



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in Civic Hall, Leeds on
Monday, 11th October, 2010 at 10.00 am

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

MEMBERSHIP

Councillors

- B Anderson (Chair) - Adel and Wharfedale;
A Barker - Horsforth;
G Driver - Middleton Park;
P Ewens - Hyde Park and Woodhouse;
R Grahame - Burmantofts and Richmond Hill;
G Hyde - Killingbeck and Seacroft;
M Iqbal - City and Hunslet;
J Marjoram - Calverley and Farsley;
L Mulherin - Ardsley and Robin Hood;
R Procter - Harewood;

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

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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>	

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 AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 13TH SEPTEMBER 2010</p> <p>To confirm as a correct record the attached minutes of the meeting held on 13th September 2010.</p>	1 - 8
7			<p>PRESENTATION - HOMES AND COMMUNITY AGENCY</p> <p>The Director of Environment and Neighbourhoods, with the Director for Yorkshire and the Humber Homes and Community Agency, will give a presentation on the role and work of the Agency in Leeds and the City Region.</p>	9 - 10
8			<p>VISION FOR LEEDS 2011 - 2030</p> <p>To receive and consider the attached report of the Chief Officer (Leeds Initiatives and Partnerships).</p>	11 - 42
9			<p>SCRUTINY INQUIRY - INTEGRATED OFFENDER MANAGEMENT</p> <p>To receive and consider the Board's proposed final Inquiry report.</p>	43 - 78

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>BUDGET ANALYSIS FOR THE HOUSING REVENUE ACCOUNT AND GENERAL FUND</p> <p>To receive and consider the attached update report.</p>	79 - 84
11			<p>SCRUTINY INQUIRY - GYPSY AND TRAVELLER SITE PROVISION IN LEEDS</p> <p>Further to Minute No. 26, 13th September 2010, to consider and agree the attached draft Terms of Reference for the proposed Inquiry.</p>	85 - 92
12			<p>CO-OPTION TO THE BOARD FOR PARTICULAR SCRUTINY INQUIRIES RELATING TO CRIME AND DISORDER</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	93 - 96
13			<p>SCRUTINY INQUIRY - PRIVATE SECTOR RENTED HOUSING - RECOMMENDATION TRACKING</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	97 - 118
14			<p>WORK PROGRAMME</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work programme for the remainder of the current municipal year.</p>	119 - 162
15			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>Monday 8th November 2010 Monday 13th December 2010 Monday 17th January 2011 Monday 14th February 2011 Monday 14th March 2011 Monday 11th April 2011</p> <p>All at 10am (Pre-Meetings 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 13TH SEPTEMBER, 2010

PRESENT: Councillor B Anderson in the Chair

Councillors A Barker, G Driver, P Ewens,
R Grahame, G Hyde, M Iqbal, J Marjoram,
L Mulherin and R Procter

21 Late Items/Supplementary Information

Reference was made to the following supplementary information:-

- Agenda Item 7 – Budget Analysis for Housing Revenue Account and General Fund – Projected outturn figures for Quarter 4, 2010/11.
- Agenda Item 9 – Inquiry into Recycling – Draft Inquiry Report – Comments of the Director of Environment and Neighbourhoods.
- Agenda Item 10 – Pilot of New Recycling Services in Rothwell – report of the Director of Environment and Neighbourhoods.

22 Declarations of Interest

The following declarations of personal and personal and prejudicial interests were made:-

- Councillors R Grahame and G Hyde – Agenda Item 7 (Minute No. 25 refers) – Budget Analysis for HRA and General Fund – In their capacity as Directors of East North East Homes ALMO (personal interests).
- Councillor G Driver – Agenda Item 7 (Minute No. 25 refers) – Budget Analysis for HRA and General Fund – In his capacity as a Director of Aire Valley Homes ALMO (personal) and also in his capacity as an appointed Deputy Executive Member (personal and prejudicial).

(NB: See also later Minute No. 28.)

23 Minutes - 13th July 2010

RESOLVED – That the minutes of the meeting held on 13th July 2010 be confirmed as a correct record.

24 Matters Arising from the Minutes

- a) Performance Management Quarter 4 2009/10 (Minute No. 16 refers)

Draft minutes to be approved at the meeting
to be held on Monday, 11th October, 2010

The Director of Environment and Neighbourhoods apologised for the fact that Councillor R Grahame had apparently not yet received the further details he requested regarding the delivery of EASEL. The Director undertook to ensure that they were supplied to Councillor Grahame.

b) Angela Brogden (Minute No. 20 refers)

The Principal Scrutiny Adviser advised the Board that Angela Brogden had recently given birth to a baby boy, James.

RESOLVED – That the Principal Scrutiny Adviser write to Ms Brogden to convey the Board's congratulations.

25 **Budget Analysis for Housing Revenue Account and General Fund**

The Head of Scrutiny and Member Development submitted a report containing an analysis of the outturn position 2009/10 for both the HRA and the Environment and Neighbourhoods Directorate General Fund, together with an analysis of the same budgets for Quarter 1, 2010/11, and a projected outturn position at the end of the 2010/11 financial year.

In attendance at the meeting and responding to Members' queries and comments were:-

- Councillor P Gruen, Executive Member (Neighbourhoods and Housing).
- Neil Evans, Director of Environment and Neighbourhoods.
- Richard Ellis, Head of Finance, Environment and Neighbourhoods.
- John Statham, Strategic Landlord Manager, Environment and Neighbourhoods

In brief summary, the main points of discussion were:-

- The latest update, up to the end of August 2010, would be available next week, and the Chair requested that this be circulated separately to all Board Members as soon as it was available;
- In response to a Member's query, the Director reported that due to problems with clearing the backlog caused by the industrial action taken by refuse collection and Streetscene staff, the new revised refuse collection routes had not been introduced as quickly as had been anticipated. However, good progress had now been made and it was anticipated that the Council would be able to dispense with 11 collection vehicles, as opposed to the originally envisaged 9, and the likely additional savings were in the region of £400,000 per annum.

The Director undertook to keep the Board informed on developments in this area;

- The Swarcliffe PFI Sinking Fund stood at £10.946 million, as at 31st March 2010;
- The fall-out from the Connaught contractors situation continued, and it was not at all clear at present exactly what the firm's, or the Council's, final position was. The company had been responsible for maintenance and repairs in respect of 15,000 of the 58,000 ex-Council properties, now vested with the ALMOs. Due to Connaught's bankruptcy, their contract with the Council was effectively ended. However, there was conjecture that parts of the business/workforce had been taken over by Lovells Partnerships, and the Council was urgently seeking clarity from the administrators, KPMG. Theoretically, the Council could negotiate with this firm to take over the former contracts, subject to the normal checks and assurances being carried out.

In the interim, contingency plans were being implemented for urgent and emergency works to be carried out utilising a combination of Keir and/or ALMO direct labour staff.

Clarity was also being sought via KPMG regarding existing over-payments to Connaughts, which may be substantial. Some repayments had been received in May and June, but none since then, and a stop had been put on further payments until the matter could be resolved. Recouping some of these over-payments might form part of any negotiations with possible successor contractors.

The new repair and maintenance contract(s) were due to come in with effect from April 2011, but would obviously be influenced by the outcome of the Government's Comprehensive Spending Review, the results of which were due out in late October.

Concerns were expressed regarding the effects of the demise of Connaughts in respect of the local labour force and the training of apprentices. Assurances were given that these two aspects would be taken into account in any discussions with successor companies, and when the new contracts were awarded with effect from April 2011.

The Director undertook to keep the Board informed of developments;

- Right to Buy Scheme – The Director confirmed that this was a national policy. He had not heard of any proposals to abandon the scheme, but changes were being mooted which would enable local authorities to retain and re-invest the capital receipt.

Some Board Members regarded that social housing providers should be subject to the same strictures as local authorities, and that the RTB

scheme should be extended to allow private landlords to acquire properties.

RESOLVED – That subject to the above comments, the report be received and noted.

(NB: Councillor Driver declared a personal and prejudicial interest in this item and left the meeting during its consideration – see Minute No. 22).

26 Gypsy and Travellers Site Provision within Leeds

Further to Minute No.18, 13 July 2010, the Head of Scrutiny and Member Development submitted a report on the outcome of the previous Scrutiny Board Inquiry in 2005, and the Director of Environment and Neighbourhoods submitted a report updating the Board in relation to issues associated with illegal encampments.

In attendance at the meeting and responding to Members' queries and comments were:-

- Councillor P Gruen, Executive Member (Neighbourhoods and Housing)
- Neil Evans, Director of Environment and Neighbourhoods
- Rob McCartney, Housing Strategy and Commissioning Manager
- Ian Spafford, Head of Community Services and Litigation, Legal Services

In brief summary, the main points of discussion were:-

- The extent of the current issues involving gypsies and travellers, with some extended families living in Leeds on a semi-permanent basis, supplemented by itinerant travellers, who travelled through the area and caused problems by establishing illegal encampments;
- The types of problems associated in particular with illegal encampments, the legal process involved and the associated costs;
- Whether there was sufficient site provision in Leeds to manage the demands of both the semi-permanent and the itinerant gypsy and traveller population;
- The possibility of specific Government funding to address some of these issues;
- Whether a further Inquiry would be helpful and, if so, the type of witnesses who should be called to present evidence.

RESOLVED –

Draft minutes to be approved at the meeting
to be held on Monday, 11th October, 2010

- a) That a further Inquiry does take place;
- b) That the Inquiry be progressed by way of a Working Group open for all Board Members to attend, but principally comprising the Chair and Councillors Ewens, R Grahame, G Hyde, Mulherin and R Procter.
- c) That at its first meeting, the Working Group develop Terms of Reference for the Inquiry, for consideration by the Board at its next meeting on 11th October

(NB: Councillor Iqbal temporarily left the meeting at 11.16 am, at the conclusion of this item.)

27 Performance Report - Quarter 1 2010/11

The Board received and considered a report submitted by the Head of Policy and Performance relating to performance information in respect of a raft of national and local performance indicators which fell within the remit of the Board to monitor.

RESOLVED – That the report be received and noted.

28 Recycling Inquiry - Final Report

The Head of Scrutiny and Member Development submitted the Board's proposed final Inquiry report, together with the comments of the Director of Environment and Neighbourhoods on the Board's draft recommendations.

In attendance at the meeting and responding to Members' queries and comments were:-

- Andrew Mason, Chief Environmental Services Officer.
- Sue Upton, Head of Waste Management.
- Tom Smith, Head of Performance Management and Service Improvement.

In brief summary, the main areas of discussion were:-

- Recommendations 11 and 14 – Need to include reference to input from the Director of City Development;
- Recommendation 15 – Need to include reference to possible successor bodies to the Waste Regional Advisory Group and the Regional Technical Advisory Group;
- Recommendation 16 – The Officers stressed the need for further investigation and a cost/benefit analysis in respect of any suggested incentive scheme;

- Recommendation 17 – It was suggested that the Government should be lobbied regarding allowing local authorities to adopt local solutions, in consultation with local landlords, to the problems associated with encouraging/enforcing recycling in respect of houses in multiple occupation (HIMOs);
- Recommendation 20 – The officers undertook to keep the Board informed on technological developments, including anaerobic digesters.

RESOLVED – That subject to the above comments/amendments, the Board's proposed final Inquiry report be approved and forwarded to the Executive Member (Environmental Services) for consideration/response.

(NB: Councillor R Grahame declared a personal interest in respect of Recommendation 12, in his capacity as a member of Plans Panel East.)

29 Pilot of New Recycling Services in Rothwell

Further to Minute No.18, 13 July 2010, the Director of Environment and Neighbourhoods submitted a report regarding the six month pilot scheme operated in Rothwell which, in addition to the monthly recycling collection, also involved a fortnightly garden waste collection (excluding winter), a fortnightly black bin collection and, for the first time, a weekly food waste collection.

In attendance at the meeting, and responding to Members' queries, were:-

- Andrew Mason, Chief Environmental Services Officer.
- Sue Upton, Head of Waste Management.
- Tom Smith, Head of Performance Management and Service Improvement.

In brief summary, the main issues discussed were:-

- the eventual possible use of anaerobic digesters, perhaps at a local level, say in respect of multi-story blocks of flats, as part of a longer-term strategic plan;
- the possibility of developing bio-fuel via waste food products.

RESOLVED –

- a) That the current performance of the Rothwell pilot scheme, comparison with the 'Sort 3' recycling collection pilot that has been running since October 2008, and the 'standard' recycling position be noted.

- b) That the Board supports the extension of both the current pilot areas indefinitely.
- c) That the opportunities, constraints and areas for further work, required to inform a future decision as to whether this service design should be rolled out across the City be noted.
- d) That the Board supports the assessment of the longer term strategy for food waste processing, taking into consideration the climate change strategy and the potential for added value, such as the use of biofuels in Council vehicles.
- e) That the Executive Board be recommended, subject to budget provision being made available, to expand the scheme into other areas in 2011/12.

(NB: Councillors J Marjoram and R Procter left the meeting at 11:56 am at the conclusion of this item.)

30 Scrutiny Inquiry - Housing Lettings Procedure

The Board considered the formal response of the Director of Environment and Neighbourhoods to the Board's Inquiry recommendations in respect of the Housing Lettings Procedure.

John Statham, Strategic Landlord Manager, attended the meeting and responded to Members' queries and comments:-

- Assignment of tenancies – John Statham to supply Councillor R Grahame with a briefing note.
- Paragraph 44 of the Board's report – emphasis placed on the need for greater levels of co-operation, co-ordination and communication between Departments/agencies in assessing individuals' needs.

RESOLVED – That the report be received and noted.

(NB: Councillor Iqbal rejoined the meeting at 12 noon, during consideration of this item.)

31 Scrutiny Inquiry - EASEL

The Board considered the formal response of the Director of Environment and Neighbourhoods to the Board's Inquiry recommendations in respect of the East and South East Leeds (EASEL) regeneration programme.

RESOLVED – That the report be received and noted.

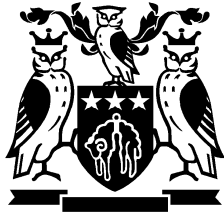
32 Work Programme 2010/11

The Head of Scrutiny and Member Development submitted the Board's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st August to 30th November 2010 and the minutes of the meeting of the Executive Board held on 21st July 2010.

RESOLVED – That, subject to any changes necessary as a result of today's meeting, the work programme be approved.

33 Date and Time of Next Meeting

Monday, 11th October 2010 at 10.00 am (Pre-meeting at 9.30 am).



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Presentation on the Homes and Community Agency (HCA)

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 It was agreed in July 2010 that the Scrutiny Board have a presentation on the role and work of the Homes and Community Agency (HCA) within Leeds and the city region.

1.2 The outline of the presentation which has been agreed is as follows:

- 1) Introduction to the HCA by the Director HCA
- 2) Investment in Leeds to date by the Director HCA
- 3) Leeds Investment Plan by the Director of Environment and Neighbourhoods
- 4) Speculation – what the Comprehensive Spending Review may bring to the HCA and strategic housing investment in Leeds.

1.3 All Members of Council have been invited to attend this presentation.

1.4 Any handouts and background information that is provided will be circulated to Members of the Scrutiny Board as soon as it is made available.

2.0 Recommendation

2.1 Members are asked to note the presentation and determine what further information, if any, the Board requires on this issue.

Background Papers

None used

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Report of Leeds Initiative

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Vision for Leeds 2011 to 2030 – progress with development and next steps

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

Members will be aware that this will be the third Vision for Leeds. The Leeds Initiative Executive agreed that a new Vision should be commissioned at their meeting of 25 March 2009. It was agreed a new Vision would look ahead to Leeds in 2030, and that the Leeds Strategic Plan from 2011 to 2014 would be the first three-year delivery plan for the Vision.

2.0 Progress to date

The 'Where are we now?' report developed at the end of 2009 formed the basis of discussions held during the stakeholder engagement phase with almost 40 different groups of people, third sector events, business events, Leeds Initiative strategy and development groups, specific interest groups, all the Leeds City Council political groups, and scrutiny boards.

A joint meeting of the Narrowing the Gap and Going up a League Boards took place on 8 February to consider and discuss the conclusions drawn from the discussions around the 'Where are we now?' report to firm up a proposition which formed the basis of the consultation draft.

The project team, comprising officers from across the full Leeds Initiative and Partnerships team, meets on a monthly basis, to drive the project forward and ensure the process is fully coordinated with other strategies and plans.

The team has:

- developed the consultation document;

- identified the impact assessments that need to be undertaken on risk, sustainability and equality;
- drawn up communications and consultation plans; and
- commissioned an agency to develop a campaign brand and consultation website – ‘What if Leeds ...? Talk today. Shape tomorrow’.
- The Vision Steering group, comprising senior members of the Leeds Initiative’s partners, has met three times since January to give their views on progress and inform the consultation process and the thinking behind the consultation document.

3.0 Next steps

The **public consultation phase** on the new Vision for Leeds runs from September to December 2010. The consultation approach will allow the public to respond on both shorter term priorities and the long term. The exercise will therefore create evidence for the Vision and the Leeds Strategic Plan. A full list of consultation activity both planned and already undertaken is attached at appendix III, but includes:

- a printed consultation document available across the city in public buildings, including libraries, community centres and one stop centres;
- a double-page spread and survey in the council’s ‘About Leeds’ September edition;
- a week-long series of articles and features in the Yorkshire Evening Post;
- joint activities and blogs with www.guardian.co.uk/leeds ;
- a bespoke, time-limited website – www.whatifleeds.org - inviting people to get involved in a debate about the kind of city they want Leeds to be and their ideas for how to make it happen;
- ‘Whatifleeds’ Facebook, LinkedIn and Twitter accounts; and
- consultation with specific interest groups at events across the city;

The consultation timetable is constantly being added to as we continue to look for more community groups to engage with.

Timetable:

- Close consultation 31 December 2010
- Drafting of final Vision for Leeds document from December 2010 to February 2011
- CLT- LMT- Executive Board approval process
- Partnership approval processes
- Full Council – April 2011
- Formal public launch July 2011

4.0 Recommendations

That members of the Scrutiny Board are invited to:

- note and comment on the work carried out to date to develop a new Vision for Leeds 2011 to 2030
- note and comment on the consultation document, 'What if Leeds ...'; and
- give support to the process of consultation

Background papers

None

Appendix II

Consultation and communications plans for the Vision for Leeds 2011 to 2030

The sustainable community strategy, the Vision for Leeds 2011 to 2030, is the overarching plan for other local and regional plans and will take into account how they inform one another.

The Government says that it should be:

- based on local needs;
- underpinned by a shared evidence base;
- informed by community aspirations; and
- lead to improvements in the social, environmental and economic wellbeing of the area.
- the starting point for producing a sustainable community strategy is consultation.

Aims of the consultation and communications for the Vision for Leeds 2011 to 2030

The consultation and communications plans will aim to:

- increase public awareness of the Vision and engage meaningfully with local people;
- make sure the links between the Vision and other relevant strategies and plans are clear; and
- enable a wide and diverse range of people to take part and thereby influence the Vision.

Objectives

The consultation and communications plans will enable us to:

- work with partners to avoid duplication, maximise resources and participation and increase opportunities for joint consultation;
- understand the views of members of the public and other stakeholders about the future of Leeds;
- develop an understanding of alternative, innovative methods of consultation as a basis for service improvement;
- develop accessible consultation materials that will appeal to and engage with more Leeds' citizens;
- involve under-represented groups and groups at risk of exclusion;
- share intelligence and information with respect to the consultation outcomes for all partners and key consultees;

- work with partners to make sure that other key strategies are consistent with the Vision document; and
- provide staged feedback to all consultees.

Challenges

Challenges in putting into practice the consultation and communications plans to achieve effective results include:

- persuading a broader range of people to actively engage in the consultation process; and
- working with reduced capacity and limited budget to form a large-scale consultation.

Rationale for the consultation and communications approach

In order to address the issues outlined above an invitation to tender exercise was carried out to appoint an agency to develop a public-facing look and feel to the Vision for Leeds consultation and communications. Evidence has shown that successful consultation exercises that seek to engage with the general public have adopted a campaign approach creating a separate identity rather than using the brand of the commissioning organisation.

A Leeds-based agency, Home, has been appointed to develop a public-facing campaign identity and website for the 'Vision for Leeds' consultation project – 'What if Leeds ...? Talk today. Shape tomorrow'.

The aim is to:

- create an inclusive approach to the consultation;
- create an identity which is used on all communications media (website, consultation document, questionnaire) associated with the consultation,
- be instantly recognisable to the public, and
- build up momentum throughout the campaign.

Home has had previous success with this approach for several other public-sector organisations, including 'the Great Drink Debate' campaign for the COI from an original working title of 'Attitudes and behaviour towards alcohol in the Yorkshire & Humber region – a public consultation'. For this they developed a colour palette, imagery, a typography style and a strapline of "Views on booze. What's yours?". The campaign elicited 13,000 responses in three months.

The design proposition – What if Leeds ...? Talk today. Shape tomorrow.

The invitation to engage is at the heart of the proposition - the main objective being to get a response and to get people to join in to tell us where they see Leeds by 2030.

In replacement of the working title 'Vision for Leeds', the agency has developed the concept 'What if Leeds...'. And the website www.whatifleeds.org

'What if Leeds...' aims to:

- inspire people who live and work in Leeds to think to the long term;
- provoke interest by suggesting there's more to come;
- pose a question, thus opening up the subject to debate;
- use everyday language that will appeal to a broad demographic; and
- immediately make the campaign ownable to Leeds;

The concept name of 'What if Leeds...' is then substantiated with the strapline 'Talk today. Shape tomorrow'.

