQQ process.

24. In particular, it was brought to our attention that a decision had been taken by the Planning Inspectorate in March 2009 which had dismissed an appeal against service of notices for unauthorised works by an individual who was linked to this particular provider. Such local intelligence about this provider had been held by the Council's Planning division yet had not been taken into consideration during this particular procurement process.

25. We subsequently learned that this particular provider had indeed failed to satisfy the PQQ process and therefore was not awarded a contract. However, in view of such a track record, we questioned why they had been considered as a prospective provider in the first instance.



Conclusions and Recommendations

26. Following the Call In meeting, we were pleased to learn that officers from Environmental Health and Planning are now involved in the procurement work for the tender of the new framework contract and that providers will be required to provide an up-to-date list of potential properties likely to be included in the contract, which will also be shared with officers from Environmental Health and Planning as appropriate.
27. Whilst acknowledging the role of the PQQ process and the safeguards this brings, our review has highlighted a need to improve data sharing internally to ensure that all local intelligence about a particular company/person is taken into account during the procurement process. In relation to housing contracts, we would particularly emphasise the importance of sharing data with Planning Enforcement and Environmental Health.
28. Whilst not wishing to cause any unnecessary delays to the procurement process, we do recommend that a robust internal data sharing system/protocol is developed to complement the PQQ process as part of any procurement exercise.
29. Once a contract has been procured and awarded, we recognise that the future success of the contract will be dependent upon the contract management arrangements put in place to deliver the contract's terms and conditions and also the commitment of all partners to comply with such arrangements.
30. Whilst our review primarily focused on the contract management arrangements used within Environment and Neighbourhoods for housing related contracts, in identifying and sharing models of best practice we also recognised opportunities to strengthen contract management practices throughout the Environment and Neighbourhoods directorate and across the Council.
31. During our review, particular attention was given to the contract management arrangements adopted by Supporting People Services in recognition of the fact that the majority of housing related support services for vulnerable adults are commissioned through Supporting People.
32. The Supporting People programme is managed through a Commissioning Body, which comprises representatives from the Council, NHS Leeds and the West Yorkshire Probation Service. However, the programme is administered on a day-to-day basis by the Housing Strategy and Commissioning section, which sits

Sharing best practice models around contract management

Recommendation 2

(i) That the Chief Procurement Officer leads on developing a robust internal data sharing system/protocol to complement the Pre-Qualification Questionnaire process as part of any procurement exercise.

(ii) That an update report is brought back to Scrutiny by October 2010.



Conclusions and Recommendations

within the Environment and Neighbourhoods directorate.

Care and Children's Services are also keen to learn from this process.

33. We learned that in 2008/09, the Leeds Supporting People programme received a grant settlement of £32.9 million, a reduction of £3 million from the position in 2003/04. As a result, efficiency savings of approximately £7.5 million have needed to be generated since 2003 in order to balance the budget, given the real increases in costs, and to also commission new strategically relevant services.

34. In acknowledging that the Leeds Supporting People programme succeeded in delivering significant improvements in service quality and performance at the same time as generating efficiency savings, we noted that such improvements were a direct result of partnership working with service providers through a new contract management process which was introduced in April 2007.

35. This process includes a quarterly performance review of all services subject to Supporting People contracts against a Quality Assessment Framework and has led to significant improvements in the quality, performance and in the value for money of commissioned supported housing services in the city.

36. In recognition of its success, we learned from the Chief Housing Services Officer that the Supporting People contract management arrangements are to be adopted as best practice for other housing contracts. This will include the new Council-wide contract for the provision of temporary accommodation as we learned that both Adult Social

37. We are conscious that contract compliance and management was also identified as a significant area for improvement by the Central and Corporate Functions Scrutiny Board following its Inquiry into the Procurement of Services during 2008/09. A number of recommendations were put forward by the Board to help improve contract management, which included using a case study approach to demonstrate good examples of contract management across the Council and to build these into existing guidance and training.