'What if Leeds...' acts as a stage in the development of the new Vision for Leeds by suggesting points of view that will spark debate, for example:

- what if Leeds has the best quality of life in the UK?
- what if Leeds is the UK's most family friendly city?
- what if Leeds has the strongest and most sustainable economy in the country?
- what if Leeds ...? You tell us!

The owl design device serves as a visual representation of the campaign and gives an alternative to using images of people, which is difficult when representing a broad demographic.

A stand-alone website – whatifleeds.org – has been developed to support our consultation. The website will use social media (Facebook, Twitter, YouTube, LinkedIn, Flickr, blogs, etc) to engage a wide demographic. Since the last Vision for Leeds was published, social media has become the most natural and conventional means of communication for a large majority of the population, and, in particular, young people. Recent research carried out by Nielsen showed that more people now communicate using social media than through email and 24 million people actively use Facebook in the UK (50% of these log on to Facebook in any given day) . Three million people are members of social networks associated with Leeds.

Online consultation has a number of other benefits:

- quick and easy responses;
- effective for large-scale consultation – able to reach a wider audience cost-effectively;
- information can be quickly updated;
- environmentally-friendly;
- 'viral marketing' can drive traffic to the site (using existing website databases, such as Breeze);
- participants can ask for more information, seek clarification and receive more immediate feedback than from traditional consultation methods;
- it encourages a two-way, more active process – people can pose their own questions rather than being the passive recipients of questions provided by ourselves;

- it gives people the opportunity to debate – something which has found a new voice in popular culture following the televised political debates for the general election;
- online tools allow for effective analysis and evaluation; and
- the website could provide a sustainable consultation platform subsequently.

Other groups e.g. Silver Surfers, and learning groups in libraries, have been approached in order to broaden participation. Guardian.co.uk/leeds is also engaged with the project.

A variety of other methods will be used in order to engage a broad range of audiences and yield both quantitative and qualitative results.

They will include:

- face-to-face (focus groups), particularly targeted at under-represented groups;
- print (newspaper, newsletters etc.) including one week of articles in the Yorkshire Evening Post with real-life case studies, and articles in a range of local newspapers;
- the communications networks of partner organisations;
- online newsletters;
- hard copies of the consultation document to be distributed to a wide range of organisations with public receptions;
- questionnaires;
- attendance at existing local community events and festivals;
- workshops for special interest groups;
- joint consultation with key strategic partners to avoid duplication;
- in-house consultation for schools, FE and HE sectors (young people and adults);
- employee engagement through staff networks (e.g. LCC, NHS); and
- presentations to a range of audiences.

Feedback will be provided to all consultees at staged intervals during the consultation process.

Key consultees will be approached to provide evaluation at the end of the consultation exercise.

Appendix III

Consultation timetable

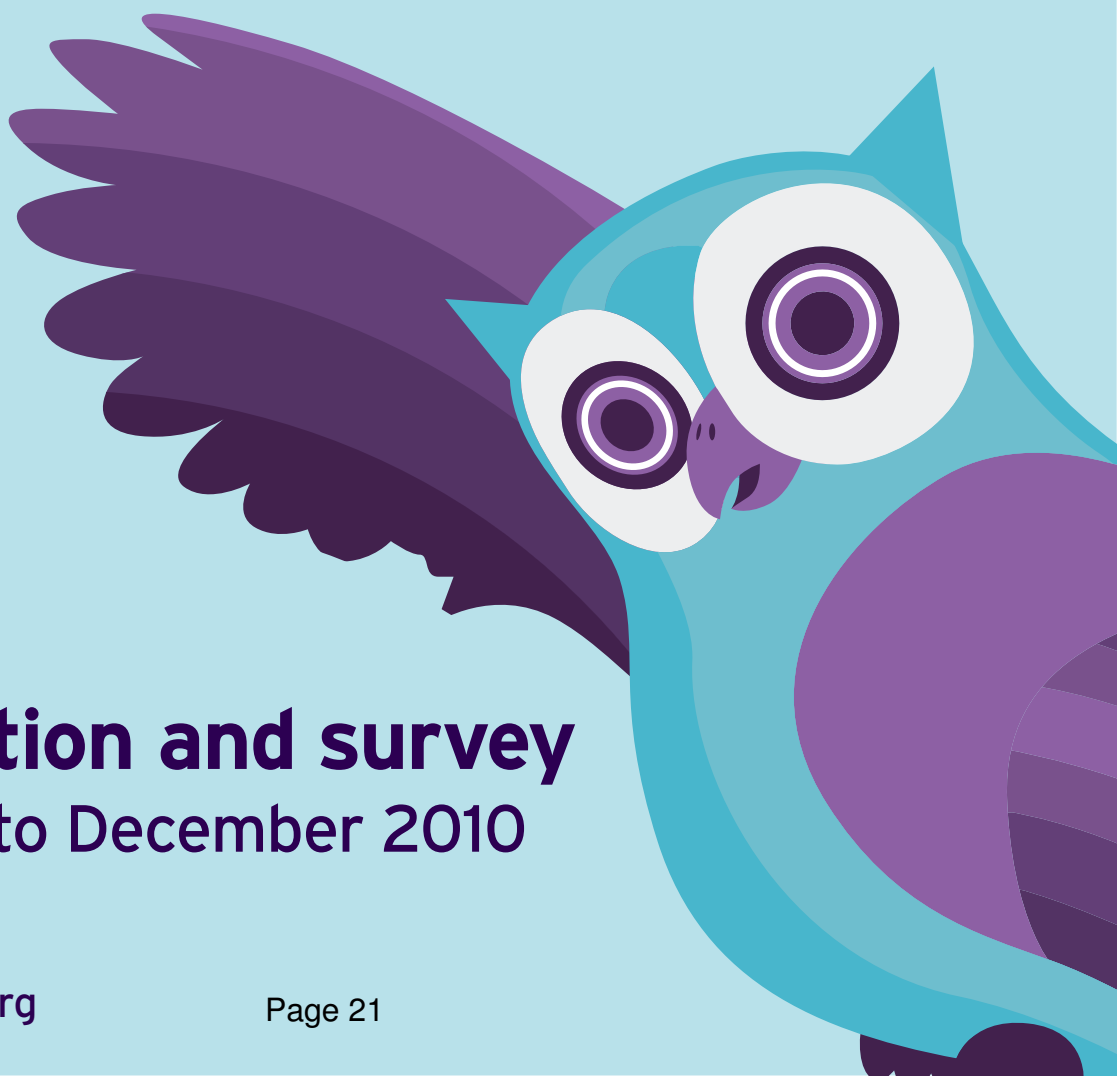
Month	Activity
May 2010	<p>21 May - Open Space (cross-sector event with 20 workshops)</p> <p>22 May - TINWOLF (Transition Inner North West Of Leeds Forum) event – Reinventing our City – creating community solutions for a sustainable Leeds</p>
June 2010	<p>18 June - LSP challenge event</p> <p>Four-week project in Holy Rosary and St Anne's, Chapeltown for all key stage 2 students</p> <p>Robin Hood Primary pupils and parents event</p>
July 2010	<p>1 July - physical and sensory impairment event – Headingley</p> <p>6 July - LGB young people</p> <p>22 July - Hamwattan Elderly Group</p> <p>22 July - Jewish Older People</p> <p>26 July - Armley Helping Hands – older people</p> <p>27 July - Seacroft Older people</p> <p>Launch of e-consultation – email to Breezecard database</p> <p>Breeze on Tour events</p>
August 2010	<p>3 August - Leeds Black Elders</p> <p>4 August - PACTS (Police and Communities Together) meeting Hunslet</p> <p>6 August - Leeds Irish older people, Harehills</p> <p>8 August – Community Interfaith Event - Beeston</p> <p>10 August – Meeting with disabled adults (Leeds Involving People)</p> <p>11 August - Together for Peace – DIY Vision event for businesses</p> <p>18 August - Morley Elderly Action</p>

<p>September 2010</p>	<p>2 September – Otley community groups (Otley Town Council)</p> <p>3 September – Culture Vultures ‘Tales of the City’</p> <p>21 September - BettaKultcha (social media networking)</p> <p>Business event with Leeds Ahead</p> <p>Scrutiny Board meetings</p> <p>Schools</p> <ul style="list-style-type: none"> - Whitecote Primary, Bramley - Garforth Comprehensive - New Bewerley Primary, Beeston - Cookridge Primary - Rodillian School(disabled young people) <p>Institute of Directors - email to contact list 1500+ plus events</p> <p>Youth Council</p> <p>Women’s Group (Hamara Centre)</p> <p>Area management events</p>
<p>October 2010</p>	<p>Leeds Metropolitan University University of Leeds Leeds City College</p> <p>October 21 LINK</p> <p>Focus group GATE (Leeds Gypsy and Traveller Exchange)</p> <p>Focus group ROMA community</p> <p>Disabled young people</p> <p>Leeds Chinese Community including businesses</p> <p>Leeds Chamber Business Forum event</p> <p>LINK event</p>
<p>November 2010</p>	<p>Focus group MESMAC (LGB)</p> <p>PACTS meeting Wetherby</p> <p>18 November – Equalities Assembly Conference</p>



What if **Leeds...**

Talk today. Shape tomorrow



Consultation and survey
September to December 2010

Want to have your say? Visit **whatifleeds.org**

If you want to have your say on the future of your city then our website offers you the chance to do so, right now.

Visit whatifleeds.org to submit your answers to the survey quickly and easily. You can also search for and join the debates that are of interest to you. And, if you have something you want to talk about, you can bring up a topic that has yet to be discussed.

Join in the debate at **whatifleeds.org**

What if **Leeds...**
...becomes the most child-friendly city in the UK?

What if **Leeds...**
... becomes a city where people have a chance to get out of poverty?

What if **Leeds...**
...continues with its growing population - can we cope?

What if **Leeds...**
...fails to adapt to climate change?



What if **Leeds...**
...becomes the greenest city in the UK?

What if **Leeds...**
...fails to plan for the future?

What if **Leeds...**
...has the best quality of life in the UK?

What if **Leeds...**
...becomes easier to get around without using a car?

What if **Leeds...**
...sees a widening of the gap between rich and poor?

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Leeds, York and North Yorkshire Chamber of Commerce and Industry
Third Sector Leeds
Arts Council
Education Leeds
English Heritage
Environment Agency
Government Office Yorkshire and The Humber
Highways Agency
Jobcentre Plus
Leeds City College
Leeds Civic Trust
Leeds Faiths Forum
Leeds Metropolitan University
Leeds Partnership Foundation Trust

Leeds Teaching Hospitals Trust
Leeds Voice
Museums Libraries & Archives Yorkshire
NHS Leeds
Natural England
Skills Funding Agency
Sport England
University of Leeds
West Yorkshire Fire and Rescue Service
West Yorkshire Metro
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West Yorkshire Police Authority
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In 2004 there was little public information on how climate change would affect our city. Regardless of the reasons for our changing weather patterns, it is generally accepted that climate change is a fact. In Leeds we have already seen how small changes can have a dramatic impact on our daily lives – such as the flooding which caused havoc to our communities and businesses. We are also using up the planet's natural resources at an alarming speed – as early as 2020 our demand for oil could exceed supply. We need to plan for this and look at alternatives.

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- more people aged 75 years and over; and
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Like other successful big cities, it is also likely we will attract a larger number of people from elsewhere in the UK and EU. We need to start planning now to make sure that the city can manage these predicted changes to our population.

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We have ‘narrowed the gap’ – but not enough and not always with lasting results. We have made good progress in achieving some targets – our young people are getting better exam results, the number of people smoking has fallen, and fewer of our neighbourhoods are in the 3% most deprived in the country.

But progress remains slow in other areas such as the health gap between our richer and poorer areas. Despite all our efforts, one in five people in Leeds still lives in poverty. Many people are unable to afford to heat their homes adequately, live in poor quality housing, and lose out further because they cannot access basic financial services that many of us take for granted.

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Our aims

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Leeds will be a place where everyone has an equal chance to live their life successfully and realise their potential. Leeds will embrace new ideas, involve local people, and welcome visitors and those who come here to live, work and learn.

To do this Leeds will be a city where:

- people from different backgrounds and ages feel comfortable living together in communities;
- people are treated with dignity and respect at all stages of their lives;
- we all behave responsibly;
- people have a shared sense of belonging;
- there are good relations within and between communities;
- the causes of unfairness are understood and addressed;
- people feel confident about doing things for themselves and others;
- our services meet the diverse needs of our changing population;
- people can access support where and when it is needed;
- local people have the power to make decisions that affect us;
- people are active and involved in their local communities; and
- everyone is proud to live and work.



Developing our new Vision (Continued)

By 2030, Leeds' economy will be prosperous and sustainable.

We will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living. Our culture of being excellent at everything we do will create a great quality of life for all.

Leeds will be a city that has:

- a strong local economy driving sustainable economic growth;
- a skilled workforce to meet the needs of the local economy;
- a world-class cultural offer;
- built on its strengths in financial and business services, and manufacturing, and continued to grow its strong retail, leisure and tourism sectors;
- world-class, cultural, digital and creative industries;
- developed new opportunities for green manufacturing and for growing other new industries;
- improved levels of enterprise through creativity and innovation;
- work for everyone with secure, flexible employment and good wages;
- high-quality, accessible, affordable and reliable public transport;
- successfully achieved a 40% reduction in carbon emissions (by 2020);
- adapted to changing weather patterns;
- increased use of alternative energy supplies and locally produced food; and
- buildings that meet high sustainability standards in the way they are built and run.

By 2030, Leeds' communities will be safe, healthy and successful.

Everyone has the opportunity to be safe, successful and secure, and lead happy, healthy and fulfilling lives. Leeds' communities will thrive and people will be confident, skilled, enterprising, active and involved.

To do this Leeds will be a city where:

- people have the opportunity to get out of poverty;
- education and training helps more people to achieve their potential;
- communities are safe and people feel safe;
- all Leeds' homes are of a decent standard and everyone can afford to stay warm;
- healthy life choices are easier to make;
- community-led businesses meet local needs;
- local services, including shops and healthcare, are easy to access and meet our needs;
- local cultural and sporting activities are available to all;
- there are high quality buildings, places and green spaces, and
- happiness forms the basis of a good quality of life.

How will our Vision affect different places?

Our Vision needs to be relevant to all our local communities and neighbourhoods, as well as the city centre, Yorkshire region, nationally and internationally.

We have outlined below a few examples of how some of the ideas in this Vision will affect these different places.

Leeds neighbourhoods

Each community will be unique, but they can all be safe and inclusive, well planned, built and run, offering prosperity, good services and opportunities for all. We will work hard to release the potential of everyone in Leeds to make sure the Vision aims are achieved in every neighbourhood. To do this we will work with residents as equal partners who can determine their own and their communities' future. Services will be developed and delivered with local people, including older and younger people, and people of all abilities to be active and involved citizens.

Leeds city centre

Our city centre will be a key economic driver not just for the Yorkshire region, but for the country as a whole. It will remain one of the UK's leading retail destinations and a major draw for businesses and visitors alike, welcoming and well connected. It will be a place that is sustainable with a high quality environment and cultural offer, and a city that is safe, family-friendly and attractive to people of all ages and backgrounds.

Leeds Metropolitan District

Leeds is already committed to a 40% reduction in the carbon put into the atmosphere by 2020. This is a stretching target for the whole district, which requires Leeds' residents and organisations to work together to

make it happen. The Leeds Climate Change Strategy has set the direction for the city. Now the partners are planning the actions in transport, and managing buildings, including homes, and business operations. We will need to challenge and support each other to develop the new ideas needed to achieve such a challenging target. We will also need to engage with the imagination and creativity of the people of Leeds so that they can contribute.

Leeds City Region

By working with the Leeds City Region¹, we will create a sustainable and prosperous economy by engaging with business and our partners across the wider Leeds area. Working together we will achieve better results for our local economy, skills, housing, transport and innovation.

Leeds' role nationally and internationally

Leeds will punch its weight as a leading city nationally, making sure that decision makers and opinion formers understand the city and what it offers and the needs of its communities. We will make sure that Leeds gets its fair share of investment and funding. We will work to improve the reputation of the city nationally and internationally as the natural alternative to London, for investment, employment and a great quality of life.

¹ The Leeds City Region brings together the eleven local authorities of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York and North Yorkshire County Council to work together on areas such as transport, skills, housing, planning and innovation.



What if Leeds works together?

The success of our city depends on all of us working together to make sure that our Vision and all our plans and strategies are robust and have been tested and challenged. We will make sure that we continue to work in partnership and with local communities to achieve the best for the people of Leeds.

We will listen to different points of view, we will be honest, open and straightforward – saying what we mean, and meaning what we say. We will use evaluation and evidence to make sure we make progress with our priorities.

You can join the debate by:

Visiting whatifleeds.org

Sending us a tweet [@whatifleeds](https://twitter.com/whatifleeds)

Visiting us at facebook.com/whatifleeds

Visiting us at whatifleeds.org/linkedin

What if you had your say?

Before we finalise the Vision for Leeds 2011 to 2030, we would like the views of as many people as possible that live or work in all parts of Leeds. We would also like your thoughts on the priorities for the next three years.

This survey is one way of telling us your views. Please take a few minutes to answer the questions on the following pages and return this survey (together with any extra comments) to the address shown (you do not need a stamp).

Why not have a conversation about the ideas in this draft Vision with friends, at work, or in your clubs and associations and tell us what you think?

Survey

What if Leeds ... becomes the best city in the UK?

What does this mean to you? How would you make this happen?

What if Leeds ... becomes fair, open and welcoming?

What does this mean to you? How would you make this happen?

What if Leeds ... has a prosperous and sustainable economy?

What does this mean to you? How would you make this happen?

What if Leeds' communities are safe, healthy and successful?

What does this mean to you? How would you make this happen?

Thinking about the next three years, what if you could choose ...?

What would the top priorities for the city be in the next few years? What are the big issues you think we need to tackle as a city?



We want to make sure that the final version of the Vision for Leeds 2011 to 2030 is accessible to people.

Please tell us your favourite options.

- A printed document
 An online document
 An online film or podcast
 A DVD
 Other (please specify)

About you

To help us make sure that we reach as wide a range of people as possible, it would help us if you could answer the questions below. The information you provide will be kept confidential.

Male Female Year of birth First part of postcode (e.g. LS10)

Ethnic origin: Please choose one section from A to E and then tick the appropriate box to indicate your ethnic background.

A. White	B. Mixed Race	C. Asian or Asian British	D. Black or Black British	E. Other ethnic groups
<input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Any other White background please write below <input type="text"/>	<input type="checkbox"/> White and Black Caribbean <input type="checkbox"/> White and Black African <input type="checkbox"/> White and Asian <input type="checkbox"/> Any other Mixed background please write below <input type="text"/>	<input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Kashmiri <input type="checkbox"/> Any other Asian background please write below <input type="text"/>	<input type="checkbox"/> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Any other Black background please write below <input type="text"/>	<input type="checkbox"/> Chinese <input type="checkbox"/> Gypsy/Traveller <input type="checkbox"/> Any other background please write below <input type="text"/>

Do you consider yourself to be disabled? Yes No

Type of disability:

- Physical – such as using a wheelchair to get around or difficulty using your arms
 Sight or hearing problems – such as being blind or partially blind, or deaf or partially deaf
 Mental health condition – such as depression or schizophrenia
 Learning disability – such as Down's syndrome or dyslexia – or difficulties in thinking, planning, and memory – such as autism or brain injury
 Long-standing illness or health condition – such as cancer, HIV, diabetes, chronic heart disease, or epilepsy

Sexual orientation: Heterosexual/straight Lesbian/gay woman Gay man Bisexual

Religion or belief: Please tick the appropriate box to describe your religion or belief

- Buddhist Christian Hindu Jewish
 Muslim Sikh No religion Other (please specify)

2



FREEPOST PLUS RSCS-ZTJU-CLXH
Leeds City Council
Merrion House
110 Merrion Centre
Merrion Way
Leeds
LS2 8ET



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Talk today, *Shape tomorrow*



the Leeds Initiative

HA/TP/SC/08.10/8K

Published by The Leeds Initiative, August 2010

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- people are treated with dignity and respect at all stages of their lives;
- we all behave responsibly;
- people have a shared sense of belonging;
- there are good relations within and between communities;
- the causes of unfairness are understood and addressed;
- people feel confident about doing things for themselves and others;
- our services meet the diverse needs of our changing population;
- people can access support where and when it is needed;
- local people have the power to make decisions that affect us;
- people are active and involved in their local communities; and
- everyone is proud to live and work.



Developing our new Vision (Continued)

By 2030, Leeds' economy will be prosperous and sustainable.

We will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living. Our culture of being excellent at everything we do will create a great quality of life for all.

Leeds will be a city that has:

- a strong local economy driving sustainable economic growth;
- a skilled workforce to meet the needs of the local economy;
- a world-class cultural offer;
- built on its strengths in financial and business services, and manufacturing, and continued to grow its strong retail, leisure and tourism sectors;
- world-class, cultural, digital and creative industries;
- developed new opportunities for green manufacturing and for growing other new industries;
- improved levels of enterprise through creativity and innovation;
- work for everyone with secure, flexible employment and good wages;
- high-quality, accessible, affordable and reliable public transport;
- successfully achieved a 40% reduction in carbon emissions (by 2020);
- adapted to changing weather patterns;
- increased use of alternative energy supplies and locally produced food; and
- buildings that meet high sustainability standards in the way they are built and run.

By 2030, Leeds' communities will be safe, healthy and successful.

Everyone has the opportunity to be safe, successful and secure, and lead happy, healthy and fulfilling lives. Leeds' communities will thrive and people will be confident, skilled, enterprising, active and involved.