38. In view of this, we would recommend that the lessons learned from the Supporting People contract management arrangements are disseminated more widely across the Council and for the Director of Environment and Neighbourhoods and Chief Procurement Officer to lead on championing such arrangements as a best practice model.

Recommendation 3

That the lessons learned from the Supporting People contract management arrangements are disseminated more widely across the Council and for the Director of Environment and Neighbourhoods and Chief Procurement Officer to lead on championing such arrangements as a best practice model.



Conclusions and Recommendations

Conducting timely contract reviews

39. During the Call In meeting, we noted that two extensions to the framework contract for the provision of temporary accommodation had been requested by the directorate as a result of not having completed a competitive tender exercise before the contract expiry date.
40. We were informed that the initial intention was to move forward with the procurement of a Council-wide contract before the existing framework contract had expired. However, subsequent delays in identifying the total number of units required by all directorates had led to the Environment and Neighbourhoods directorate putting in place its own contract in order to meet its statutory requirements. In view of the short timescale left to complete a competitive tender exercise for a new contract, the directorate sought approval to waiver/invoke particular contract procedure rules to enable them to enter into a framework contract and secure temporary accommodation provision whilst the competitive tender exercise is carried out.
41. We learned that, on average, the Procurement Unit will receive around one or two requests each week to waiver/invoke contract procedure rules. The Procurement Unit and Internal Audit are required to provide written advice about any risks of securing the contract without seeking competition, which is taken into account as part of the decision making process and published with the delegated decision form.
42. Whilst acknowledging that a robust business case and rationale is required when making a request to waiver/invoke contract procedure rules, it was noted that many of these requests are made as a result of contracts not being monitored effectively.
43. It was highlighted that the Procurement Unit has a system in place (ALITO system) which notifies relevant officers within each of the directorates when a contract is due to expire. The degree of notice is usually determined by the officers responsible for managing each contract.
44. However, where an extension provision is written into a contract, the Procurement Unit will write to the contract manager 6 months before the expiry date to make it clear that an evaluation of the service would need to be undertaken before granting an extension to ensure that the quality of service remains, otherwise it should be subject to competitive tender.
45. With regard to the Supporting People Contracts, we noted that as there are over 100 contracts in place, which are often short term contracts, most of these will have an extension provision as it would not be feasible to submit this volume to competition as they come up for renewal. Instead contracts are prioritised for competitive tender. However, it was highlighted that in addition to the quarterly reviews conducted for each contract, an evaluation process would also normally take place 9 months before the expiry date, with proposals now in place to change this to 12 months.



Conclusions and Recommendations

46. It is vital that contracts are reviewed as early as possible in order to avoid unnecessary delays in the tendering process and to also reduce the need to waiver/invoke contract procedure rules unnecessarily.

47. We were pleased to learn that the Procurement Unit now has a dedicated team in place to help improve contract management and assist clients in monitoring contracts more effectively.

48. Whilst we acknowledge that directorates are directly responsible for monitoring their own contracts, we recognise the valuable role of the Procurement Unit in assisting to alert contract managers prior to a contract expiry date. However, we believe that such alerts need to be made much earlier than 6 months.

49. We discussed when would be an appropriate time to review a contract and, in line with the proposal put forward for the Supporting People contracts, we would recommend that all contracts are formally reviewed at least 12 months before its expiry date.

Recommendation 4

That, as part of the ALITO system used by the Procurement Unit, all contract managers across the Council are prompted to conduct a review of a contract at least 12 months before the contract expiry date.

50. When conducting such reviews and evaluating the future of a contracted service, this process also needs to be guided by the general procurement principles of transparency, probity and fairness.

51. In particular, we recognised the need to ensure that the individual interests of those conducting the reviews and taking part in any procurement discussions are accurately registered and openly disclosed to avoid any conflicts of interest which may prejudice the process.