To do this Leeds will be a city where:

- people have the opportunity to get out of poverty;
- education and training helps more people to achieve their potential;
- communities are safe and people feel safe;
- all Leeds' homes are of a decent standard and everyone can afford to stay warm;
- healthy life choices are easier to make;
- community-led businesses meet local needs;
- local services, including shops and healthcare, are easy to access and meet our needs;
- local cultural and sporting activities are available to all;
- there are high quality buildings, places and green spaces, and
- happiness forms the basis of a good quality of life.

How will our Vision affect different places?

Our Vision needs to be relevant to all our local communities and neighbourhoods, as well as the city centre, Yorkshire region, nationally and internationally.

We have outlined below a few examples of how some of the ideas in this Vision will affect these different places.

Leeds neighbourhoods

Each community will be unique, but they can all be safe and inclusive, well planned, built and run, offering prosperity, good services and opportunities for all. We will work hard to release the potential of everyone in Leeds to make sure the Vision aims are achieved in every neighbourhood. To do this we will work with residents as equal partners who can determine their own and their communities' future. Services will be developed and delivered with local people, including older and younger people, and people of all abilities to be active and involved citizens.

Leeds city centre

Our city centre will be a key economic driver not just for the Yorkshire region, but for the country as a whole. It will remain one of the UK's leading retail destinations and a major draw for businesses and visitors alike, welcoming and well connected. It will be a place that is sustainable with a high quality environment and cultural offer, and a city that is safe, family-friendly and attractive to people of all ages and backgrounds.

Leeds Metropolitan District

Leeds is already committed to a 40% reduction in the carbon put into the atmosphere by 2020. This is a stretching target for the whole district, which requires Leeds' residents and organisations to work together to

make it happen. The Leeds Climate Change Strategy has set the direction for the city. Now the partners are planning the actions in transport, and managing buildings, including homes, and business operations. We will need to challenge and support each other to develop the new ideas needed to achieve such a challenging target. We will also need to engage with the imagination and creativity of the people of Leeds so that they can contribute.

Leeds City Region

By working with the Leeds City Region¹, we will create a sustainable and prosperous economy by engaging with business and our partners across the wider Leeds area. Working together we will achieve better results for our local economy, skills, housing, transport and innovation.

Leeds' role nationally and internationally

Leeds will punch its weight as a leading city nationally, making sure that decision makers and opinion formers understand the city and what it offers and the needs of its communities. We will make sure that Leeds gets its fair share of investment and funding. We will work to improve the reputation of the city nationally and internationally as the natural alternative to London, for investment, employment and a great quality of life.

¹ The Leeds City Region brings together the eleven local authorities of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York and North Yorkshire County Council to work together on areas such as transport, skills, housing, planning and innovation.



What if Leeds works together?

The success of our city depends on all of us working together to make sure that our Vision and all our plans and strategies are robust and have been tested and challenged. We will make sure that we continue to work in partnership and with local communities to achieve the best for the people of Leeds.

We will listen to different points of view, we will be honest, open and straightforward – saying what we mean, and meaning what we say. We will use evaluation and evidence to make sure we make progress with our priorities.

You can join the debate by:

Visiting whatifleeds.org

Sending us a tweet @whatifleeds

Visiting us at facebook.com/whatifleeds

Visiting us at whatifleeds.org/linkedin

What if you had your say?

Before we finalise the Vision for Leeds 2011 to 2030, we would like the views of as many people as possible that live or work in all parts of Leeds. We would also like your thoughts on the priorities for the next three years.

This survey is one way of telling us your views. Please take a few minutes to answer the questions on the following pages and return this survey (together with any extra comments) to the address shown (you do not need a stamp).

Why not have a conversation about the ideas in this draft Vision with friends, at work, or in your clubs and associations and tell us what you think?



Originator: R L Mills

Tel:2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Inquiry into Integrated Offender Management – Draft Report

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Last year the Scrutiny Board (Environment and Neighbourhoods) agreed to conduct a piece of Scrutiny work in line with its new statutory role to scrutinise crime and disorder functions (as set out within the provisions of the Police and Justice Act 2006). The Scrutiny Board decided to conduct an inquiry into Integrated Offender Management. Terms of reference for this inquiry were agreed by the Scrutiny Board in October 2009.
- 1.2 This inquiry has now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered.
- 1.3 The Board's draft report is attached for Members' consideration and has regard to the recent comments made by the Crown Prosecution Service on the draft report.
- 1.4 Scrutiny Board Procedure Rule 14.3 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 report is finalised".
- 1.5 In line with the Joint Protocol between the Environment and Neighbourhoods Scrutiny Board and the Community Safety Partnership, the Scrutiny Board will also consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report.

- 1.6 Any advice received will be reported at the Board's meeting for consideration, before the Board finalises its report.
- 1.7 Once the Board publishes its final report, the appropriate Director(s) and will be asked to formally respond to the Scrutiny Board's recommendations. A copy of the report will also 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.

2.0 Recommendations

- 2.1 The Board is asked to agree its inquiry report on Integrated Offender Management.

Background Papers

None

**Draft Scrutiny Inquiry report
Integrated Offender Management
September 2010**

DRAFT



Introduction and Scope

Introduction

1. As from April 2009, the Environment and Neighbourhoods Scrutiny Board was assigned to act as the Council's 'Crime and Disorder Committee'. In line with the provisions set out within the Police and Justice Act 2006, the Scrutiny Board is responsible for scrutinising the local Community Safety Partnership (Safer Leeds) in relation to its crime and disorder functions.
2. At the Scrutiny Board's meeting in June 2009, the Chairs of the Safer Leeds Executive and Board highlighted the Partnership's key priorities and discussed possible areas where a Scrutiny inquiry could provide added value.
3. Particular concerns were raised about the rise in serious acquisitive crime in Leeds and most notably domestic burglary. At that stage, it was highlighted that in 2008/09, there were 9,248 recorded domestic burglaries in Leeds, which is equivalent to a 9.5% increase (799 more offences) when compared with the previous year.
4. It was clear that reducing burglary would be critical to realising the overall target for serious acquisitive crime. To help achieve this, particular importance was placed upon effectively reducing and managing offending behaviour.
5. Reducing and managing offending behaviour is identified as one of the strategic outcomes within the Safer Leeds Partnership Plan 2008 – 2011. By managing or modifying the behaviours of those offenders who create most harm in our communities, it was felt that this would help reduce the risk of them offending again and in turn reduce crime.
6. The terminology of "Offender Management" was first introduced by the Correctional Services Review in 2003 (Carter Report). Looking across the correctional services as a whole, the Carter Report observed that: "the system remains dominated by the need to manage both Services [HM Prison Service and the National Probation Service] rather than having a focus on the offender and reducing re-offending" and that "No single organisation is ultimately responsible for the offender. This means there is no clear ownership on the front line for reducing re-offending".
7. The Carter Report therefore concluded that a more strategic approach to the end-to-end management of offenders across their sentence is needed.
8. Following this review, a National Offender Management Service (NOMS) was created on 1st June 2004. The NOMS was established to join up prison and probation services; to enable offender management to be delivered more effectively; and to strengthen and streamline commissioning to improve efficiencies and effectiveness. In July 2008, NOMS was launched as an executive agency of the Ministry of Justice.
9. Whilst the Ministry sets strategic policy and direction for the delivery of end-to-end offender management, the NOMS commissions and operates offender management services. It seeks to ensure offenders are managed in a consistent, constructive and coherent way during their entire sentence,



Introduction and Scope

whether in a custodial or community setting.

10. A National Offender Management Model was also developed in 2004 setting out the broad specification for the approach expected by those managing individual offenders to deploy. This model acts as the basis for the development of standards and performance measures.
11. In adopting a whole system approach, the IOM model requires that organisational support functions support the core business process of offender management. In targeting those offenders of most concern, IOM aims to manage them consistently, using pooled local resources to turn them away from crime, punishing and reforming them as appropriate. The IOM model therefore builds on and expands the current offender focused programmes such as Priority and Prolific Offenders (PPO) Multi Agency Public Protection Panel Arrangements (MAPPA) and Drug Intervention Programme (DIP).
12. However, we learned that whilst the model describes what has to be delivered, it is far less prescriptive about how.
13. We learned that in July 2008 West Yorkshire had been identified as one of six nationally recognised IOM pioneer police/probation areas to explore how the concept of IOM can be applied in practice.
14. As a result of this, one of the key activities identified within the Safer Leeds Partnership Plan for 2008/09 was to develop an Integrated Offender Management system for Leeds.
15. In doing so, we learned that the Leeds Drug Interventions Programme (DIP) Strategic Board and the PPO Board had merged to become one Strategic Integrated Offender Management Board. This group is directly accountable to the Safer Leeds Partnership and takes a lead in the strategic development of IOM in Leeds. It therefore oversees the planning and implementation of the IOM model, identifying gaps in services and making recommendations regarding commissioning requirements as necessary.
16. A Leeds IOM Project Board was also set up. This is chaired by the Safer Leeds Strategic IOM lead and feeds any issues to the Leeds IOM Strategic Board, which then has the ultimate responsibility to sanction decisions made around tactical delivery and implementation.
17. We noted that the Policing and Crime Act 2009 extended the existing duties of all Community Safety Partnerships, requiring them to formulate and implement a strategy to reduce re-offending in their areas from April 2010.
18. Whilst acknowledging that an IOM framework had already been set up in Leeds, it was considered appropriate for Scrutiny to explore ways of further strengthening this framework to ensure that the IOM principles and local processes are being embedded across the wide range of partners involved in managing or modifying the behaviour of offenders, including those outside of the criminal justice system.



Introduction and Scope

Scope of the Inquiry

19. In consultation with the Safer Leeds Partnership Executive, terms of reference for this inquiry were agreed by the Scrutiny Board in October 2009.
20. The purpose of this inquiry was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The current IOM framework in Leeds, identifying any barriers or gaps in relation to the range of partners/interventions/resources available;
 - The mechanisms in place for information sharing between partner agencies to ensure a successful IOM process in Leeds;
 - The local selection/de-selection arrangements for PPOs, ensuring that the intensive management of offenders delivered through the PPO approach is provided for those who need it;
 - The role and development of Offender Health in Leeds;
 - The local IOM performance management framework, ensuring that auditing processes are in place to monitor delivery against agreed outcomes.
21. We welcomed the contribution of a wide range of services and organisations during our inquiry. These included Leeds Community Safety; NHS Leeds; Leeds Youth Offending Service; West Yorkshire Probation Trust; Leeds Offender Management Unit; Crown Prosecution Service; DISC; and the West Yorkshire Drugs and Offender Management Unit.
22. This inquiry has enabled Scrutiny to acknowledge the excellent work arising from the Leeds IOM scheme. However, it also provided an opportunity to highlight where improvements can be made to help raise the profile of offender management and strengthen existing partnership working and intelligence-sharing mechanisms. It is clear that by improving the integration of information held by different agencies, this will help ensure that no offender falls through the gaps in current service provision.
23. In accordance with the provisions set out within the Police and Justice Act 2006, we have produced this report to summarise our findings and conclusions to the local authority on a particular crime and disorder function of the Safer Leeds Partnership – Offender Management.
24. In view of its new statutory duty to reduce re-offending and its responsibility for overseeing and delivering the IOM model in Leeds, we have directed many of our recommendations to the Safer Leeds Partnership Executive, or its Strategic IOM Board, for action.
25. However, our recommendations also reflect the vital role and contribution that other partners outside of the local Community Safety Partnership have in delivering the Leeds IOM model. In particular, the Crown Prosecution Service.



Conclusions and Recommendations

Understanding and embedding the IOM principles and local processes

26. Many offenders will have complex needs associated with their offending, including difficulty in accessing suitable accommodation, substance misuse issues, mental health issues, poor educational achievement and work histories. Whilst historically the Probation Service would have been left to work in isolation to manage offenders, it is now widely recognised that a number of different partners, including partners outside of the criminal justice system, will be involved in the lives of offenders to help address their needs.

27. Integrated Offender Management (IOM) aims to reduce the number of victims of crime by managing and modifying the behaviour of those offenders who create the most harm in communities.

28. At the beginning of our inquiry, we learned that the main principles of the IOM model are based around the existing national Prolific and other Priority Offender Strategy and Programme. These were introduced in 2004 as a way of targeting the small number of offenders known to commit a disproportionately large amount of crime.

29. Responsibility was placed upon local Community Safety Partnerships to establish local schemes, usually multi-agency partnerships primarily involving Police and Probation, to work with Prolific and other Priority Offenders (PPOs).

30. The PPO Strategy consists of 3 complementary strands, each designed to tackle prolific offending and its causes. In summary, these are as follows:

- *Prevent and Deter* – to stop young people becoming prolific offenders
- *Catch and Control* – actively tackling those who are already prolific offenders
- *Rehabilitate and Resettle* – working to increase the number of such offenders that stop offending by offering a range of supportive interventions.

31. These 3 strands also need to be utilised effectively across the IOM model, ensuring that the right interventions are being provided at the right time to the right individuals.

32. It is clear that effective offender management relies upon the accurate assessment of offender risk and needs to best inform the selection, sequencing and targeting of interventions for each offender.

33. We noted that Offender Managers/Case Workers take on much of the responsibility to assess the needs of offenders, preparing pre-sentence reports and then managing the sentence across the prison and community settings. In doing so, they make recommendations to personalise the services provided to each offender according to the risk they present and what is required to reduce re-offending.

34. However, as previously acknowledged, the IOM model is very much about



Conclusions and Recommendations

adopting a multi-agency approach in managing and modifying the behaviour of offenders.

35. We learned that in July 2008, West Yorkshire had been identified as one of six nationally recognised IOM pioneer police/probation areas to explore how the concept of IOM can be applied in practice. In view of this, West Yorkshire Police received Ministry of Justice funding towards establishing a strategic process for IOM. However, it was stressed that funding for IOM was not for service delivery.
36. The Government made it clear in its IOM Policy Statement in June 2009 that IOM is principally about doing core business differently to achieve enhanced outcomes. In view of this, the majority of resources that IOM requires are in local partners' hands. It therefore relies heavily on effective partnership working.
37. During our inquiry, particular attention was given to the role of the Leeds IOM Hub. Based at Mabgate Mills, this is the central partnership point of contact for IOM administration and management and comprises of representatives from both statutory and non-statutory partner agencies.
38. The Hub delivers the operational coordination and information processing for all IOM cases that are managed under the rehabilitation and resettlement strand of IOM.
39. It was highlighted that IOM case management relies upon the timely and accurate flow of information between partner agencies involved in the management of offenders. We learned that the assessment, management and support of an offender require their informed consent to disclose information relating to their ongoing engagement and compliance in line with the IOM Information Sharing Agreement, which we considered as part of our inquiry.
40. It was stressed that should an individual refuse to the sharing of information relevant to the attempts to support them addressing their offending behaviour, then a decision would be taken by the Police to allocate the offender to the Catch and Convict strand of IOM until such time that they agree to co-operate.
41. We learned from the Hub Coordinator that much of the partnership working within the Leeds IOM Hub is based around negotiation. Whilst we were pleased to note that there has been no reluctance amongst partners to provide and share information, it was highlighted that the structures and lines of accountability within the Hub could be made clearer to partners.
42. At the time of our inquiry we noted that operational guidelines for the rehabilitation and resettlement strand of IOM in Leeds were being drafted. These guidelines aimed to clarify delivery and communications across providers and identify the support mechanisms for effective management of cases within the relevant frameworks. In view of this, we recommend that the Safer Leeds Partnership Executive ensures that these guidelines provide sufficient clarity about the structures and lines of accountability within the Leeds IOM Hub and are widely disseminated amongst all partners.



Conclusions and Recommendations

Recommendation 1
That the Safer Leeds Partnership Executive ensures that the Leeds IOM Operational Guidelines for the Rehabilitation and Resettlement Strand of IOM provides sufficient clarity about the structures and lines of accountability within the Leeds IOM Hub and are widely disseminated amongst all partners.

Focusing on the pathways out of offending

43. The Social Exclusion Unit report *Reducing Reoffending by Ex-prisoners*, published in 2002, recognised that there are a range of factors that contribute significantly to the likelihood of an individual reoffending, known as 'pathways out of offending'. These were subsequently refined in the 2004 National Reducing Reoffending Action Plan into seven 'pathways' covering:

- Accommodation
- Employment, learning and skills
- Mental and physical health
- Drugs and alcohol
- Finance, benefits and debt
- Children and families
- Attitudes, thinking and behaviour

44. By working through each of these pathways, the key challenge is to transform the offender into the citizen. We noted that these pathways are also adopted as part of the Leeds IOM model and during our inquiry it was highlighted that the main barrier facing offenders is

around securing employment, learning and skills.

45. We noted that many people will enter the criminal justice system with a history of educational under-achievement, exclusion from school, truanting, low levels of literacy, poor skills and high levels of unemployment. In view of this, we recognised that the worse thing would be to exclude them even further. If they are not in a supportive environmental then they will remain a high risk.

46. We acknowledge that the National Offender Management Service introduced a number of national programmes aimed at addressing this particular pathway. This included the development of a new integrated learning and skills service to bring together education and training for offenders in custody and the community which focuses on individual offenders.

47. However, it is clear that more support is still needed locally to assist offenders secure employment, learning and training.

48. As a Scrutiny Board we conducted a separate review this year around worklessness. As part of this review, particular reference was made to the development of a Works and Skills Plan.

49. The overarching objective of Work and Skills Plans is to set out how local authorities, working within their partnerships, can help deliver a reduction in worklessness and promote economic inclusion. These are to have a major role in identifying synergies in funding streams and service delivery



Conclusions and Recommendations

and potential efficiencies through better alignment of resources.

50. These Plans are also seen as the means to bring together core delivery elements of existing strategies, such as the Local Area Agreement, to form a single, coherent and delivery-focused Plan that identifies the roles of respective partners and what they will, individually and collectively, be responsible for undertaking.
51. It is anticipated that the first full Work and Skills Plans will be required to be in place for April 2011 and to cover the three year period to April 2014.
52. The development of a Works and Skills Plan for Leeds provides a valuable opportunity to encompass a more holistic approach towards tackling worklessness. In particular, we believe that this Plan should also be used as a means of improving the connectivity of employability support services for offenders.

Recommendation 2

That the Director of Environment and Neighbourhoods leads on ensuring that particular attention is given to improving the connectivity of employability support services for offenders as part of the Leeds Works and Skills Plan.

Selection and De-selection of IOM nominals

53. We learned that the initial cohort of 219 Leeds PPOs was selected by the three

Leeds Divisions in 2008 to populate the current IOM list. However, it was highlighted that 219 PPOs was later considered too ambitious to manage and therefore had been recently revised to 90 PPOs.

54. There is a requirement to measure any reduction in re-offending amongst the cohort. However, divisions and partners may also wish to nominate further individuals whom they perceive to be appropriate for IOM interventions or to remove individuals from the cohort.
55. In June 2009 the Ministry of Justice published a guidance document around maximising the impact of the PPO Programme. As part of this, local Community Safety Partnerships were asked to review their PPO schemes, particularly in light of the introduction of IOM arrangements. The Ministry advised that by setting the PPO approach within the context of IOM, this will help to ensure that the intensive PPO approach is concentrated on the most prolific, difficult and damaging offenders.
56. A more dynamic approach to selection and de-selection was therefore encouraged to ensure that the programme remains focused on those offenders who commit most crime and cause most damage to their local communities. The Ministry also advises that the PPO caseload, within IOM, should not be a static one and that once offenders begin to respond positively to the programme, it will not be necessary for them to continue to be subject to the intensive PPO style of intensive management. It should be possible for their continuing need for support to be



Conclusions and Recommendations

provided by other agencies including third sector partners.

57. In view of this, we learned that a scoring system is initially used for selection/de-selection of IOM nominals. During our inquiry, we considered the criteria used as part of this scoring system.
58. However, we were also pleased to note that the selection and de-selection of IOM nominals also involves a case conferencing approach where each of the relevant partners also discuss local intelligence held on a particular individual to complement the results of scoring system. It was stressed that in very few circumstances would the scoring mechanism be used in isolation to determine selection and/or de-selection.
59. Professional judgement of partners plays an important part in determining suitability and it was highlighted that none of the partners are given greater authority over the others. Influence on the decision making process is therefore very much based around the evidence put forward by the partners.
60. However, during our inquiry we were surprised to learn that for those offenders serving a custodial sentence less than 12 months, there is no statutory duty for that offender to receive any form of intervention and support following their release. As a result, there is a danger for such individuals to be missed off the radar and fall back into the cycle of re-offending.
61. Whilst we acknowledge that IOM services are usually commissioned for those considered to be a high risk, we believe that there should be the facility

for other offenders to gain access to mainstream services as we have already established that the key to successfully addressing re-offending is around inclusion and not exclusion.

62. We were therefore pleased to learn that West Yorkshire Probation Trust is working to address this situation and that the Leeds IOM Hub is also beginning to share intelligence in order to effectively monitor and offer support to such individuals where needed.

Improving links with the Crown Prosecution Service and Court system

63. Throughout our inquiry, particular importance was placed upon the term 'integrated' offender management. Whilst referring to the end-to-end management of an individual's case, we found that local links with the court system and Crown Prosecution Service (CPS) continues to be an area that requires strengthening.
64. It was noted that the timely gathering and dissemination of court information and results are vital to the effective management and tracking of offenders throughout the criminal justice system.
65. We were informed that a key challenge faced by IOM Case Managers/Workers is being able to influence the courts and CPS during pre-sentencing stage. Whilst local intelligence about a particular client is often made available to the Crown Prosecutor, it was noted that a lack of consistency in how this



Conclusions and Recommendations

information is used within the courts often frustrates the IOM process.