52. Whilst acknowledging that Members and officers of the Council are governed by Codes of Conduct which require them to register and declare any interests/relationships of a business or private nature with external contractors or potential contractors, we would recommend that the Chief Procurement Officer explores ways in which this can be made more transparent as part of any contract review process.

Recommendation 5

That the Chief Procurement Officer explores ways in which the requirement for all Members and officers to formally register and declare any interests/relationships of a business or private nature with external contractors or potential contractors can be made more transparent as part of any contract review process.

Procuring high quality goods/services for the residents of Leeds.

53. Finally, we would like to acknowledge again that it was through the actions of the local residents and Ward Councillors who utilised the Scrutiny Call In process to share their concerns about a particular procurement process that led us to conduct this wider review.



Conclusions and Recommendations

54. In acknowledging that Leeds City Council annually procures around £800m worth of goods, works and services from the private and voluntary sectors, as well as other public sector organisations, it is vital that best practice is utilised across the Council in relation to procurement and contract management processes in order to secure value for money, high quality services, goods and works for the residents of Leeds.

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**Scrutiny Board (Environment and Neighbourhoods)
Procurement of Housing Contracts
April 2010
Report author: Angela Brogden**



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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: 19th April 2010

Subject: Crime and Disorder Scrutiny – Draft protocol

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 In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.
- 1.2 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, further extend the remit of local authorities to scrutinise crime and disorder functions and as from April 2009, the Council is required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment and Neighbourhoods Scrutiny Board has been assigned to fulfil this role.
- 1.3 In its capacity as a 'Crime and Disorder Committee', the Environment and Neighbourhoods Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, and include the Local Authority, the Police Force, the Police Authority, the Fire and Rescue Authority and the Primary Care Trust. As from April 2010, the Probation Service also becomes the sixth responsible authority.
- 1.4 The Crime and Disorder Act 1998 also introduced Crime and Disorder Reduction Partnerships (now referred to as Community Safety Partnerships) to develop and implement such strategies. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.

- 1.5 Home Office guidance recommends that a protocol is developed jointly between the local Scrutiny function and Community Safety Partnership to help provide guidance and a common understanding of how crime and disorder scrutiny will operate in practice. Separate protocols already exist for the scrutiny of health services and other statutory public sector partners in Leeds and have been well received.
- 1.6 In view of this, a draft protocol between the Scrutiny Board and the local Community Safety Partnership has been developed and is attached for the Board's consideration and agreement.
- 1.7 Following today's meeting, formal agreement of the protocol will also be sought from the Safer Leeds Partnership Executive.

2.0 Recommendations

- 2.1 Members of the Scrutiny Board (Environment and Neighbourhoods) are asked to consider and agree the attached protocol.

Background Papers

National Support Framework. Delivering Safer and Confident Communities. Guidance for the Scrutiny of Crime and Disorder Matters – England. Implementing Sections 19 and 20 of the Police and Justice Act 2006. Home Office (May 2009).



Leeds
CITY COUNCIL

**Scrutiny Board
(Environment and Neighbourhoods)**

**Protocol between the Scrutiny Board and the
Community Safety Partnership in Leeds**

Draft: April 2010

BACKGROUND

The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.

There are four fundamental roles that define good scrutiny and underpin scrutiny activity:

1. provides 'critical friend' challenge to executive policy-makers and decision-makers;
2. enables the voice and concerns of the public and its communities to be heard;
3. is carried out by 'independent minded governors' who lead and own the scrutiny process; and
4. drives improvement in public services

In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners. In line with the scrutiny provisions set out within the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007, separate protocols exist for the Scrutiny of health services and other Statutory Public Sector Partners in Leeds.

Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment and Neighbourhoods Scrutiny Board has been assigned to fulfil this role.