66. There was a clear message from all partners during our inquiry that a closer working relationship with the CPS in particular is needed to help address such issues in future. We therefore decided to raise this matter directly with West Yorkshire Crown Prosecution Service and welcomed the contribution of the Area Crown Prosecutor for the Eastern Area to our inquiry.
67. During our inquiry, particular reference was also made to a report of the Criminal Justice Inspectorates regarding the PPO Programme. The Inspectorates collectively assessed the progress made with the PPO programme during 2008 and published their findings in July 2009. We noted that the findings arising from this inspection had also raised issues about the relationship with the CPS and the courts. We have therefore made references to this inspection alongside our own findings where appropriate.
68. We understand that prior to commencing the court process for any case, the CPS would need to determine whether or not to prosecute. We learned that Crown Prosecutors take such decisions on the basis of the criteria provided in the *Code for Crown Prosecutors*. This Code provides general principles that apply to the way in which Crown Prosecutors must approach each case. Guidance is provided within the Code regarding the evidential test and public interest test.
69. The evidential test is the first stage in the decision to prosecute. Crown Prosecutors must be satisfied that there is enough evidence to provide a "realistic prospect of conviction" against each defendant on each charge. If the case does not pass the evidential test, it must not go ahead, no matter how important or serious it may be.
70. The public interest test requires Crown Prosecutors to consider, even though there may be sufficient evidence to charge, whether it is in the public interest to do so.
71. In order to facilitate efficient and effective early consultations and make charging decisions, we learned that Chief Crown Prosecutors are required to make arrangements for the deployment of Crown Prosecutors to act as Duty Prosecutors in locally agreed locations.
72. We noted that the Area Crown Prosecutor for the Eastern Area was responsible for the West Yorkshire Charging Team, which is made up of Crown Prosecutors from across West Yorkshire and operates a 9 am to 5 pm service. We also learned that this service is complemented by a centrally managed out of hours Duty Prosecutor arrangement to ensure a continuous 24 hour service (CPS Direct).
73. It was highlighted that a National Premium Service Specification was developed in 2005 to support the implementation of the PPO Strategy and sets out the minimum standards for working with PPOs.
74. This National Premium Service Specification states that a full offender history (including pre-convictions, bail history, intelligence packages, and multi-agency information) should be shared with the CPS at the point of



Conclusions and Recommendations

seeking pre-charge advice. It also places responsibility on the Police to inform the Duty Prosecutor that the person they are dealing with is a PPO.

75. In every PPO case, the investigating officer and the Duty Prosecutor should discuss the objectives to be achieved in the case and agree a prosecution strategy with clearly recorded actions.

76. During our inquiry, the Area Crown Prosecutor stressed that Crown Prosecutors often receive large amounts of information when dealing with cases. In view of this, they will only know if an individual is a PPO if this is made clear to them by the Police.

77. Whilst it was highlighted that every Chief Inspector should be fully aware of the PPO cohorts within their areas, it was recognised that further work is still required to ensure that the principles of working with PPOs and around IOM in particular, are embedded within all policing divisions. There was also a recognised need to improve the information flow to Police Officers so they are able to indicate to Duty Prosecutors when a person is on the cohort list.

78. As part of the inspection carried out by the Criminal Justice Inspectorates, we noted that they too found that the Police did not always identify the status of the PPO to the Duty Prosecutor. However, the Inspectorates found that whilst most of the Duty Prosecutors could gain access to an up-to-date list of PPOs, this was not being used to double check the information supplied by the Police.

79. Whilst it is not generally considered to be the role of the CPS to proactively

seek clarification about an offender's status, there is a joint responsibility for the CPS and the Police to work together to build up the best case. We therefore believe there is merit in putting in place procedures where Duty Prosecutors are prompted to check whether an individual is a PPO and part of an IOM cohort at the point of providing pre-charge advice and sharing responsibility with the police.

80. Whilst the Area Crown Prosecutor acknowledged that such procedures could be incorporated into the West Yorkshire Charging Scheme, it was considered more difficult to impose this for cases handled by CPS Direct (the out-of-hours telephone service) as this service is not area-based and therefore involves Duty Prosecutors from across the country. However, it was felt that CPS Direct may be receptive to this given that the identification and effective management of PPOs is a national issue.

Recommendation 3

That the West Yorkshire Crown Prosecution Service

- (i) incorporates procedures within the West Yorkshire Charging Scheme which ensures that Duty Prosecutors double check whether an individual is a Prolific or Priority Offender and part of an Integrated Offender Management cohort at the point of providing pre-charge advice.**
- (ii) liaises with CPS Direct to consider the feasibility of adopting similar procedures as part of the out-of-hours charging service.**



Conclusions and Recommendations

81. In line with the evidential test, it was stressed that there needs to be sufficient evidence for a conviction. The CPS therefore depends on the Police to secure that evidence. It was highlighted that previously there have been delays in gathering such evidence, which consequently has led to cases being lost. We were therefore pleased to learn from the IOM Hub Coordinator that a programme is in place to look at uniform officers and how they deal with evidence at the scene.
82. We also acknowledged that, due to resource pressures, much of the liaison between Crown Prosecutors and the Police is now conducted via telephone. Previously a charging lawyer would attend the police station on a daily basis to provide pre-charge advice only. This was therefore considered to be another barrier in terms of developing a close working relationship with the CPS.
83. The IOM Hub Coordinator explained that Offender Managers/Case Workers would be able to demonstrate to the CPS and the Police a pattern of behaviour relating to an offender which could influence the pre-charge decision process. In particular, the Offender Manager/Case Worker will have a wealth of information about how the offender has engaged with the IOM programme in terms of trying to modify their behaviour.
84. The Criminal Justice Inspectorates found during their inspection that the fact that an individual was identified at the pre-charge stage as a PPO did not, of itself, introduce any new factors. However, the Inspectorates agreed that previous convictions and misconduct would only be relevant to the evidential test if they related to matters capable of being admitted as evidence of bad character. The existence of previous convictions would always be material as regards the public interest test.
85. As a result, they found that even when a PPO was identified at the pre-charge stage, Duty Prosecutors treated it no differently to any other case with similar characteristics. Only a small minority of the Duty Prosecutors had stated that additional attention was paid to PPO cases at the pre-charge stage including prioritisation over other cases on the waiting list. However, the Area Crown Prosecutor highlighted during our inquiry that the use of a centralised telephony based charging team has significantly reduced the waiting time for pre-charge advice. The current queuing time for incoming calls is now under three minutes. In view of this, prioritisation of PPO cases was not considered to be an issue.
86. During our inquiry, we learned that pre-sentence reports are prepared by the Probation Service to assist the court in the sentencing process. Such reports are often disclosed to the Crown Prosecutor at court for the purpose of ensuring that they are factually accurate. The Crown Prosecutor's role is then to outline the facts of the case, the impact on the victim, the defendant's previous history and record and the making of ancillary applications such as costs and compensation. However, the IOM Hub Coordinator highlighted that with pre-sentencing reports, there was a tendency generally to portray a more positive message and not to focus particularly on any negative aspects



Conclusions and Recommendations

regarding the offender's willingness to engage with the IOM programme. It was therefore felt that a more balanced view was needed during this process and for a more consistent approach to be taken by Crown Prosecutors towards cases involving PPOs and the IOM cohort.

87. In view of this, we would like to see the Leeds Strategic IOM Board and the West Yorkshire Crown Prosecution Service working together to explore and develop appropriate mechanisms for ensuring that a consistent approach towards PPO cases is being adopted by the regional charging team, with particular focus on how evidence and the advice provided by the Police, Probation Service and Offender Managers/Case Workers is used.

Recommendation 4

(i) That the Leeds Strategic IOM Board and the West Yorkshire Crown Prosecution Service work together to explore and develop appropriate mechanisms for ensuring that a consistent approach towards PPO cases is being adopted by the regional charging team, with particular focus on how evidence and advice provided by the Police, Probation Service and Offender Managers/Case Workers is used in the public interest.

(ii) That the Safer Leeds Partnership Executive conducts a progress review over the next 12 months and shares its findings with the Scrutiny Board.

88. Once a decision has been taken to prosecute and proceed into the court process, we noted that the National Premium Service Specification requires courts to ensure that processes are in place to enable staff to identify PPO cases, although they must not reveal the status of the defendant as a PPO to sentencers.

89. The National Premium Service Specification also requires PPO files and case documents to be marked before proceeding into the court process. Specifically, this means that the PPO status should be flagged on:

- the front cover of the case files, at least with regards to police and CPS
- the front information sheet that contains basic information about the defendant and is completed by the police
- the summary sheet that is prepared initially by the Police and details the circumstances and evidence relating to that individual case. It is subsequently added to by the Duty Prosecutor who details the reasons for making a charging decision.
- the charge sheet which is completed by the Police and is the primary means by which court staff identify PPO cases.

90. In addition to the above, all PPO cases need to be marked as such on the CPS computerised Case Management System (CMS).

91. The Criminal Justice Inspectorates found that the case file sample used during their inspection had shown that



Conclusions and Recommendations

not all cases involving PPOs were being identified by the Police and clearly marked on the relevant paperwork. Even where cases were identified as being PPO at the pre-charge stage, they were not appropriately marked on the Case Management System or front cover.

92. During our inquiry, we noted that the Leeds IOM Hub is normally informed when an arrest is made. In response, attempts are made to send an appropriate representative from the IOM Hub to the court to check that the information and status of the offender is clear within their file.

93. However, to alleviate the need for such checks to be made, we discussed the potential benefits of having a dedicated IOM court within Leeds.

94. Court lists are the most common form of what is known as a dedicated or specialist court – examples include a traffic court or a domestic violence court; such courts are not separate courts, but court lists within the Magistrates Courts. It is common place however to refer to them as “courts”.

95. Particular reference was made to the dedicated drug court model that was piloted in Leeds in 2005. This model makes use of specialist panels of magistrates or district judges to provide continuity when sentencing and reviewing offenders' progress on drug treatment orders to completion or any breach, seeking to improve offenders' motivation to stay in treatment and so reduce drug use and related offending.

96. Pilots were launched at Leeds and West London Magistrates' Courts in December 2005. An independent

evaluation of these pilots was undertaken in 2008 and gave positive indications of the impact of continuity of judiciary on several key outcomes, including offenders being less likely to miss a court hearing, less likely to be reconvicted and more likely to complete their community order.

97. The Judiciary of England and Wales has produced a protocol for establishing dedicated courts which sets out the procedures to be followed depending on whether the initiative for the establishment of a dedicated court is national or local.

98. There are three ways in which a proposal for a local initiative may arise:

- If an Area Director or Justices Clerk for an area proposes establishing a dedicated court in that area, a proposal must be formulated and submitted to the Justices Issues Group (JIG) for that area.
- If a Criminal Justice Agency or the Local Criminal Justice Board wishes the Magistrates Court in an area to consider establishing a dedicated court in that area, a proposal must be formulated and submitted to the JIG for that area.
- If the judiciary of the Magistrates Courts in an area wish to consider establishing a dedicated court in that area, a proposal must be formulated and submitted to the JIG for the area.

99. In view of this, we recommend that the Leeds Strategic IOM Board and the West Yorkshire Criminal Justice Board give further consideration to the



Conclusions and Recommendations

potential benefits of having a local dedicated IOM court with a view to formulating and submitting a proposal to the Justices Issues Group.

Recommendation 5

That the Leeds Strategic IOM Board and the West Yorkshire Criminal Justice Board give consideration to the development of having a local dedicated IOM court in order to best utilise partnership resources.

100. Whilst the statutory duty to formulate and implement a strategy to reduce reoffending has fallen upon Community Safety Partnerships (CSPs), it is evident from our inquiry that Local Criminal Justice Boards (LCJBs) and the Crown Prosecution Service (CPS) also share a common interest with CSPs in terms of reducing crime and reoffending and targeting prolific and other priority offenders.
101. The 42 Local Criminal Justice Boards (LCJB) in England and Wales were set up in April 2003 to manage the criminal justice system at a local level and to ensure all criminal justice agencies are working together to tackle crime. They report to the National Criminal Justice Board (NCJB) which brings together ministers and senior officials across Government. The NCJB supports LCJBs in their work to meet Public Service Agreement targets at a local level to bring more offences to justice and increase public confidence in the Criminal Justice System.
102. Current national policies now recognise that when LCJBs, the CPS and CSPs work together to tackle problems, there is far greater potential for success. Whilst we do not understand why the CPS and LCJBs did not form part of CSPs when originally established by the Criminal Justice Act 1998, it is clear that close dialogue between these key agencies is a key factor in realising the success of the Leeds IOM model. There needs to be mutual acknowledgement and awareness of LCJB and CPS priorities.
103. In acknowledging that the West Yorkshire Criminal Justice Board is now beginning to engage more effectively with the Safer Leeds Partnership in terms of its work around IOM, our attention was focused around the level of engagement shown by West Yorkshire Crown Prosecution Service.
104. We noted that whilst the Leeds Strategic IOM Board continues to invite representation from West Yorkshire CPS to its meetings, it continues to receive apologies from the CPS.
105. We very much welcomed the contribution of the Area Crown Prosecutor to our inquiry as this gave us a valuable insight into the work of the CPS and also the challenges it faces in terms of resource pressures.
106. The Area Crown Prosecutor explained that resources across the service have reduced significantly, putting pressure on the workload of Crown Prosecutors. In view of this, CPS representation at meetings has tended



Conclusions and Recommendations

to fall upon the Area Crown Prosecutors and other senior managers, whom need to prioritise their time and therefore make judgements in terms of the benefits of their attendance to such meetings.

107. In view of this, it was suggested that the agendas and minutes of the Leeds Strategic IOM Board be forwarded to West Yorkshire CPS for consideration and that a commitment is given to arrange for CPS representation at future meetings where input from the CPS is deemed necessary. However, we do believe that there should be regular CPS representation at the West Yorkshire IOM Board, which only meets on a quarterly basis.

Delivering effective Offender Health services

108. Offender health encompasses all those in contact with the criminal justice system, including police, courts, prison, probation and those on bail. It is recognised nationally that when people are in the criminal justice system, they often experience significant problems in gaining access to adequate health and social care services.
109. We also acknowledge that the health of offenders not only has an impact on the offenders personally, but has a health impact on those around them (children and families). Improving the health and well-being of people in the criminal justice system is an important element of the reducing re-offending and health inequalities agendas along with being a key component of IOM.

110. In view of this, we agreed to consider the current national policy drivers around offender health and how these were being delivered regionally and locally.

National policy drivers on offender health

111. Whether in custody or under community supervision, it is recognised nationally that offenders display many times the average incidence of factors such as mental illnesses, personality disorders, learning disabilities, substance misuse, homelessness and poor educational achievement. In view of this, there is a need to ensure that appropriate strategies on a national, regional and local level are in place to start addressing these health inequalities and to facilitate the behavioural change to bring about a more positive health outlook for offenders.
112. We learned that a cross-governmental consultation into an integrated strategy for health and social care with respect to offenders was launched back in November 2007 – ‘Improving Health, Supporting Justice’.
113. Following this consultation, the Department of Health published its document ‘Improving Health, Supporting Justice. The National Delivery Plan of the Health and Criminal Justice Programme Board’ in November 2009.
114. It was highlighted that this new National Delivery Plan focuses on recommendations and actions relating



Conclusions and Recommendations

to adults in the criminal justice system. A separate Strategy 'Healthy Children, Safer Communities' aims to promote the health and well-being of those in contact with the youth justice system.

115. During our inquiry, particular attention was given to the objectives and deliverables set out within the National Delivery Plan.
116. We noted that the main purpose of this plan is to provide a strategic framework within which local services can deliver quality improvements and communicate that framework to the relevant NHS and criminal justice organisations. However, the plan also makes it very clear that there will be little scope, if any, for new resources in the foreseeable future. Importance is therefore placed upon maximising opportunities for improvement through system reform, better working practices and building on the capacity of the front line to innovate.
117. We also noted that many of the deliverables set out within the plan relate to how central government itself will take forward the work to improve the health and well-being of offenders.
118. Therefore, it is only once this work has been done that the government will be able to make firm commitments on the implementation of the deliverables that have costs to local services, taking into account the availability of resources in the next Spending Review and the capacity of local services to prioritise this agenda.
119. We learned that the government has set up a Health and Criminal Justice Programme Board comprising the relevant government departments and

agencies. This cross-government board will be responsible for the overall development and implementation of a national approach to health and social care for offenders and those in contact with criminal justice agencies.

120. Whilst many of the deliverables in the new National Delivery Plan relate to how central government itself will take forward the work to improve the health and well-being of offenders, we discussed the potential implications of the plan at a regional and local level.

Regional delivery of offender health policy

121. Given the complex cross-government agenda, the co-production of an offender health regional delivery plan is emphasised within the National Delivery Plan to ensure that all delivery partners, processes, incentives and communications are compatible with one another.
122. Offender health regional delivery plans are to deliver the Health and Criminal Justice Programme through a series of interrelated projects which reflect the priorities set out within the new National Delivery Plan.
123. To handle the complexity of this agenda, these offender health regional plans are to be agreed and monitored by a regional partnership board.
124. During our inquiry, we learned that the regional strategic lead for offender health is via the Yorkshire and Humber Improvement Partnership (YHIP).



Conclusions and Recommendations

125. The YHIP has established an Offender Health and Social Care Programme which acts as the regional presence for offender health in the region. Its role is focused around introducing policy, developing practice and supporting the Strategic Health Authority, the National Offender Management Service, the Director of Offender Management and the Area Office of the prison service with performance management for Health and Offender Partnerships.

126. The work of the Offender Health and Social Care Programme in Yorkshire and Humber also falls into 9 areas: Governance and performance management; Commissioning; Partnership working; Provider development and support; Information systems and management ;National policy; Workforce and training; Service user involvement and understanding diversity; and Regional arrangements.

Local delivery of offender health policies

127. We learned that Leeds had taken the initiative to set up a local offender health partnership board following the national consultation into an integrated strategy for health and social care with respect to offenders. We were pleased to note that Leeds was first in the region to set up such a partnership board.

128. The Leeds Offender Health and Social Care Partnership Board is a senior multi-stakeholder group with delegated authority from stakeholder organisations (these include NHS Leeds, Community Safety, Adult Social Care, Probation, Prison Governors, CPS, Police, Leeds

Partnership Foundation Trust, CAMHS Commissioners and Leeds Community Healthcare). The Partnership Board meets quarterly and its membership includes commissioners and providers, as well as service user/carers and clinical representation.

129. Whilst it was highlighted that many of the stakeholder organisations actively attend and contribute to the work of the Partnership Board, reference was again made to the CPS and the need to strengthen their commitment and input to the Partnership Board's work.

130. The National Delivery Plan also makes it clear that the CPS has a key role to play as gatekeeper to the criminal justice system. Through its charging decision, or in its advice to the Police on charging, the CPS determines whether an individual has no further action taken against them. In doing so, prosecutors are required to take account of a person's mental health when considering whether it is in the public interest for that person to be charged.

131. We therefore recommend that the Chief Crown Prosecutor of the West Yorkshire Crown Prosecution Service ensures that the CPS is actively involved in the work of the Leeds Offender Health and Social Care Partnership Board, particularly in taking forward the objectives set out within the new National Delivery Plan.

Recommendation 6

That the Chief Crown Prosecutor of the West Yorkshire Crown Prosecution Service consider how they can be more proactively involved in the development of policy and process for integrated management in Leeds .



Conclusions and Recommendations

The Deter Young Offender Scheme

132. Whilst the main focus of our inquiry was around adult PPOs, we acknowledged that many of the young adults in custody will have been convicted or cautioned through the youth justice system before the age of 18. The interface between Youth Offender Teams (YOTs) and Community Safety Partnerships is therefore equally important to ensure effective arrangements for reducing youth reoffending.
133. During our inquiry, particular reference was made to the Deter Young Offender Scheme. We learned that a Deter Young Offender (DYO) is a young person between 10 – 17 years of age who has been sentenced to a relevant community order or commenced the community element of a Detention and Training Order.
134. The Youth Offending Team will select DYO's on the basis that the young offender has a high Assessment Score (which is determined locally) and/or a high/very high assessment of Risk of Serious Harm and are assessed as posing the highest risk of causing serious harm to others and likelihood of re-offending.
135. It was reported that from 1st September 2009, the Deter Young Offender Scheme was introduced. This involves a single priority group of young offenders who are at greatest risk of re-offending and causing harm to the community. This scheme is characterised by a risk based approach and early identification of young offenders followed by intensive intervention. The DYO is actively managed in a multi-agency approach by the criminal justice and partner agencies to divert the young offenders from offending and support them to break the cycle of offending. It was highlighted that this DYO group is part of the IOM programme and replaces youth Prolific Priority Offenders.
136. The DYO's are identified by the Youth Offending Team on the basis that they are assessed as posing the highest risk of causing serious harm to others and likelihood of re-offending. The selection criteria may therefore include young people who have been convicted for the first time. The names of DYO's are shared with all relevant agencies to ensure a multi-agency response and appropriate resources and interventions are secured to change the DYO's behaviour to enable them to make a positive contribution in their community.
137. We noted that DYO's are monitored for their re-offending rates and timeliness through the criminal justice system. The emphasis is to ensure better offender management of each DYO through the court process. Reports to the Youth Justice Board and Local Criminal Justice Board assist in monitoring support received from agencies in improving DYO's access to services for children including education, training and employment, substance misuse, mental health, accommodation and leisure services.
138. Work carried out as part of the scheme includes a mixture of individual and group work activities.



Conclusions and Recommendations

We noted that officers work more intensively with those young people identified within the higher risk groups.

139. Particular emphasis is around motivating those young offenders to change their behaviours and a significant part of the work is about getting them into employment, school or training. We were particularly pleased to learn that the Leeds Youth Offending Service is regarded as the most successful across the core cities in terms of getting young offenders back into employment.
140. As a multi-agency service, importance was again placed upon partnership working and intelligence sharing mechanisms. Whilst acknowledging that the service is adequately resourced at the moment, it was highlighted that there continues to be a threat of reduced funding via the Youth Justice Board grant funding in view of the current financial pressures placed upon public services.
141. The success already brought about by the DYO scheme in diverting young offenders from offending and supporting them to break the cycle of offending is clear. In view of this, we would urge that the Director of Environment and Neighbourhoods seeks to ensure that the DYO scheme remains a priority in terms of local authority funding and continues to champion the scheme amongst the criminal justice and other partner agencies in his capacity as Chair of the Safer Leeds Partnership Executive.

Recommendation 7

That the Director of Environment and Neighbourhoods seeks to ensure that the Deter Young Offenders Scheme within the Leeds Youth Offending Service remains a priority in terms of local authority funding and continues to champion the scheme amongst the criminal justice and other partner agencies in his capacity as Chair of the Safer Leeds Partnership Executive.

142. One of the main duties of the Partnership Board is to provide leadership to the delivery of the Offender Health and Social Care Strategy (national and local). It seeks to ensure resources are focussed on explicit commissioning objectives and priorities and that health and social care pathways for offenders are clear and processes are in place for effective delivery of such objectives.
143. Whilst NHS Leeds would generally drive the agenda of the Partnership Board, this would be done through the engagement of other stakeholders. We learned that whilst the Partnership Board has been eagerly awaiting the publication of the government's National Delivery Plan over the last 12 months, it had agreed to get on with developing its own local strategy in the meantime.
144. As many of the deliverables set out within the National Delivery Plan are centrally driven, it was highlighted that the Partnership Board now needs to determine whether and how its existing local strategy and work streams fit in with the new plan.



Conclusions and Recommendations

145. Whilst acknowledging the wide range of objectives and deliverables set out within the plan, particular focus was given to some of the headline activities that were due to take place during the initial six month period. These involved the following:
- Assessing the feasibility of transferring commissioning and budgetary responsibility for health services in police custody suites from the Police to the NHS;
 - Publishing World Class Commissioning guidance on commissioning services for offenders;
 - Piloting and evaluating a new learning disability screening tool.
146. There was a general acknowledgement that locally there is no continuity of care pathways coming from Police custody suites. Whilst recognising that NHS Leeds could potentially enhance this service and add value, the main issue was around the feasibility of doing so in terms of resources.
147. In acknowledging that the national Health and Criminal Justice Programme Board will be assessing the feasibility of transferring commissioning and budgetary responsibility for health services in Police custody suites from the Police to the NHS, it was felt that further clarity is needed as to the levels of funding to be transferred.
148. It was highlighted that other key issues relating to Police custody suites were around assessment and referral processes for those offenders with mental health and learning disabilities.
149. We learned that improving mental health services across the offender pathway was one of the key themes of an earlier review conducted in 2009 by Lord Bradley. This independent review was commissioned to examine the extent to which offenders with mental health problems or learning disabilities could, in appropriate cases, be diverted from prison to other services and the barriers to such diversion.
150. The new National Delivery Plan seeks to address many of the recommendations arising from Lord Bradley's review. In particular, we noted that the plan seeks to enhance the depth and quality of mental health, personality disorder and learning disability awareness training.
151. As a first step, the government will continue the roll-out of training for prison officers and customise the training materials for staff working at other points of the criminal justice process. It will then introduce a rolling programme in April 2010, with the aim of training all probation staff on mental health and learning disability awareness within five years.
152. In doing so, we noted that Regional Offender Health Boards will be required to develop and implement a training strategy, which they will be monitored on from April 2010. Importance was therefore placed upon ensuring that appropriate linkages were in place between the Regional Offender Health Board and the Leeds Offender Health and Social Care



Conclusions and Recommendations

Partnership Board in terms of this work.

Addressing alcohol related crime and disorder

153. Reducing alcohol-related crime and disorder is a key part of the Safer Leeds Partnership's Strategy.
154. We recognise that developments within alcohol crime and disorder and health agendas have picked up significant momentum over recent years, with continuing publication of guidance and legislation to tackle alcohol-related crime and anti-social behaviour, health awareness messages and campaigns, and guidance documents to support commissioners and service providers.
155. In 2008, the regional Government Office commissioned a project to scope the level of needs of offenders with alcohol misuse problems. The project, delivered by the Yorkshire and Humber Improvement Partnership (YHIP), highlighted high levels of need across the region and mapped out interventions that were in place to address these needs. It showed that service provision and commissioning for the treatment of alcohol users in the criminal justice system was progressing but that provision was inconsistent, and gaps and developmental opportunities were evident.
156. It was highlighted that the national Drug Interventions Programme (DIP), aimed at tackling drug-related offending, has proved to be effective in reducing drug-related re-offending and drug use levels. In view of this, it is envisaged that many of the processes and successes of DIP will also be applicable to alcohol arrest referral schemes and alcohol-related crime.
157. We were pleased to note that Leeds has been awarded a substantial grant from the European Union to provide a city-wide alcohol arrest referral programme for the next three years. This programme will initially be based at the Leeds Bridewell Police Station and there will be planned roll out at all custody suites over the next 36 months. The initiative will focus on all persons arrested in Leeds by West Yorkshire Police for offences of violence and/or disorder where alcohol is deemed to be the causal factor.
158. During our inquiry, we noted that one of the key deliverables set out within the new National Delivery Plan is to progress, across all regions, towards a provision of alcohol treatment for a minimum of 15% of offenders identified as potentially alcohol dependent.
159. A number of issues were raised during our inquiry regarding this target. In particular, it was felt that further clarity was needed about which cohort of offenders it was applicable to i.e. does it relate to particular types of offences; those offenders already within the prison system; or does it include all offenders coming through the custody suites, which would therefore have a significant resource impact.
160. We were informed that the number of dependent drinkers in treatment in



Conclusions and Recommendations

Leeds rose by nearly 100% between 2006/7 and 2008/9. Leeds currently has about 8% of dependent drinkers in treatment.

161. Whilst acknowledging that existing alcohol treatment services are already stretched, we learned that investment levels by NHS Leeds to alcohol treatment services were at the lower end of the spectrum nationally.

162. We acknowledge that the ongoing pace and delivery of alcohol policies and treatment services will be challenged by public sector cuts and will require more integration into wider health and social care agendas and opportunities in order to show cost effectiveness and innovation. However, it is vital that alcohol treatment services are recognised by NHS Leeds as a priority service for future investment.

163. We noted that another key deliverable within the National Delivery Plan is to issue joint Department of Health /NOMs guidance to Primary Care Trusts on commissioning alcohol services to ensure they meet the needs of offenders.

164. We are also aware that an Alcohol Management Board has been formed with senior level representation from key partners to review progress on the 2008 – 2010 Leeds Alcohol Harm Strategy and agree a revised action plan for 2010 – 2013. Particular focus is to be given on joint commissioning of alcohol treatment services and also reducing alcohol related violent crime and disorder.

165. In moving forward, we strongly recommend that Leeds Offender Health and Social Care Partnership Board effectively feeds into the work of the new Alcohol Management Board.

Recommendation 8

That the Leeds Offender Health and Social Care Partnership Board effectively feeds into the work of the new Alcohol Management Board in reviewing progress on the 2008 – 2010 Leeds Alcohol Harm Strategy and agreeing a revised action plan for 2010 – 2013.

166. At the same time as our inquiry, we acknowledged that the Council's Health Scrutiny Board was conducting a separate inquiry into the role of the Council and its Partners in promoting good public health. In doing so, it examined four specific areas of public health, which included promoting responsible alcohol consumption.

167. As part of its inquiry, the Health Scrutiny Board considered an overview of the Licensing Act 2003 and advised that this Act was underpinned by 4 licensing objectives, namely: the prevention of crime and disorder; public safety; the prevention of public nuisance; and the protection of children from harm.

168. From the evidence presented to the Health Scrutiny Board, it concluded that the introduction of a minimum price per unit of alcohol is highly likely to be the most effective intervention to reduce alcohol related harm and that immediate action was needed in this regard. The Health Scrutiny Board



Conclusions and Recommendations

therefore made the following recommendations:

- *That, as soon as practicable, the Director of Public Health and the Head of Licensing and Registration, jointly write to the appropriate Minister and Government Department in an attempt to secure changes to the current licensing legislation, that would result in 'public health' considerations becoming material consideration within the licensing application process.*
- *That, by July 2010, the Department of Health (in collaboration with any other appropriate Government Department) be strongly urged to work towards the introduction of a minimum price per unit of alcohol, as soon as practicable: This may include, but should not be restricted to, a review of current competition laws and regulations, as appropriate.*

169. In welcoming these recommendations, we look forward to receiving an update from the Health Scrutiny Board on the implementation and impact of its recommendations.

IOM Performance Management

170. We decided to consider the local IOM performance management framework to ensure that auditing processes are in place to monitor delivery against agreed outcomes.

171. During our inquiry, we received details about the West Yorkshire IOM Strategic Partnership Traffic Lights system; a copy of the West Yorkshire

IOM Strategic Partnership Performance Report for January 2010; and details of the actual outcomes for Year 1 (2008/09) and up to quarter 2 (2009/10) for PPO reconviction rates and up to quarter 3 for IOM.

172. We were informed that monthly performance reports are generated in line with the requirement to report against DIP and PPO national targets. However, we also noted that the performance framework included a wide range of other local indicators in relation to IOM.

173. We queried why many of the local IOM indicators were still awaiting data and therefore incomplete. In response, we learned that West Yorkshire was the only area in the country that had formulated its own IOM local indicators based on what it would like to see being measured to complement the National Indicators. However, only half of these are populated as there is no automated way to capture some of the information. It was highlighted that Probation Services and the Police in particular have found it difficult to disaggregate their existing data to single out IOM individuals.

174. As a result, these remain within the performance framework as aspirational measures given that they would provide valuable information in the future in terms of IOM performance if an effective way of populating them was to be found.

175. We noted that the lack of accurate data, at either a local or central level, and of any meaningful discussion of PPO problems within the system also



Conclusions and Recommendations

made it difficult for the courts or CPS to focus on improving their performance or highlighting successes.

176. It was highlighted that a key solution to this problem was around the development of a more integrated IT support system, which has already been raised as a national problem.

177. We learned that in 2004, the National Offender Management Service (NOMS) initiated the National Offender Management Information System project (C-NOMIS) to implement a single offender management IT system across prison and probation services by January 2008.

178. C-NOMIS was intended to support a new way of working, known as end to end offender management, and to replace existing prison inmate and local probation area offender case management systems with one integrated system, allowing prison and probation officers and others to access shared offender records in real time.

179. However, we learned that this reform programme has been hindered by technical problems and many have claimed that it has increased bureaucracy, rather than reduced it.

180. We noted that the National Audit Office reported in March 2009 that by July 2007, C-NOMIS was already two years behind schedule and that the estimated lifetime project costs had risen to £690 million. As a result, the Minister of State imposed a

moratorium while options for reducing the project cost were sought.

181. In response, NOMS evaluated a range of options and, in January 2008, recommenced work on a rescope programme with an estimated lifetime cost of £513 million and a final delivery date of March 2011. Rather than introducing a single shared database with interfaces to other criminal justice systems, the programme now consists of five separate projects:

- replacement of several current prison systems with the C-NOMIS application;
- creation of a national probation case management system based on an existing package called Delius;
- the introduction of a read-only data share facility between prison and probation;
- the creation of a single offender risk assessment system; and
- replacement of the current prison Inmate Information System.

182. However, the National Audit Office concluded that the revised solution does not facilitate the sharing of information as initially envisaged, and has already led other agencies to develop their own databases, such as the Parole Board. A number of recommendations were therefore put forward to the National Offender Management Service at that stage.

183. In acknowledgement of this, we also share the frustration of the Probation Service, the Police and other key agencies in terms of the lack of progress made with the development



Conclusions and Recommendations

of an appropriate IT support system nationally. However, we do commend the West Yorkshire IOM Strategic Partnership for taking the initiative now to identify indicators they would like to measure and for continuing its work with partners to try and populate these as best as possible.

184. In acknowledging that all Community Safety Partnerships are now required to formulate and implement a strategy to reduce re-offending in their areas from April 2010, we recognise the key role that IOM will have as part of this task. In view of this, it is vital that the performance framework linked to future plans/strategies for reducing re-offending also includes clear measurements on the effectiveness of offender management.

Recommendation 9
That the Safer Leeds Partnership Executive ensures that the performance framework linked to the Partnership's future plans/strategies for reducing re-offending includes clear measurements on the effectiveness of offender management.

Generating greater awareness and publicity around IOM

185. Whilst we recognise that a referral to the IOM programme is not a soft option for offenders, we are aware that it can sometimes be perceived as such by the public. It is therefore important that further work is carried

out to raise greater awareness of the intensity of work undertaken in line with IOM and to better publicise how such an approach has helped to benefit local communities.

186. In discussing this, it was considered more appropriate to manage such publicity campaigns at a local level, as this would be more meaningful and less complex to local residents. Importance was also placed upon improving the use of performance data and reducing the use of criminal justice jargon when communicating to the public about IOM.
187. We therefore recommend that the Safer Leeds Partnership Executive leads on developing existing communication frameworks to help further raise the profile of offender management amongst local communities and provides a progress report to Scrutiny within 6 months.

Recommendation 10
That the Safer Leeds Partnership Executive leads on developing existing communication frameworks to help further raise the profile of offender management amongst local communities. In particular, attention should be given to better publicising how the IOM approach has helped to benefit local communities.

That a progress report is brought back to Scrutiny within 6 months.



Conclusions and Recommendations

188. We also questioned whether local intelligence about PPOs should also be shared with local Ward Councillors so that they could be in a position to help alleviate any concerns raised by local residents by explaining the level of support and interventions associated with a particular individual to help safeguard them and members of the public from any harm.
189. Whilst it was noted that decisions around sharing such information would be part of an overall risk assessment process and subject to formal consent by the individual concerned, the valuable role of local Ward Councillors in this regard was acknowledged.

Recommendation 11
That the Safer Leeds Partnership Executive ensures that appropriate information-sharing mechanisms are put in place to enable local intelligence about prolific and other priority offenders to be shared effectively with Ward Councillors.

Ensuring the long term sustainability of IOM

190. It was acknowledged that anticipated public spending cuts are likely to have an impact on criminal justice and other key partners. In view of this, it was noted that whilst IOM processes are still likely to continue, the intensity of such work is in danger of being reduced.
191. Our inquiry has clearly demonstrated that by working closely together, local agencies can form a clearer understanding of their local offending populations and ensure that responses focus clearly on priorities i.e. to reduce crime and reoffending further by focusing on the offenders of most concern, thereby helping to raise public confidence in the criminal justice system.
192. As more pressure is put onto the Probation Services in particular, we particularly acknowledge the valuable role and expertise of the third sector in terms of its outreach work with offenders within the community. The third sector is able to go into the offender's environment and provide more information about their family unit which helps to inform the IOM programme.
193. We understand that the Ministry of Justice and the Home Office are undertaking an evaluation of the six IOM 'pioneer' areas to identify and share effective practice, to look at the cost-effectiveness of IOM approaches through a break-even analysis and to consider the feasibility of conducting a further impact evaluation.
194. The evaluation of the IOM areas is due to be completed in March 2010 for publication in April 2010.
195. We would therefore like the Chair of Safer Leeds Partnership Executive to report back to Scrutiny with details of this evaluation and to include the response of the Safer Leeds Partnership Executive to this evaluation.



Conclusions and Recommendations

Recommendation 12

That the Chair of the Safer Leeds Partnership Executive reports back to Scrutiny with details of the evaluation conducted by the Ministry of Justice and the Home Office on the six IOM 'pioneer' areas and includes the response of the Safer Leeds Partnership Executive to this evaluation.

DRAFT



Glossary of abbreviations

CPS

Crown Prosecution Service: the Government Department responsible for prosecuting criminal cases investigated by the Police in England and Wales.

CSP

Community Safety Partnership: a multi-agency partnership set up in each local authority in England with funding from the Home Office to achieve a community-based approach to crime reduction. The statutory partners are the Police, the Local Authority, the Police Authority, the Fire Authority, the Primary Care Trust, and the Probation Service. Safer Leeds is an example of a CSP within West Yorkshire.

DIP

Drug Interventions Programme: a partnership programme which aims to break the cycle of offending by making the most of opportunities with the Criminal Justice System to redirect drug-motivated offenders away from crime and into programmes of treatment and rehabilitation. DIP has been operational in West Yorkshire since 2003 and has contributed significantly to reducing reoffending.

DYO

Deter Young Offender: a young person between 10 – 17 years of age who has been sentenced to a relevant community order or commenced the community element of a Detention and Training Order.

IOM

Integrated Offender Management: the aim of IOM is to provide an innovative multi-agency service, drawing upon mainstream resources to reduce the number of victims of crime by modifying the behaviour of offenders who create the most harm in communities.

JIG

Justices' Issues Group: operating at an area level, a major responsibility of the JIG is to address administrative/judicial matters for the magistrates' courts, such as listing, rota arrangements and case management.

LCJB

Local Criminal Justice Board: an alliance of representatives from the Police, Probation Service, Courts, Crown Prosecution Service, Youth Offending Teams, Legal Services Commission and Prisons with the aim of co-ordinating activity and sharing responsibility for bringing offenders to justice, working with victims and the local community and improving links between criminal justice agencies.

MAPPA

Multi Agency Public Protection Arrangements: a mechanism by which the Police, Youth Offending Team, Probation Service and Prison Service (often referred to as the 'Responsible Authority') meet to jointly identify, assess and manage offenders with a history of physical or sexual violence and considered to pose a current risk of serious harm to the public.



Glossary of abbreviations

NCJB

National Criminal Justice Board: brings together ministers and senior officials across Government and supports Local Criminal Justice Boards in their work to meet Public Service Agreement targets at a local level to bring more offences to justice and increase public confidence in the criminal justice system.

NOMS

The National Offender Management Service: established in 2004 to join up prison and probation services; to enable offender management to be delivered more effectively; and to strengthen and streamline commissioning to improve efficiencies and effectiveness. In July 2008, NOMS was launched as an executive agency of the Ministry of Justice.

PPO

Prolific and other Priority Offender: the term refers to both the scheme and to the individual offenders managed on the scheme. PPO is a national scheme set up to tackle problematic offenders in a partnership context.

YHIP

Yorkshire and Humber Improvement Partnership: established in April 2009, the YHIP works across health and social care boundaries and with a range of partners from both health, social care, criminal justice agencies and independent and third sectors to create the best overall outcomes for people and families who need support and / or use services.

YOT/YOS

Youth Offending Team/Youth Offending Service: works with children and young people aged between 10 and 17 years who have offended or are at risk of offending. A partnership approach with workers from Children's Services, Police, Probation, Health, etc. managed under the auspices of the local authority.



Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Prolific and other Priority Offender Programme. Five years on: Maximising the impact. Home Office. June 2009.
- Criminal Justice Joint Inspection report. Prolific and other Priority Offenders. A joint inspection of the PPO programme. July 2009.
- Ministry of Justice. National Offender Management Service. Strategic and Business Plans 2009-10 to 2010-11.
- Prolific and Other Priority Offender Strategy. Premium Service. National Premium Service Specification. Office for Criminal Justice Reform. August 2005.
- Integrated Offender Management. Government Policy Statement. Home Office and Ministry of Justice. June 2009
- National Support Framework. Reducing Reoffending, cutting crime, changing lives. Guidance on new duties for Community Safety Partnerships in England and Wales.
- National Audit Office Report. The National Offender Management Information System. March 2009.
- Final draft of the Leeds Integrated Offender Management Operational Guidelines (*this defines the processes of managing offenders, how that is jointly delivered and how the information is shared*);
- Leeds IOM Operational Group Meeting terms of reference (*this defines responsibilities of operational management team for IOM. Key responsibilities are to share information around agency issues and development areas*);



Reports and Publications Submitted....continued

- Leeds IOM Basic Command Unit (BCU) Case Conference Meeting terms of reference (*this provides clarity on the role of case conferencing in sharing information across the partnership and creating accountability*);
- PPO/IOM Case Conferencing Aide Memoire for chair (*this is for the Chair of BCU case conferencing in ensuring that information is shared*);
- IOM Multi-Agency Interventions Plan (*this is the joint delivery document that is owned across the partnership, documenting the actions to be undertaken by each organisation*);
- Information Sharing Agreement - Leeds Integrated Offender Management Process;
- Integrated Offender Management Risk Assessment. Process Map Guidance and Information Sharing Protocol (*these are the arrangements to share information relating to risk via MI-Case (the Drug Interventions Programme case management tracking system to be adapted for IOM)*);
- Copy of the draft West Yorkshire IOM Computer Systems Operating Guide (*this is a West Yorkshire Police developed document adopted across the partnership, but currently being updated*).
- Copy of the current selection/scoring method developed by West Yorkshire for PPOs
- Briefing paper from the Leeds Youth Offending Service on the Deter Young Offender Scheme (December 2009).
- Terms of reference for the Leeds Offender Health and Social Care Partnership Board
- Membership of the Leeds Offender Health and Social Care Partnership Board
- Improving Health, Supporting Justice. The National Delivery Plan of the Health and Criminal Justice Programme Board. Department of Health (2009).
- West Yorkshire IOM Strategic Partnership Traffic Lights system.
- West Yorkshire IOM Strategic Partnership Performance Report for January 2010.
- Actual outcomes for Year 1 (2008/09) and up to quarter 2 (2009/10) for PPO reconviction rates and up to quarter 3 for IOM.
- Alcohol and Offenders Project – Phase 2. Yorkshire and Humber Region. Final Report. April 2010.