The purpose of this protocol is to provide guidance and a common understanding on how scrutiny of crime and disorder will operate in Leeds. The publication of Regulations¹ and good working practice has shaped this protocol, which may be revised by agreement between all the interested parties in order to continually improve the scrutiny process. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.

SCRUTINY BOARDS (GENERAL)

The overall role and function of scrutiny is to hold decision-makers to account and secure improvements in local practice for local people via a contribution to policy development and review. As such, Scrutiny Boards do not have decision-making powers.

Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. These Members will be the only members of the Board with voting rights and will be selected to serve for a period of 12 months. The

¹ The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (S.I.2009/942) and the Crime and Disorder (Overview and Scrutiny) (Amendment) Regulations 2010 (S.I. 2010/616).

membership of the Board will seek to avoid conflicts of interest and where potential for this exists interests of those Members will be declared and subject to the Council's procedures on these matters².

Scrutiny Boards may also seek nominations from other representative groups to act as co-opted members of the Board. These nominations may be for the duration of a municipal year and/or on an inquiry by inquiry basis, as set out in the Scrutiny Board Procedure Rules, Leeds City Council Constitution. However, the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'.

SCRUTINY OF CRIME AND DISORDER IN LEEDS

Scope

In its capacity as a 'Crime and Disorder Committee', the Environment and Neighbourhoods Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5³. The Act also introduced Crime and Disorder Reduction Partnerships (CDRPs) to develop and implement such strategies. However, since 1st March 2010 the Home Office use the term Community Safety Partnerships in replace of CDRPs. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.

Responsible authorities also have a duty to work in conjunction with the 'co-operating' bodies, which involve parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools and governing bodies of an institution within the further education sector.

The Safer Leeds Partnership has an Executive and a Board. The Board meets quarterly and the Executive meets monthly. Membership comprises a number of responsible authorities* and organisations as follows:

The Safer Leeds Executive comprises of Leeds City Council*, West Yorkshire Police*, West Yorkshire Police Authority*, West Yorkshire Fire and Rescue Service*, Local Strategic Partnership, NHS Leeds*, West Yorkshire Probation Service* and Government Office for Yorkshire and the Humber.

The Safer Leeds Board comprises of Leeds City Council, West Yorkshire Police, West Yorkshire Police Authority, West Yorkshire Fire and Rescue Service, West Yorkshire Probation Service, Prison Service, Government Office for Yorkshire and the Humber, CASAC, Leeds University, re'new, National Treatment Agency and Leeds Voice.

² Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

³ This was amended by the Policing and Crime Act 2009. Section 108 of the Act provides for every provider of probation services in a particular area, whose arrangements under section 3 of the Offender Management Act 2007 provide for it to be a responsible authority, to be added to the list of "responsible authorities" which comprise the Community Safety Partnership. It also extends the remit of CSPs to explicitly include the reduction of re-offending.

The Environment and Neighbourhoods Scrutiny Board will scrutinise the work of the Community Safety Partnership and the partners who comprise it, only insofar as their activities relate to the partnership itself. For the avoidance of doubt, the Scrutiny Board will not extend to the separate statutory functions of the partner bodies, nor will it entail scrutiny of individual cases.

The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass crime and disorder matters that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:

- Antisocial behaviour;
- Other behaviour adversely affecting the local environment;
- The misuse of drugs, alcohol or other substances

While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral. A separate Guidance Note on how to progress a CCfA is set out within the Council's Constitution.

Work programme

Although some matters may arise at short notice, the Environment and Neighbourhoods Scrutiny Board will publish a forward work programme. The work programme will be considered and, where necessary, revised on a monthly basis. It will subsequently be widely circulated to the responsible authorities and co-operating bodies represented on the local Community Safety Partnership.

At the beginning of each municipal year, the Community Safety Partnership will be invited to make any referrals to the Scrutiny Board which will be considered when formulating its work programme. Such referrals are to be formally agreed and presented by a representative of the Safer Leeds Executive.