Witnesses Heard

- Jim Willson - Chief Officer (Drugs and Alcohol)
- Vicky Clarke - Commissioning and Development Manager, Safer Leeds
- Maggie Smallridge - Chair of the Integrated Offender Management Strategic Group (also former Assistant Chief Officer at West Yorkshire Probation Trust)
- Detective Inspector Dave McDougal, IOM Hub Coordinator, West Yorkshire Police
- Danny Glew, Senior Manager of DISC (Developing Initiatives Supporting Communities)
- Louise Gartland - Drugs & Offender Management Unit (West Yorkshire Police)
- Jim Hopkinson, Head of Service, Leeds Youth Offending Service
- Gemma Hornby – Integrated Pathways Co-ordinator, Safer Leeds Partnership - Commissioning Team
- Carol Cochrane – Director of Development & Commissioning for Priority Groups, NHS Leeds
- Dave Cooper - Alcohol Intervention Coordinator, West Yorkshire Drugs and Offender Management Unit
- Beverley Taylor, Head of Performance and Commissioning, Drugs & Offender Management Unit
- Adrienne Gower, Area Crown Prosecutor for the Eastern area, Crown Prosecution Service
- Detective Chief Inspector Andy Williams, Crime Manager, North West Leeds
- Mike Cooper, Partnerships Manager, West Yorkshire Probation Trust
- Detective Superintendent Ian Wilson, West Yorkshire Police
- Judith Saynor, Leeds Integrated Offender Management Unit

Dates of Scrutiny

9th October 2009 – Scrutiny Board Meeting (agreed terms of reference)
23rd November 2009 – Working Group Meeting
17th December 2009 – Working Group Meeting
11th January 2010 – Scrutiny Board Meeting
27th January 2010 – Working Group Meeting
16th March 2010 – Working Group Meeting

Site Visits

1st February 2010 – Visit to the Leeds Integrated Offender Management Hub at Mabgate Mills

DRAFT

**Scrutiny Board (Environment and Neighbourhoods)
Inquiry into Integrated Offender Management
September 2010
Report author: Angela Brogden**



www.scrutiny.unit@leeds.gov.uk



Originator: Richard L Mills

Tel: 2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Budget Analysis for Housing Revenue Account and General Fund 2010/11

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

1.1 The Scrutiny Board has asked for regular update on the budget of the Environment and Neighbourhoods department.

1.2 The following reports of the Director of Environment and Neighbourhoods are attached:

- Analysis of the outturn position for the Housing Revenue Account for period 5.
- Analysis of the outturn position for the Environment and Neighbourhoods Directorate General Fund for period 5.

2.0 Recommendations

2.1 Members are asked to comment and note the reports of the Director of Environment and Neighbourhoods.

Background Papers

None used

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Housing Revenue Account (HRA)

At the end of Period 5 the HRA is projecting a deficit of **£184k** which is a movement of £21k from Period 4 (£205k deficit).

Key variances - Income

£2.1m of additional rental income is projected from dwellings and miscellaneous properties. This additional income is as a result of void levels being lower than budgeted and the decline in Right to Buy (RTB) sales. Of the increased income it is projected that **£1.8m** will be paid over to the ALMOs as additional void incentive payments.

Property Services are currently projecting a shortfall in fee income from the ALMOs (**£47k**), although this is partially offset by increased income (**£30k**) from other sources. The projected costs associated with downsizing the service to match future workloads will continue to be met from the earmarked reserve set aside for this purpose.

Key Variances - Expenditure

There are projected savings of **£260k** on salaries and wages, primarily due to posts being held vacant and a number of additional officers taking early retirement at the end of March 2010.

The **£1,074k** projected overspend on supplies and services has arisen due to the following:-

- (a) an increase in pass through costs and the need to meet the cost of access refusals in relation to the Swarcliffe PFI scheme (**£250k**). These costs will be primarily funded from the PFI Sinking Fund.
- (b) CCTV and Community Centre costs being identified as more appropriate to charge to the HRA (**£500k**)
- (c) additional costs in relation to the Lifetime Homes PFI (**£208k**)
- (d) unbudgeted grant payment for tenant empowerment (**£32k**)
- (e) increased insurance, PPPU charges, other variations (**£84k**).

Payments to the ALMOs are projected to increase by **£1.8m** due to the ALMOs receiving incentive payments as a result of void levels being 1.1% less than budgeted.

At Quarter 1 a review of the position in respect of the contribution to the bad debt provision indicated a saving of **£94k**. This will be reviewed again at the end of Quarter 2.

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Environment & Neighbourhoods Projected Outturn Position for 2010/11 at period 5.

Service	Period 5 Variance	Explanation
	£000	
Community Safety (including Safer Leeds Partnership)	24	Variations in the delivery of targeted staffing efficiencies (£107k) have been partially offset by an underspend on of CCTV expenditure (£83k) which is primarily due to the identification of expenditure for which it is more appropriate to charge to the Housing Revenue Account
Regeneration	397	A projected overspend on staffing of £602k is largely due to variations in the delivery of targeted staffing efficiencies (£284k) and the costs associated with staff who have been displaced following restructures and who are therefore in managing workforce change (£318k). Of this £215k relates to neighbourhood wardens. The identification of line by line savings (£205k) has contributed towards offsetting these pressures.
Jobs & Skills	707	Due to the slippage of the restructuring proposals, there is an anticipated overspend of £515k on staffing. During the year there have been further income reductions of £335k. Of this £274k relates to Yorkshire Forward. The identification of appropriate charges to the HRA (£200k) contributes towards offsetting these pressures.
Community Centres	(200)	The identification of appropriate charges to the HRA contributes towards the projected underspend.
Housing General Fund	150	The Government has announced a further reduction in the contract in respect of the number of asylum seekers from 289 clients per night to 150. In addition to this the Government has terminated the initial accommodation contract at Hillside Induction Centre. These actions will result in an overall impact of £636k upon the Council. Further variations are projected in respect of Temporary Accommodation (£100k) and CareRing and Medical Rehousing (£134k). Savings on the Supporting People programme are projected to be £746k as a result of voids and identified efficiencies.
General Fund Support Services	(150)	Savings primarily within staffing due to vacant posts
Neighbourhoods & Housing Total	928	

Service	Period 5 Variance
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Waste Management	<p>(526) Strategy (£442k) £216k is due to staff savings resulting from vacant posts. Revised advisor costs on Waste PFI are projected to save £49k. Additional income anticipated mainly from increased prices for glass and metal (£164k).</p> <p>Operations (£84k) £81k in staff savings at Household Waste Sites are forecast resulting from a review of cover of vacant posts. Repairs to compactors and containers are projected to overspend by £32k and this is partially offset by savings on transport and rates (£12k).</p>	
Streetscene	<p>805 Refuse Collection £648k Of this £639k relates to slippage in the implementation of the Streetscene change programme from June to late September. Rising fuel prices creates a pressure of £59k.</p> <p>Street Cleansing (+£61k) A balanced position is projected in respect of staffing expenditure. Rising fuel costs are estimated at £78k higher and revised water billing arrangements are now forecast to be £61k higher. Line by line savings will generate £155k in savings.</p> <p>Anti Graffiti (+£96k) This variation is mainly as a result of the reduction in Government Grant (LPSA) which was announced in June.</p>	
HEAS	<p>25 Staffing variations of £431k are mainly due to the loss of Government grant (LPSA) although additional funding is being sought to offset this (£193k). Additional income from Area Committee and DEFRA grant, combined with line by line savings are helping to offset this pressure.</p>	
Car Parking	<p>802 Parking income is projected to be down by £1.1m after contingency releases. This is due to a combination of reduced PCN income (£0.1m), delay in bus lane enforcement project (£0.2m), reduced income from suspended bays of £0.1m, delays in the price rise (£0.1m), reduced fee income from both off-street and on street parking and delays in the identification of additional car parking facilities (£0.2m). A combination of projected staff savings along with line by line savings help offset these income variations.</p>	
Support Services	<p>19 Variation in turnover assumptions.</p>	
Environmental Services	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px 10px;">1,125</td> </tr> </table>	1,125
1,125		

Overall Total Variation for E&N Directorate	2,053
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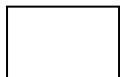
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighborhoods)

Date: 11th October 2010

Subject: Inquiry on Gypsy and Travelers Site Provision within Leeds

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 At the last Scrutiny Board meeting it was agreed that the Board undertake an inquiry on gypsy and travellers site provision within Leeds.
- 1.2 The Board established a Working Group to establish terms of reference for this inquiry and to hear evidence from a range of witnesses, collate evidence and to produce a final report for consideration by the Scrutiny Board.
- 1.3 The Working Group consists of the following Members and all Members of the Board shall be invited to attend meetings of the Working Group:
 - Councillor B Anderson Chair
 - Councillor G Hyde
 - Councillor L Mulherin
 - Councillor P Ewens
 - Councillor R Grahame
 - Councillor R Procter

2.0 Meeting of the Working Group

- 2.1 The first meeting of the Working Group was held on 29th September 2010 and a note of that meeting will be circulated to Members of the Board as soon as it is available. A copy of the proposed terms of reference for this inquiry which were agreed by the Working Group is attached to this report for the consideration of the Board .

3.0 Recommendations

- 3.1 Members are asked to receive the note of the meeting of the Working Group held on 29th September 2010 and consider the proposed draft terms of reference for this inquiry.

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Scrutiny Board (Neighbourhoods and Housing)

Terms of Reference for an Inquiry into Gypsy and Travellers Site Provision within Leeds

1.0 Introduction

- 1.1 At its meeting on 13th September 2010, the Board agreed to undertake an Inquiry into the Council's policy on gypsies and travellers, with a particular emphasis on reviewing the Council's approach to tackling unauthorised encampments.
- 1.2 The Board is aware of a number of instances recently of the Council applying to the County Court for orders for possession in respect of Council owned land which has been unlawfully occupied by travellers and dealing with the legal and practical consequences of such unlawful occupation. Members are concerned that the Authority is in the best possible position to prevent unauthorised encampments and to deal with instances of unauthorised encampments whilst at the same time making adequate provision for travellers in line with its duty of care and commitment to the gypsy and travelling community.

2.0 Scope of the Inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following:
 - The Council's policy concerning unauthorised encampments and the provision of permanent sites for gypsies and travellers within Leeds.
 - To consider whether provision is required and its likely effect upon unauthorised encampments.
 - To consider what criteria might be applied in the event that a need is identified for selecting a site or sites.

3.0 Establishment of Working Group

- 3.1 The Scrutiny Board at its meeting in September 2010 agreed to establish a Working Group to hear evidence from a range of witnesses, collate evidence and to produce a final report for consideration by the Scrutiny Board.
- 3.2 The Working Group will submit their notes of the work they have undertaken to the Scrutiny Board.
- 3.3 The Working Group consists of the following members:

Councillor B Anderson Chair
Councillor G Hyde
Councillor L Mulherin
Councillor P Ewens
Councillor R Grahame
Councillor R Procter

3.4 All Members of the Board shall be invited to attend meetings of the Working Group.

4.0 Timetable for the Inquiry

4.1 The Working Group will report back to the Scrutiny Board on the 8th November and 13th December 2010.

4.2 The above sessions and the length of the inquiry are subject to change. However it is anticipated that a final report will be available by 13th December 2010

5.0 Submission of Evidence to the Working Group

5.1 The Working Group will consider:

- The national and local position.
- The legal framework.
- New Government initiatives that are being proposed that may support or encourage the Board to recommend a particular course of action.
- The Council's current policy on providing sites for gypsies and travellers.
- The extent and nature of unauthorised encampments in Leeds and the region.
- Relevant housing, planning and equality legislation.
- The social, economic and environmental impact of unauthorised and authorised encampments on local communities.
- The Council's policy on tackling unauthorised encampments on its land.
- How other authorities and the region deal with the issue of unauthorised encampments.
- The direct and indirect costs of removing unauthorised encampments of gypsies and travellers within the city compared with the full capital and revenue costs of providing a permanent site or sites.
- Whether a distinction can be made between transient gypsy and travellers and those who remain within Leeds throughout the year.
- Determine a view if authorised sites are proved to be more cost effective than undertaking continued enforcement action as to whether a number of smaller permanent sites would be more appropriate than a single large site.

6.0 Scrutiny Board (Environment and Neighbourhoods)

Session One – 11th October 2010

- To approve the terms of reference for this inquiry
- To receive a note of the Working Group's first meeting

SESSION TWO – 8th November 2010

- To receive the minutes of the working group meetings and pursue, as appropriate, issues raised by the Working Group

SESSION THREE – 13th December 2010

- To agree the Board's final report and recommendations

7.0 Witnesses

7.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Director of Environment and Neighbourhoods
- Representative of the Gypsy and Travelling community
- Representative from Education Leeds and City Development Department (Planning)
- Leeds Gypsy and Travellers Exchange GATE
- Area Committee Officer and a Member who is the party spokesperson on this issue from each political party
- Representative from Legal Services
- Representative from West Yorkshire Police
- Representatives from the officer Interdepartmental Travellers Working Group
- Local Residents / Elected Members who have experience of unauthorised sites
- Local Residents / Elected Members who have experience of authorised sites in the City Region
- Current and Previous Executive Board Member with portfolio responsibility for this issue
- Regional representation

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**Meeting of Scrutiny Board (Environment and Neighbourhoods)
Gypsy and Travellers Working Group held at 10am
on Wednesday 29th September 2010**

Present:

Councillor B Anderson, Chair
Councillor R Grahame
Councillor G Hyde
Councillor P Ewens

Others Present:

Mr N Evans, Director of Environment & Neighbourhoods
Ms B Emery, Head of Housing Strategy and Solutions
Mr I Spafford, Head of Community Service & Litigation
Ms K Blackmore, Team Leader, General Litigation Team
Mr R Mills, Principal Scrutiny Adviser

1.0 Welcome & Introduction

- 1.1 The Chair welcomed everyone to the meeting and briefly outlined the reasons for this inquiry into gypsy and travellers site provision within Leeds.

2.0 Terms of Reference

- 2.1 Members of the Working Group considered draft terms of reference for this inquiry and made the following amendments and additions:

- Paragraph 1.2 delete the words “ acting to enforce camping restrictions” and replace with the words “ applying to the County Court for possession in respect of Council owned land which has been unlawfully occupied by travelers dealing with the legal and practical consequences of such unlawful occupation.”
- Add an additional bullet point under 5.1 with the words “Relevant housing, planning and equality legislation.”
- Add under 7.1 an additional witness from the City Development Department with responsibility for planning issues and the Regional Spatial Strategy.
- Clarify that under 7.1 Member witnesses refer to the party spokesperson for this issue from each political party.

- 2.2 Subject to the amendments referred to in paragraph 2.1 above the Working Group agreed to recommend to Scrutiny Board (Environment & Neighbourhoods) on 11th October that the terms of reference be approved.

3.0 Issues Arising

- 3.1 Reference was made to a number of issues to be addressed including
- obtaining information on any private gypsy and travelers sites in the UK.
 - planning considerations.
 - what other local authorities are doing including Cheshire, Bristol and Wakefield.
 - City Region and whether an holistic approach to this issue might be appropriate.
 - sensitivity of some the information that will be presented to the Working Group.
 - education and health issues.

4.0 Working Group Meetings

4.1 The Chair agreed to circulate possible dates for future meetings of this Working Group later today so that dates can be confirmed quickly with everyone involved by the end of this week.

4.2 Members agreed that the next meeting of the Working Group will consider a joint report from Legal Services and the Director of Environment and Neighbourhoods and will cover:

- The current legal position
- What the government is proposing, if anything, including financial support for sites and the possibility of criminalisation of this issue?
- What is the scale and volume of the problem?
- What other local authorities are doing?
- Whether a distinction can be made between transient and settled gypsy and travellers families who stay in Leeds?

5.0 Circulars

5.1 The Chair referred to the following documents and it was agreed that these be circulated to all Members of the Working Group and the Scrutiny Board (Environment & Neighbourhoods).

- Report of the Local Government Association Gypsy and Traveller Task Group.
- Community and Local Government – “The Road Ahead” first report of the independent task group on site provision and enforcement for gypsies and travellers.
- Equality and Human Rights Commission “Gypsy and Travellers Simple Solutions for Living Together.”



Originator: Richard L Mills

Tel: 247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Co-option to the Board for particular Scrutiny Inquiries relating to Crime and Disorder

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

1.1 The purpose of this report is to seek the Board's approval to the appointment of Mrs Janet Spencer as a co-optee to this Board for any particular scrutiny inquiries the Board might undertake in relation to its responsibilities under local crime and disorder matters.

2.0 Background

2.1 Mrs Spencer is an Independent Member of the West Yorkshire Police Authority.

2.1 A brief biography about Mrs Spencer is attached to this report for the attention of the Board and has been taken from the West Yorkshire Police Website which is available to the public.

3.0 Council's Constitution

3.1 Article 6 of the Council's Constitution, which relates to scrutiny, outlines provision to allow the appointment of additional co-opted members to each of the Scrutiny Boards.

3.2 Such provision entitles each Scrutiny Board to appoint:

- (i) Up to five non-voting co-opted members¹, for a term of office which does not go beyond the next Annual Meeting of the Council; and/or,
- (ii) Up to two non-voting co-opted members¹, for a term of office which relates to a particular Scrutiny Inquiry.

3.0 Recommendation

- 3.1 Members are asked to consider approving the co-option of Mrs Janet Spencer to this Scrutiny Board without voting rights for any particular inquiry the Board might undertake in relation to its responsibilities under crime and disorder and for a term of office which does not go beyond the next Annual Meeting of the Council in 2011.

Background Papers

None used

¹ Co-option would normally only be appropriate where the co-optee has some specialist skill or knowledge which would be of assistance to the Board in its general operation or as part of a specific Scrutiny Inquiry.

Brief Biography of Mrs Janet Spencer who is an Independent Member on the West Yorkshire Police Authority

Janet is a Chief Executive of a housing organisation offering supported accommodation to vulnerable people across the city of Leeds.

Formerly, she worked in the Youth Justice System, employed to develop and manage a Bail Support Scheme for Adolescent Offenders. She has experience of working within a social service and probation setting.

Janet spent 5 years as a mature student at York University firstly obtaining a BA in Philosophy and then continuing to gain a Diploma in Social Work and a Masters Degree, specialising in Criminal Offending Behaviour.

Her positive experiences as a mature student lead to an interest in adult education and resulted in my teaching in Further Education and Life Long Learning in evening classes.

Along side her academic and professional career she has the valuable and personally challenging experience of being mother of six children. Happily, all safely and successfully grown up and independent now.

Janet describes herself as having a keen interest in people as individuals and in people as members of communities. She enjoys working equally both at strategic level with policy and procedures, and face-to-face community consultation and engagement. She is committed to partnership working in order to maximise resources and improve services to the benefit of local communities.

Janet sees her role as Independent Member of the Police Authority as offering the opportunity to effectively represent and serve the people living in West Yorkshire and also to take a full and active part within society.

Committee Responsibilities 2010/11

Resources, Specialist Policing, Independent Custody Visiting Steering Group and the Yorkshire and Humberside Joint Police Authorities Committee (alternate).

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Each Scrutiny Board receives a quarterly report, coinciding with the quarterly presentation of performance information, on the progress made in implementing the Board's recommendations.
- 1.2 This tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 To assist Members with this task, the Principal Scrutiny Adviser has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.5 This quarterly report shows progress against recommendations arising from the following previous inquiry:
- Inquiry into Private Rented Sector Housing

2.0 Recommendations

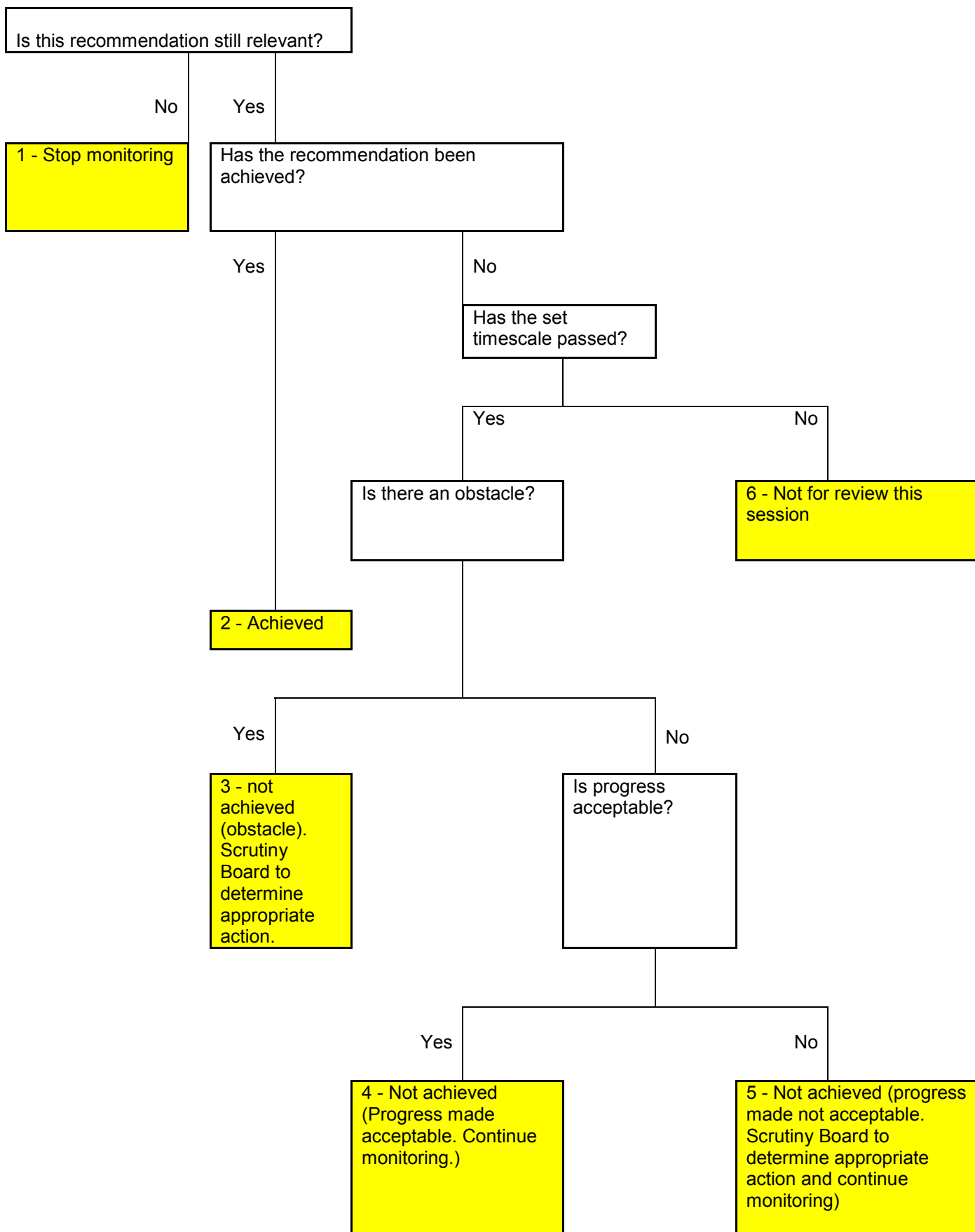
- 2.1 Members are asked to:

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

Background Papers

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

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



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

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

Inquiry into Private Rented Sector Housing

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

problems associated with hard to treat older housing the take up is generally poor. Negotiations are on going to secure additional funds and addressing energy inefficiency and resultant excess cold is a key priority of the Council.

Formal Response received in March 2010

Work is ongoing with technical experts from the Building Research establishment (BRE) to identify solutions to improve efficiency in the hard to treat properties. The Council continues to promote energy efficiency and actively promotes take up of Warm Front grants to all eligible tenants. Other initiatives such as the boiler scrappage scheme and landlord tax benefits are also actively promoted to landlords to encourage energy efficiency improvements in the sector.

Funding has been secured and approval given to undertake a free cavity wall and loft insulation pilot in a small number of Lower Level Super Output Areas which score highly in terms of the numbers of low income residents, including tenants of private rented houses . The pilot is to commence later in the year and is based on the Warm Zone model.

Current Position:

The Authority continues to promote grant assistance such as Warm Front and Carbon Emission Reduction Target (CERT) schemes to provide heating and insulation to private sector households across Leeds. In addition, the Authority has undertaken area based initiatives in Adel and Wharfedale and also in Horsforth and Roundhay in conjunction with the Energy Saving Trust. These schemes have provided subsidised or free cavity wall and loft insulation on a street by street basis. In addition to this, the Authority is developing a city-wide scheme to offer free cavity wall and loft insulation to all private sector

4 - Not achieved
(Progress made acceptable. Continue monitoring.)

	<p>households on a ward by ward basis. This is due to begin during the second half of 2011.</p> <p>In order to target measures towards vulnerable households, the Authority is re-establishing it's hot spots scheme which allows workers and volunteers in the community to refer private sector households to heating and insulation measures where necessary. Energy efficiency advice has been provided at a</p> <p>Landlords conference in Leeds in Sept 2010 to provide information about grants and assistance generally.</p> <p>The Authority has secured funding from the Regional Housing Board to set up a solar photovoltaic scheme, to be partially funded through feed-in tariffs. In addition, we are looking at providing a small scale boiler scrappage scheme in conjunction with a major energy supplier. These schemes are currently under development but will be available to Landlords and owner occupiers.</p>		
<p>Recommendation 2 That the Director of Environment and Neighbourhoods continues to ensure that private landlords are proactively engaged in the development of future improvement programmes/schemes aimed at raising the quality and condition of private rented sector housing.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 2.</p> <p>Formal Response received in March 2010</p> <p>The landlord community are actively consulted through a variety of forums including the PRS Strategic Working Group, lead by Councillor L Carter, the landlord consultative group and Landlords forum . Landlord representatives were involved in helping develop the PRS Housing Strategy 2009-2012 which was endorsed by the Council's Executive Board in December . This strategy and related action plan has since been presented to the landlord forum to encourage participation in the strategy. Local and national landlord associations were also fully engaged</p>	<p>2 - Achieved</p>	

	<p>over the proposals to designate the selective licensing area in Cross Green and East End Park and continue to be engaged in proposals and work plans.</p> <p>The latest in a series of Landlords' newsletters (Winter 2009) has been distributed providing a wide range of news updates which promote the sector.</p>		
<p>Recommendation 3 That an update report on the actions taken to achieve the outcomes of recommendations 1 and 2 is brought back to Scrutiny within 6 months.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 3.</p> <p>Formal Response received in March 2010</p> <p>This update provided a progress report on recent actions</p>	2 - Achieved	
<p>Recommendation 4 That the Director of Environment and Neighbourhoods continues to proactively educate and empower private tenants to understand their rights and have the confidence to approach the Council for assistance if landlords refuse to improve standards in line with minimum requirements.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 4.</p> <p>Formal Response received in March 2010</p> <p>Advisory leaflets for tenants have been produced and distributed to educate tenants on how to access the service and what actions can be taken to resolve housing complaints. Over 3,000 requests for service have been received in 2009/10 so far and appropriate enforcement actions have been taken to assist tenants and remove identified hazards.</p>	2 - Achieved	
<p>Recommendation 5 That the Director of Environment and Neighbourhoods continues to explore innovative approaches towards addressing poor housing conditions and works closely with key partners and central government to maximise on</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 5.</p> <p>Formal Response received in March 2010</p>		

<p>available resources.</p>	<p>The Council continues to work with a variety of partners to maximize and encourage use of the private rented sector. The work with Housing Options service has utilized the PRS market to create tenancies and this has resulted in improved housing standards and greater availability of housing for vulnerable tenants. Promotion of Landlord accreditation has also proved an efficient way of improving housing standards and management of properties on a city wide basis.</p> <p>The designation of a Selective Licensing area has seen a multi agency tasking group developed to improve housing conditions and associated community issues such as poor environment and anti social behaviour.</p> <p>Work is also underway to produce a framework contract to provide temporary accommodation for a number of service areas and the contract will ensure suitable housing and management standards for all properties used in the scheme. This will improve efficiencies, promote better property conditions and management standards and be cost efficient for the Council.</p>	<p>2 - Achieved</p>	
<p>Recommendation 6 That the Director of Environment and Neighbourhoods conducts an urgent review of existing resources within the HMO Licensing Team to determine whether it is adequate enough to effectively administer and regulate the</p>	<p>Formal Response received in October 2009</p> <p>The Director does not agree to recommendation 6. HMO mandatory licensing is expected to be cost neutral with operational costs being met by license fees, and the recommendation for additional revenue resources to be provided to undertake more proactive work to track down unlicensed</p>		

<p>Mandatory HMO Licensing Scheme.</p>	<p>properties could only be met in the short term by the team being subsidised through revenue budget. Alternatively the license fee in future years could be increased but this would meet strong opposition from Landlords and ultimately fall to the tenants through increased rents. On balance, the current fee level we believe to be right and provides sufficient resources of approx £1.5m to administer the scheme in Leeds which has been one of the most successful schemes in the country. Resources will now be focused on inspection compliance checks and any subsequent enforcement required, provided problems such as the recent changes on fire precautions which have created additional administrative work don't keep recurring. The current review of mandatory licensing by the Building Research Establishment (BRE) should give some indication of the benefits which have been derived from such a significant amount of expenditure. The Council will take account of the findings of the impending BRE report in reviewing its operations.</p> <p>Formal Response received in March 2010</p> <p>The ring fenced budget for mandatory HMO licensing continues to be carefully monitored , and the resources are now being used to support a programme of compliance inspections for licensed premises during the 5 year license period. The BRE report referred to above was published on 27th January and confirmed that a lack of resources was an issue for some local authorities , justifying why good progress had not been made with licensing, but this is not the case in Leeds. Nationally the average license fee is £387 where as the fee in Leeds is on average £525. Work will commence in 2010 to review the fee in readiness for the next phase of licensing when the majority of existing 5yr licenses will need to be renewed in 2011/12.</p>	<p>1 - Stop monitoring</p>	
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<p>Recommendation 7 That the Director of Environment and Neighbourhoods ensures that all opportunities for data sharing across the Council and other agencies are explored to assist in the identification of unlicensed HMOs within the city.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with recommendation 7, and it can be confirmed that this reflects current arrangements where a comprehensive network of data sharing and intelligence gathering has taken place and will continue in the future</p> <p>Formal Response received in March 2010</p> <p>The data sharing between Council Departments has been further improved and access is now readily available to confirm property status.</p> <p>The Council is also exploring the possibility of a formal data sharing protocol with the police to improve cooperation and access to more information. Work is also ongoing within the Council to align free standing databases with main systems to ease access and availability of data.</p> <p>Current Position:</p> <p>Work continues to integrate the various free standing databases to the main system but has taken longer than initially envisaged due to technical difficulties in merging the different data. However, once completed it will improve data availability and sharing capabilities within the Council. Formal procedures have also now been formalized between Departments to comply with freedom of information and data protection rules to ensure compliance whilst still allowing full transfer of appropriate data. This has proved particularly</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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	<p>useful for the selective licensing and mandatory licensing schemes when investigating potential unlicensed properties.</p>		
<p>Recommendation 8 That the Director of Environment and Neighbourhoods continues to engage with private landlords in regularly reviewing the standards set within the Leeds Landlords Accreditation Scheme with the aim of attracting more members and expanding the scheme across the city.</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with both recommendations 8 and 9, in that there are already in place arrangements for regular engagement with Landlord representatives, which include opportunities for reviewing standards in the Leeds landlords Accreditation Scheme (LLAS). Officers continue to work hard to promote LLAS city wide, and are currently working on an agreed action plan to achieve this. However, the scheme is currently heavily subsidised as the annual membership fees are purposely kept low to ensure the membership fee isn't a disincentive. Increasing fees to meet the additional costs of publicity, concessions and administration would be unacceptable to most landlords in the current economic climate, and it should be remembered that such costs invariably find their way into increased rents. If the additional publicity and promotion was fully met by the Council, the cost could be significant.</p> <p>Formal response received in March 2010:</p> <p>Consultation continues with all landlord associations, Managing agents and LLAS members on a regular basis. The LLAS is actively promoted and the scheme has seen positive growth and membership across the city with significant increases seen in Leeds 11, 12, 13 and 28. The scheme is currently on track to meet the target set in the current action plan to cover 20,000 bedspaces city wide.</p> <p>It is planned to further review the LLAS action plan but consideration will need to be given to the likely resource implications should the scheme be expanded further.</p> <p>Consultation has also begun with a nationally recognized landlord</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

	<p>association to discuss the potential for them to take over the administration of the scheme although this is still at an early stage.</p> <p>Current Position:</p> <p>Full consultation with landlords and the landlord associations continues along with quarterly forums and newsletters. The LLAS scheme fully met the targets set in the action plan and by the end of March 2010 had achieved 503 members and covered 20,026 bedspaces. In line with the action plan the membership has seen continued growth in targeted areas of the city.</p> <p>Plans to undertake a further review of the scheme and production of new targets has largely been put on hold due to ongoing discussions with an external partner over the possibility of them undertaking the accreditation role in Leeds. These discussions have now centered around the specific functions and likely costs and a further meeting is planned to determine the feasibility of such a scheme.</p>		
<p>Recommendation 9 That the Director of Environment and Neighbourhoods conducts a review within the next 6 months of the current action plan aimed at promoting the Leeds Landlord Accreditation Scheme and raising its profile amongst private tenants across the city.</p>	<p>Formal Response received in October 2009</p> <p>(See response to recommendation 8)</p> <p>Formal Response received in March 2010</p> <p>(See response to recommendation 8)</p> <p>Current Position:</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

	(see response to recommendation 8)		
<p>Recommendation 10 That the Director of Environment and Neighbourhoods continues to further develop an Accredited Tenants Scheme for Leeds and explores opportunities for developing a representative body specifically for private tenants in Leeds.</p>	<p>Formal Response received in October 2009</p> <p>An accreditation scheme would essentially be a set of standards which a tenant would sign up to comply with, and possibly include tenant training to improve awareness of their obligations and expected behaviour. A scheme has been previously piloted in Leeds in conjunction with LLAS landlords with little success or interest. The Department was only able to issue a handful of certificates to tenants during the pilot. Landlords would be critical to the success of a scheme by insisting that tenants were, or became, accredited. The potential for relaunching a scheme, in conjunction with a tenant referencing scheme as referred to in recommendation 15 of the report of Scrutiny Board will be reviewed, but there are resources considerations to be taken into account</p> <p>Formal Response received in March 2010</p> <p>(See recommendation 15)</p> <p>Current Position: To be advised by Scrutiny Board</p>	<p>3 - not achieved (obstacle). Scrutiny Board to determine appropriate action.</p>	
<p>Recommendation 11 That the Director of Environment and Neighbourhoods continues to explore the development of an Accredited Agent Scheme for Leeds as a way of regulating the quality management standards of private sector management agents.</p>	<p>Formal Response received in October 2009</p> <p>Similar to accredited tenants, an accredited managing agents scheme would require funding to meet set up and administration costs, and protracted negotiations with agents' representatives over the last year have suggested that they are unlikely to want to meet the full cost of the scheme which would mean LCC subsidy, and agents also have some strong objections to some of the conditions we would want to see in the scheme, including some basic legal requirements.</p>		

The set up and running costs would not be dissimilar to the cost of selective licensing which has recently been estimated at approx £350,000 in total over the five year term of each license. The difference with a managing agents scheme would be the resistance to paying a similar fee of several hundred pounds for a discretionary initiative.

Formal Response received in March 2010

The negotiations are still ongoing and a further meeting was held in December 2009 to determine whether such a scheme had merit. Issues around scheme conditions, definition of agent and appropriate incentives were again discussed in full. It was reiterated that there would be financial implications for the Council and the agents should a scheme be introduced and the agents representatives agreed to discuss the matters further with their colleagues to determine whether there was sufficient interest to pursue the matter. No response has yet been received but further correspondence has now been sent to the agents to enquire over their interest in the scheme.

It should be noted however that following proposals in the Rugg Review the Government has now issued a consultation paper to explore the possibility of a national Accredited Managing Agents Scheme and it may be the case that a national scheme removes the need for a local scheme.

Current Position:

The negotiations with local managing agent representatives have now ceased as no progress was made and there was little or no local appetite from the agents to pursue such a scheme at this time. The main barriers related to scheme conditions over property standards but also related to the likely financial costs which Managing Agents would be expected to meet.

It is also noted that national proposals put forward by the

4 - Not achieved
(Progress made acceptable.
Continue monitoring.)

	<p>last Government to consider national regulation of managing agents has now been suspended by the new coalition Government.</p> <p>Managing agents are still able to join LLAS to cover any properties they actually own and the Council continues to consult with the agents to promote improved property and managing standards on a voluntary basis.</p>		
<p>Recommendation 12 That the Director of Environment and Neighbourhoods takes a lead on promoting a one Council approach towards introducing concessions as a way of retaining and attracting more private landlords to the Leeds Landlord Accreditation Scheme</p>	<p>Formal Response received in October 2009</p> <p>This relates to the potential for the Council to encourage membership of Accreditation by way of incentives such as discounts on the cost of other services. A particular example is the refuse disposal concession for all waste, as distinct from waste defined as "domestic". Another example would be in relation to the cost of parking permits for landlords who have need for access to houses they manage in areas with resident only arrangements. Clearly a balance has to be struck between incentives to attract and retain members of the scheme, and other budget considerations, but the Director would agree that there is merit in exploring the full potential for introducing such arrangements in future.</p> <p>Formal Response received in March 2010</p> <p>Discussions are still taking place to determine the feasibility of improving the existing incentives, particularly in relation to waste services which is seen as a major issue by landlords. However, the current financial restraints make in-house concessions very difficult at present and a balance still needs to be determined. Financial incentives from external partners, promoted through the LLAS Network and landlord forums continue to be popular and readily available.</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	

	<p>Current Position:</p> <p>The current position is very similar to that in March as severe financial pressures faced by the Council make the provision of further concessions very difficult. The existing concessions are still available to LLAS members and remain a popular feature of the scheme. As discussed in recommendation 8 the future role and management of the LLAS is also under review and it would appear sensible to await the results of this review before exploring the possible expansion of any new concessions and incentives. However, external financial incentives also continue to be actively sourced and promoted through the LLAS Network and landlord forums and are again well received by scheme members.</p>		
<p>Recommendation 13</p> <p>i) That the Director of Environment and Neighbourhoods ensures that practical support and advice is available to all tenants in assisting them to negotiate reasonable rent levels, with particular attention given to the consideration of property conditions and the minimum standards they should be expecting to receive.</p> <p>ii) That the Director of Environment and Neighbourhoods takes a lead role in building on the close working relationship between the Leeds Benefits Service and the</p>	<p>Formal Response received in October 2009</p> <p>This relates primarily to the Leeds Housing Options Service, seeking the establishment of a comprehensive tenant advice service within the Council. The Leeds Housing Options service is committed to offering support and advice to all tenants and this involves negotiating with landlords on rent levels and in some instances assisting with bonds. This work will continue to be developed and will continue to involve close working with the Leeds Benefits Service and Environment and Neighbourhoods directorate.</p> <p>Formal Response received in March 2010</p> <p>i) The Leeds Housing Options Service manages a Damage Liability scheme which provides a bond guarantee of up to four</p>	<p>2 - Achieved</p>	

<p>Housing Regulatory Service to provide the necessary checks and balances to the LHA scheme at a local level.</p>	<p>weeks rent for damage/rent loss incurred on properties let through the service. All properties let through the initiative are subject to inspection by staff from the Leeds Housing Options Service, and where necessary Environmental Services, to ensure that they meet requisite quality standards. Membership of the Leeds Landlord Accreditation scheme is a condition of eligibility for the damage liability funding. All tenants who sign up for a property are offered support from a Supporting People commissioned service – primarily Foundation Housing. The reduction in temporary accommodation placements has released capacity to offer floating support for longer term tenancies. Staff from the Leeds Housing Options Service have regular liaison meetings with officers from the Leeds Benefits Service.</p> <p>ii) Close cooperation is being maintained between officers with responsibilities for regulation of standards and administration of Local Housing Allowance. DWP has recently published a consultation document on possible amendments to the current system of benefits payments , which has included seeking views on links between payments and housing standards and direct payments to landlords, both of which issues were raised in the scrutiny inquiry on the prs. The Council’s response has included a recommendation for these proposals to be supported , with strong links to accreditation.</p>	2 - Achieved	
<p>Recommendation 14 That the Director of Environment and Neighbourhoods reviews the potential costs and implications of expanding the Council’s Damage Liability Scheme across the city and introducing deposit guarantees for tenants in receipt of Local Housing Allowance.</p>	<p>Formal Response received in October 2009</p> <p>The council is proactively exploring all options to assist tenants with rental bonds as part of the wider work undertaken through the Leeds Housing Options service. This work will continue with the aim of maximising the opportunities to assist in the prevention of homelessness and to secure accommodation for people in housing need across the city.</p> <p>Formal Response received in March 2010</p>		

	<p>The Leeds Housing Options Service has expanded the Damage Liability initiative by offering bond payments for prospective tenants who find their own private tenancy through the Homeless Prevention Fund. Private sector tenancy sign ups are currently averaging between 65 and 85 lets per months. This is higher than the number of ALMO lettings to statutory homeless households which was 40 in December 2009. The private rented sector will continue to be the major rehousing source for people who are homeless or threatened with homelessness. Assisting people to access private rented accommodation has helped reduce the number of temporary accommodation placements made through private providers from 412 in September 2008 to 7 on the 9th of February 2010.</p>	2 - Achieved	
<p>Recommendation 15 That the Director of Environment and Neighbourhoods continues to develop a Tenant Referencing scheme for Leeds and explores ways of securing additional funding for operating this scheme, which may involve seeking commitments from other Local Authorities to develop a regional scheme.</p>	<p>Formal Response received in October 2009 The Council has been working on the potential for a tenants reference and tenants accreditation scheme for some time, including work with West Yorkshire Partners on the potential for a West Yorkshire wide initiative, largely modelled on the Manchester scheme which was reported to the PRS Strategy Group in 2008. The main stumbling block is the cost of operating a scheme. A very rudimentary estimate would be set up costs of upwards of £75k in year 1, plus running costs of not less than £50k per annum thereafter. Other schemes developed by local authorities have ranged in cost from £25k-£125K per annum.</p>		