Where the production of a specific report is requested and/or necessary for a particular Scrutiny Board meeting, then sufficient notice will be given for the preparation of that documentation. There will be a minimum of 7 working days notice.

Information to be supplied to the Board

Where the Environment and Neighbourhood Scrutiny Board makes a request in writing for information to the responsible authorities or co-operating bodies, this must be provided no later than the date indicated in the request, or as soon as reasonably possible, but not beyond 2 weeks of the date indicated without the agreement of the Scrutiny Board Chair.

Where information has been requested by the Environment and Neighbourhoods Scrutiny Board in connection with their inquiries, this shall be depersonalised information, unless the identification of an individual is necessary or appropriate in order to enable the Scrutiny Board to properly exercise its powers.

However, requests made by the Environment and Neighbourhoods Scrutiny Board shall not include information that the disclosure of which would not be in the public

interest or would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the co-operating bodies.

The Environment and Neighbourhoods Scrutiny Board will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by the Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report. However, Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by placing reports which are not depersonalised onto a Scrutiny Board agenda as an item to be heard without the press or public present.

Attending Scrutiny Board Meetings

The Environment and Neighbourhoods Scrutiny Board is scheduled to meet approximately once a month, although it may arrange additional meetings at any time if needed. As the designated 'Crime and Disorder Committee' the Environment and Neighbourhoods Scrutiny Board is required to meet no less than once in every twelve month period to carry out this particular function.

Meetings normally take place in the Civic Hall and, with limited exceptions, they are open to the public. From time to time, meetings are arranged at different venues in Leeds, often dictated by the nature of the inquiry taking place. Most meetings are audio taped so that the Board can make sure that it has noted all the points made at the meeting.

The Environment and Neighbourhoods Scrutiny Board may require the attendance of an officer of a responsible authority or of a co-operating body to answer questions. Where reasonable notice of the intended date is given, the responsible authority or co-operating body will be obliged to attend⁴.

The Scrutiny Support Unit will also try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.

Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the responsible authorities or co-operating bodies may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

⁴ The responsible authority or co-operating body should ensure that officers attending Scrutiny Board meetings are in a position to answer the Scrutiny Board's questions and are given appropriate support by their line managers.

Conduct of Scrutiny Board Inquiries

The role of Terms of Reference

The majority of Scrutiny Inquiries have agreed terms of reference. These identify the subject areas members of the Board wish to pursue and are used to inform departments of the Council and partners of the emphasis of a particular inquiry.

Officers in the Scrutiny Support Unit will liaise with relevant officers of the Council and the responsible authorities and co-operating bodies during the preparation of Terms of Reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Co-opted Members

The Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'. The Environment and Neighbourhoods Scrutiny Board has agreed to consider the co-option of any additional members on an inquiry by inquiry basis.

The Home Office guidance for the Scrutiny of Crime and Disorder Matters makes specific reference to the role of police authorities and emphasises the importance of ensuring that community safety scrutiny complements this role. It states that *'all local authorities should presume that the police authority should play an active part at committee when community safety matters are being discussed – and particularly when the police are to be present'*. One option suggested in the guidance is *'to consider co-opting a police authority member onto the committee when policing matters are being considered, and it would be for the police authority to decide the most appropriate member to appoint – this can be an independent or councillor member. This would provide a more direct link between the police authority and overview and scrutiny committee and would be particularly relevant if the committee is considering matters directly relevant to policing'*

Gathering evidence

The evidence to be gathered will be detailed in the inquiry's terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.

The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to the responsible authorities or co-operating bodies to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation and publication of reports

At the conclusion of an inquiry, where considered appropriate, the Scrutiny Board will produce a preliminary report. This will be drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Board. This report will provide a summary of the evidence submitted, along with the Scrutiny Board's conclusions and recommendations. The Scrutiny Board will consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report. Final reports will be published on the Council's website and be widely available to all relevant stakeholders and members of the public. Copies will be sent to each of the responsible authorities and each of the co-operating persons and bodies.

Response to reports

Where the Environment and Neighbourhoods Scrutiny Board makes a report or recommendations to the Council or the Executive about the exercise of crime and disorder functions by responsible authorities, a copy will be provided to each of the responsible authorities and each of the co-operating persons and bodies.

Where a relevant authority or co-operating persons or body has been notified, it must:

- consider the report and recommendations;
- respond in writing to the Scrutiny Board within 28 days of the date of the report or recommendations, indicating what (if any) action it proposes to take; and
- have regard to the report or recommendations in exercising its functions.

The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

Scrutiny Support Unit

In summary, the work of the Scrutiny Support Unit entails:

- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
- Managing programmes of inquiries for each of the Scrutiny Boards
- Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports "in house" as appropriate
- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council's decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

For further information or advice, public sector partners can contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

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Originator: A Brogden

Tel:2474553

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 19th April 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).

1.2 Appendix 2 is the current Forward Plan of Key Decisions for the period 1st April to 31st July 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 MARCH 2010

Meeting date: 17th May 2010			
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
Inquiry into EASEL	To consider and agree the Board's draft interim report in line with its inquiry into EASEL.		

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED MARCH 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



FORWARD PLAN OF KEY DECISIONS

1 April 2010 – 31 July 2010

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

For the period 1 April 2010 to 31 July 2010

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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Appendix 2

<p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 6 month extension period, to the existing 18+6 month Service Level Agreement with West North West Homes Sheltered Housing Service for the Pudsey, Guisely, Otley, Ireland Wo</p> <p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 6 month extension period, to the existing 18+6 month Service Level Agreement with West North West Homes Sheltered Housing Service for the Pudsey, Guisely, Otley, Ireland Wood, Bramley, and Headingley area services at a total service level agreement value of approximately £882,270.17 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/4/10</p>	<p>N/A</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Adult Social Services neil.evans@leeds.gov.uk</p>
<p>East Leeds Household Waste Sort Site Re-development</p> <p>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>

Appendix 2

<p>Award of a four year framework contract to provide "Emergency Waste and Recycling Collections" 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>1/4/10</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>Low Energy Combined Heat and Power Plant at Yarn Street 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>1/4/10</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>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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Appendix 2

<p>Household Waste Sorting Site (HWSS) Strategic Review 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 	Executive Board (Portfolio: Environmental Services)	19/5/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services susan.upton@leeds.gov.uk
Grounds Maintenance Contract	Executive Board (Portfolio: Environmental Services)	19/5/10	Various key stakeholders have been consulted, including all Area Committees, as set out in the report	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services stephen.smith@leeds.gov.uk
Review of Area Functions Endorsement of the review of Area Functions for 2010/11	Executive Board (Portfolio: Neighbourhoods and Housing)	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

Appendix 2

Mobile solution for Archouse 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
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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>16/6/10</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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Appendix 2

<p>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</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>16/6/10</p>	<p>With all key stakeholders including Members, Tenants and Leaseholders, Housing Providers internal and external</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer neil.evans@leeds.gov.uk</p>
<p>Lifetime Neighbourhoods for Leeds - Round 6 housing PFI Project Updated position on the round 6 housing PFI Project</p>	<p>Director of Environment and Neighbourhoods</p>	<p>16/6/10</p>	<p>Refer to Appendix 3 of Executive Board 12 February 2010</p>	<p>Executive Board report 12th Feb 2010 and Outline Business Case</p>	<p>Director of Environment and Neighbourhoods christene.addison@leeds.gov.uk</p>

Appendix 2

<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>
<p>Treatment of kerbside collected food waste Approval of strategy and business case for procurement of food waste processing capacity</p>	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>21/7/10</p>	<p>Waste Solution Programme Board, Planning, City Development</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods andrew.mason@leeds.gov.uk</p>