	<p>A tenant referencing scheme is an extension of an accreditation scheme, the concept being that tenants would be vetted by the Council and given a "credit rating" to be used when applying for a tenancy. There are many and varied issues with such a proposal including data protection, exclusion from tenancies if holding a poor rating, human rights issues etc. The scheme would need to be properly established and robustly administered, and again would be better run across the whole of West Yorkshire. Proposals are still under consideration but financing will be an important and critical factor.</p> <p>Formal Response received in March 2010</p> <p>Unfortunately little progress has been made on this issue to date. A revenue budget bid to fund a Leeds scheme was not supported due to budget pressures. However, colleagues across West Yorkshire are still exploring ways to proceed and fund such an initiative but the current financial climate has proved to be a stumbling block. Further contact has however been made with the West Yorkshire Housing Partnership lead officer responsible for this project and we still await an update.</p> <p>Current Position: To be advised by Scrutiny Board</p>	<p>3 - not achieved (obstacle). Scrutiny Board to determine appropriate action.</p>	
<p>Recommendation 16 That the Director of Environment and Neighbourhoods continues to seek means of bringing empty private housing back into use which maximises on recent government initiatives and takes advantage of the current economic climate by brokering deals with property owners to temporarily let their empty properties to the Council for people on the housing</p>	<p>Formal Response received in October 2009</p> <p>The Director agrees with this recommendation. The Leeds Housing Options service has developed the recently introduced arrangements for placement of potentially homeless people into private sector housing. The Leeds Housing Options service is also encouraging owners of empty properties to offer the properties to potentially homeless households as assured shorthold tenancies, providing that the properties are of a reasonable standard. Further work to be undertaken includes consideration of the potential for long term leasing of underused</p>		

<p>register.</p>	<p>stock for renting. An additional area of work which will be considered is the proposals top make use of Empty Dwelling Management Orders to bring back long term empty homes, with ALMOs or other registered social landlords acting as managing agents on the Council's behalf for up to 7 years as allowed by legislation.</p> <p>Formal Response received in March 2010</p> <p>The Private Sector Solutions initiatives, managed through the Leeds Housing Options Service, are making an important contribution to the empty homes challenge. It is recognised that there is a symmetry between tackling homelessness/housing need and reducing the number of empty homes. 583 private lettings were arranged between April 2009 and January 2010 – only 90 lettings were arranged between April and June – of which 302 were previously empty. 225 of these properties had been empty for longer than six months.</p> <p>Current Position:</p> <p>The Government has indicated that they will be reconsidering the EDMO legislation in light of its poor record of achievement in providing a stimulus to return long term empty homes back into occupation.</p> <p>The total number of properties let through the Private Sector Letting Scheme since April 2010 is 236 (target set for 2010 / 2011 is 840), comprising 161 previously empty properties, of which 71 were previously empty >6mths and 90 were</p>	<p>4 - Not achieved (Progress made acceptable. Continue monitoring.)</p>	
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	<p>previously empty <6mths. All of these properties are now free from Category 1 Hazards due to the exacting standards that are required in order to be compliant with the scheme.</p> <p>Since April, 42 properties have been improved as a direct result of the Leeds Private Sector Letting Scheme, whereby the properties failed on initial inspection and subsequently owners have carried out works to comply with required standards.</p>		
<p>Recommendation 17 That the Director of Environment and Neighbourhoods considers the feasibility of establishing a single point of contact within the Council for the private rented sector, acting as a conduit for both private landlords and tenants to gain access to accurate and timely advice, information and assistance.</p>	<p>Formal Response received in October 2009</p> <p>The recommendation is supported and welcomed, and is one aspect of the on-going development of the Leeds Housing Options Service.</p> <p>Formal Response received in March 2010</p> <p>The Leeds Housing Options Service is the central contact service for both landlords and tenants. A email address has been set up: landlordandtenant@leeds.gov.uk.</p> <p>The specific issue of how best to ensure tenants receive appropriate help and advice has been highlighted in a recent CLG publication in early February : The Private Rented Sector- Professionalism and Quality – consultation. Further proposals now to be taken forward for more detailed consideration include a national register of landlords ,a tenants helpline, the regulation of letting and managing agents and the introduction of local letting schemes. Officers will continue to support these developments through representations wherever possible.</p>	<p>2 - Achieved</p>	



Originator: Richard L Mills

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th October 2010

Subject: Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

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 Attached as Appendix 1 is the current work programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.

1.2 Also attached as Appendix 2 and 3 respectively are the latest Executive Board minutes and the Council's current Forward Plan relating to this Board's portfolio.

2.0 Recommendations

2.1 Members are asked to;

- (i) Note the Executive Board minutes and Forward Plan
- (ii) Agree the Board's work programme

Background Papers

None used

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SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 11 th October 2010		Reports required by 22 nd September 2010	
Presentation Homes and Community Agency	To receive a presentations from the Director of Environment and Neighbourhoods and the Director of HCA Yorkshire and Humber.	All Members of Council to be invited to this presentation.	B
Leeds Vision	All Scrutiny Boards to receive a formal consultation report on the new Vision aims for 2010 -2030.	<u><i>This was scheduled to be considered at the last meeting but was not put forward to the Board due to the absence of the Deputy Chief Executive of Leeds Initiative who is leading on this issue.</i></u>	RP
Strategic Plan and Business Plan Documents	All Scrutiny Boards to receive the Strategic and Business Plans priorities.	This item has been deferred. <u><i>It was intended to take the Leeds Strategic Plan (LSP) and Business Plan priorities at the same time as the Vision but the Government spending review has resulted in the review of these documents being delayed until after the Government's announcement on 20th October 2010.</i></u>	RP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Integrated Offender Management	To consider and agree the Board's report following its inquiry into Integrated Offender Management.	This report is carried over from 2009/10 and has been subject to discussions with the Crown Prosecution Service.	RP
Variances against Departmental Budget	To receive a report on variances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variances against the departmental budget for the main vote heads.	PM
Inquiry on Gypsy and Travellers site provision within Leeds	To consider draft terms of reference for the Board's inquiry on gypsy and travellers site provision within Leeds.	Members agreed this inquiry at its meeting in September 2010.	RP
Meeting date: 8th November 2010		Reports required by 20th October 2010	
Session 1 Inquiry on Gypsy and Travellers site provision within Leeds	To consider the progress made by the Board's Working Group with regard to this inquiry and to receive notes of meeting/s of the working group.	The terms of reference for this inquiry were considered by the Scrutiny Board on 11 th October 2010.	RP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Formal Responses to Previous Scrutiny Inquiries	To consider the formal response to the Board's inquiry into Worklessness.	To be considered after the spending review announcement. This report to be referred to a Member Working Group comprising Cllrs Anderson, G Hyde, R Grahame, Mulherin and Ewens. This was agreed by the Board on 13 th July 2010.	
Variances against Departmental Budget	To receive a report on variances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variances against the departmental budget for the main vote heads.	PM
Meeting date: 13th December 2010		Reports required by 24th November 2010	
Session 2 Inquiry on Gypsy and Travellers site provision within Leeds	To consider the Working Group's draft report and recommendations on gypsy and travellers site provision within Leeds.	The terms of reference for this inquiry were considered by the Scrutiny Board on 11 th October 2010.	RP
Vision, LSP and Business Plan priorities	All Scrutiny Boards to be engaged in the target setting process, linked to the LSP and Business Plan priorities.	Subject to new government LAA requirements not yet known.	RP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Performance Management	To consider Quarter 2 information for 2010/11 (July-Sept).	All Scrutiny Boards receive performance information on a quarterly basis.	PM
Formal Responses to Previous	To consider the formal response to the Board's previous inquiries into: Integrated Offender Management.		
Variances against Departmental Budget	To receive a report on variances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variances against the departmental budget for the main vote heads.	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis		MSR
Meeting date: 17th January 2011		Reports required by 21st December 2010	
Inquiry on acquisitive crime with focus on domestic burglary	To consider terms of reference for an inquiry on high levels of burglary in parts of the city	Improvement priority creating safer environment by tackling crime Crime and Disorder responsibility	RP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Vision, LSP and Business Plan priorities	Agree composite response to go to Executive Board.	This could be moved to the February Board meeting	RP
Variances against Departmental Budget	To receive a report on variiances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variiances against the departmental budget for the main vote heads.	PM
Meeting date: 14th February 2011		Reports required by 26th January 2011	
Variances against Departmental Budget	To receive a report on variiances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variiances against the departmental budget for the main vote heads.	PM
Meeting date: 14th March 2011		Reports required by 23rd February 2011	
Performance Management	To consider Quarter 3 information for 2010/11 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Variiances	To receive a report on variiances against	The Board agreed in September 2010 to	PM

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
against Departmental Budget	departmental budget for 2010/11.	receive regular updates on variances against the departmental budget for the main vote heads.	
Meeting date: 11th April 2011		Reports required by 23rd March 2011	
Annual Report	To agree the Board's contribution to the annual scrutiny report		
Variances against Departmental Budget	To receive a report on variances against departmental budget for 2010/11.	The Board agreed in September 2010 to receive regular updates on variances against the departmental budget for the main vote heads.	PM

Key:

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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

PM – Performance management

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Suggested Areas for Scrutiny Currently Unscheduled			
Procurement of the Grounds Maintenance Contract for 2011	To continue to oversee the procurement process for the new grounds maintenance contract.	The Board produced an interim Statement in January 2010 with a view to continuing to oversee the procurement of the new grounds maintenance contract.	RP
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 last year.	RFS
Vacant Housing	To consider a report on vacant housing	To determine whether the Board wishes to undertake a review of this matter	RP

EXECUTIVE BOARD

WEDNESDAY, 25TH AUGUST, 2010

PRESENT: Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,
S Golton, P Gruen, R Lewis, T Murray and
L Yeadon

Councillor J Dowson – Non-Voting Advisory Member

57 Substitute Member

Under the terms of Executive Procedure Rule 2.3, Councillor Mulherin was invited to attend the meeting on behalf of Councillor Ogilvie.

58 Exempt Information - Possible Exclusion of the Press and 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 1 to the report referred to in Minute No. 62, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained therein relates to the commercial position of the City Council in respect of the proposed procurement. Therefore, the public interest in maintaining the confidentiality outweighs the public interest in disclosing such information.

Appendix 4 to the report referred to in Minute No. 62, which has been placed in the Members' Library for inspection, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information about the commercial position of the City Council. Therefore the public interest in maintaining confidentiality outweighs the public interest in disclosing such information.

- (b) Appendix 2 to the report referred to in Minute No. 71(b), under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of third parties and also contains information which is subject to ongoing negotiations. As such, the release of this information would be likely to prejudice the interest of all the parties concerned. Whilst there may be a public interest in disclosure, in all the circumstances of the case maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.

- (c) Appendix 2 to the report referred to in Minute No. 74, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to this information outweighs the public interest in disclosure, by reason of the fact that it contains information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

59 Late Items

There were no late items as such, however it was noted that supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals within the report on grant reductions (Minute No. 71(b) refers).

60 Declaration of Interests

Councillor Yeadon declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a former employee of an organisation referred to in exempt appendix 2 of the submitted report and having close personal connections with employees of that organisation.

Councillor Murray declared a personal interest in the item relating to the lease of the St. Aidan's Trust Land to the RSPB (Minute No. 76 refers), as a Council representative on the St. Aidan's Trust Fund and Trust Land Advisory Committee. Councillor Murray also declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a Director of an organisation referred to in exempt appendix 2 of the submitted report and a personal and prejudicial interest in this item as the Chief Executive of a separate organisation detailed within the same appendix.

Councillor Blake declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being vice chair of the trustees of an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Wakefield declared a personal and prejudicial interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Golton declared a personal interest in the item relating to the Primary Capital Programme (Minute No. 66 refers), due to his position of governor of Oulton Primary School.

A further declaration of interest was made at a later point in the meeting. (Minute No. 66 refers).

61 Minutes

Having taken in to consideration comments made in respect of Minute No. 34, entitled, 'Neighbourhood Network Services', it was

RESOLVED – That the minutes of the meeting held on 21st July 2010 be approved as a correct record, subject to the addition of the following words at the end of resolution (c) to Minute No. 34 for the purposes of clarification: “failing which, a further report be brought back to this Board.”

62 Introduction of the New Chief Executive

On behalf of the Board, the Chair introduced Tom Riordan, as this marked the first ordinary meeting of Executive Board since he began his tenure as Chief Executive.

NEIGHBOURHOODS AND HOUSING

63 Round 6 PFI Outline Business Case: Lifetime Neighbourhoods for Leeds

Further to Minute No. 188, 12th February 2010, the Director of Environment and Neighbourhoods submitted a report proposing the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case (OBC) to the Homes and Communities Agency under the national Round 6 PFI Housing programme. In addition, the report also sought approval of the proposed revisions to the project’s scope, sites and affordability position.

Following consideration of appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, and appendix 4 to the report, which was also designated as exempt under Access to Information Procedure Rule 10.4(3) and made available for Board Members’ inspection via the Members’ Library, it was

RESOLVED –

- (a) That the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case under the national Round 6 PFI Housing programme, as detailed at exempt Appendix 4 to the submitted report, which had been placed within the Members’ Library for Board Members’ inspection, be approved.
- (b) That the revised scope of the project, as set out in paragraph 4.3 of the submitted report, be approved.
- (c) That the inclusion of seven of the sites in the project, as approved by Executive Board on 12th February 2010 be confirmed as follows:
 - (1) Brooklands Avenue, Central Seacroft, (part of) Killingbeck & Seacroft Ward
 - (2) Primrose High School, Burmantofts, (part of) Burmantofts & Richmond Hill Ward
 - (3) Beckhill Approach/Garth, Meanwood, Chapel Allerton Ward
 - (4) Farrar Lane, Holt Park – sheltered housing, Adel & Wharfedale Ward
 - (5) Haworth Court, Yeadon, Otley & Yeadon Ward
 - (6) Mistress Lane, Armley, Armley Ward
 - (7) Acre Mount, Middleton, Middleton Park Ward

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th October, 2010

- (d) That the inclusion of the four additional sites in the OBC, as set out below and as detailed in appendix 2 to the submitted report be approved subject to consultation:
- (1) Cranmer Gardens, Moor Allerton, Alwoodley Ward
 - (2) Rocheford Court, Hunslet, City & Hunslet Ward
 - (3) Parkway Close, South Parkway, Seacroft, Killingbeck & Seacroft Ward
 - (4) Wykebeck Mount, Osmondthorpe, Temple Newsam Ward
- (e) That the affordability position, as set out in the financial appraisal in exempt Appendix 1 to the submitted report, be approved.
- (f) That the service charge assumptions for the extra care accommodation, as included in paragraph 9.2 of the submitted report, be approved.
- (g) That the City Council's anticipated financial contribution to the project, as agreed by Executive Board on 12th February 2010, be noted.

64 Regional Housing Board Programme 2008-2011: Acquisition and Demolition Schemes Update

The Regional Housing Programme Board submitted a report outlining proposals to rescind approvals previously approved in respect of the Holbeck Phase 4 acquisition and demolition scheme for the purposes of transferring funding to other acquisition and demolition schemes as detailed within the submitted report, in order to enable the remaining demolitions to take place before March 2011.

RESOLVED -

- (a) That £580,000 be rescinded from the Holbeck Phase 4 acquisition and demolition scheme and that the revised cash flow position be agreed.
- (b) That scheme expenditure, as set out in appendix B to the submitted report be authorised in order to complete the demolitions and clearance of the 5 sites in the Beverleys, Holbeck Phases 1, 2 and 3 and Cross Green Phase 2.

CHILDREN'S SERVICES

65 Children's Services Improvement Update Report

The Interim Director of Children's Services submitted a report providing an update on the implementation of Leeds' Improvement Plan for Children's Services and the work of the Improvement Board, the transformation programme aimed at providing an integrated delivery model for children's services and the development of a new Children and Young People's Plan for the city.

On behalf of the Board, the Chair paid tribute to and thanked the Interim Director of Children's Services, Eleanor Brazil, as this was potentially the final Board meeting in which she would be in attendance.

Following the high levels of attainment achieved in the recent GCSE and Alevel results, in addition to the positive fostering inspection report which had been received, the Board paid tribute to and thanked all of those involved.

RESOLVED -

- (a) That the progress made against the Improvement Plan for Children's Services in Leeds and the work of the Improvement Board undertaken to support this be noted.
- (b) That the intention to consult on, and then develop a new Children and Young People's Plan for Leeds, intended to be ready by spring 2011, be noted.
- (c) That the progress made to date on the transformation programme and the next steps designed to develop and propose a revised leadership structure and model for integrated service delivery and integrated business support functions, which will be brought back to Executive Board in autumn 2010, be noted and endorsed.

66 Primary Capital Programme: Works at Richmond Hill, Swillington, Saints Peter and Paul, Gildersome, Greenhill and Oulton Primary Schools

The Chief Executive of Education Leeds submitted a report on the proposed building of three new school buildings for Richmond Hill Primary School, Swillington Primary School and Saints Peter and Paul Catholic Primary School, Yeadon, and on the extension and refurbishment of buildings at Gildersome Primary School, Greenhill Primary School and Oulton Primary School.

RESOLVED –

- (a) That the design proposals in respect of the schemes to new build schools at Richmond Hill, Swillington and Saints Peter and Paul, and extension and refurbishment works at Gildersome, Greenhill and Oulton be approved.
- (b) That the injection of Governors' contribution to scheme number 15178/PET of £393,700 be approved.
- (c) That authority be given to incur expenditure of £33,125,500 from capital scheme numbers 15178/RIC, SWI, PET, GIL, GRE and OUL.

(Councillor Golton declared a personal interest in this item, having attended Richmond Hill Primary School)

67 Design and Cost Report and Final Business Case: Building Schools for the Future Phase 3: Corpus Christi Catholic College

The Chief Executive of Education Leeds submitted a report which sought approval of the Final Business Case in respect of the Corpus Christi Catholic College project for submission to the Partnerships for Schools organisation. The Final Business Case had been placed within the Members' Library for inspection.

RESOLVED – That the Final Business Case for the Corpus Christi Catholic College project be approved, and the submission of the Final Business Case to Partnerships for Schools be authorised.

LEISURE

68 Crematoria Mercury Abatement

The Acting Director of City Development submitted a report outlining proposals on how the Council intended to meet Government legislation targets in respect of mercury emissions abatement during the cremation process and providing details of how the Council proposed to renew its cremation facilities on a phased basis.

Members received assurances that cremations would be undertaken at a specified crematorium, that bodies would not be transferred between crematoria for the purposes of cremation and that such matters would be dealt with as sensitively as possible when accommodating service users' preferences.

RESOLVED –

- (a) That the legislative requirements relating to mercury abatement and the need to implement a solution by 2012 be noted.
- (b) That the preferred approach to replace cremators and abate mercury at Rawdon by December 2012, as detailed within the submitted report, be approved.
- (c) That the longer-term strategy to replace cremators at Cottingley in 2016 and to replace cremators and consider future abatement for mercury at Lawnswood in 2018 be agreed, subject to further detailed business cases and funding plans being brought forward.
- (d) That in order to ensure this strategy meets the target of 50% mercury abatement by the end of 2012, the Board notes that it will be necessary to increase the proportion of cremations at Rawdon until abatement is fitted at Lawnswood.
- (e) That the initiation of the design and development of the specification for Rawdon, which will be funded from Prudential Borrowing and a continuing surcharge on cremations, be approved.

- (f) That a fully funded injection of £2,900,000 into the Capital Programme be agreed in order to finance Mercury Abatement works, financed through the Council exercising its prudential borrowing powers using the fees generated by the environmental surcharge introduced for this purpose in 2008.
- (g) That a Design and Cost Report be submitted to Executive Board once a more detailed cost estimate for the Rawdon works has been developed, and that further information on the proposals relating to the future provision of the service be submitted to the Board for consideration at that time.

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

69 Design and Cost Report: The Development of Middleton Park through a Heritage Lottery Fund Parks for People Grant

Further to Minute No. 132, 9th December 2009, the Acting Director of City Development submitted a report detailing proposals to spend the £1,797,929 which had previously been injected into the capital programme, outlining the proposed capital development works and cost profile of the scheme, and regarding the processes for the acceptance of the £1,465,000 Heritage Lottery Fund grant and the delegation of relevant approvals.

RESOLVED -

- (a) That expenditure against the injection of £1,797,929 made into the 2010/11 Capital Programme by Executive Board in December 2009 be approved.
- (b) That the proposed capital development works and the cost profile of the scheme be noted.
- (c) That acceptance of the £1,465,000 grant be authorised and related approvals be delegated to the Chief Recreation Officer.

ADULT HEALTH AND SOCIAL CARE

70 Response to the Deputation to Council - The Access Committee for Leeds Regarding "Please Help us to Save Woodlands Respite Care Centre, York"

The Director of Adult Social Services submitted a report in response to the deputation to Council, entitled, 'Please help us to save Woodlands Respite Care Centre, York', from members of the Access Committee for Leeds on 14th July 2010.

It was suggested that further work was undertaken with other local authorities in a bid to identify an alternative service provider.

RESOLVED –

- (a) That the response to the deputation and the proposed actions of Adult Social Services officers, as outlined within the submitted report, be noted.
- (b) That should an alternative service provider not be found, a report be submitted to a future meeting of the Board providing an update on the work undertaken to support the affected service users.

RESOURCES AND CORPORATE FUNCTIONS

71 Financial Health Monitoring 2010/2011

(a) Financial Health Monitoring 2010/2011: First Quarter Report

The Director of Resources submitted a report providing an update on the financial health of the authority for 2010/2011 after three months of the financial year. The report provided details of the revenue budget, the housing revenue account and Council Tax collection rates. The report also identified a number of pressures, particularly in relation to income and demand led budgets and the actions being taken by directorates to address such pressures.

RESOLVED –

- (a) That the projected financial position of the authority after three months of the new financial year be noted, and that directorates be requested to continue to develop and implement action plans which are robust and which will deliver a balanced budget by the year end.
 - (b) That a virement of £500,000 from the training budget into the domiciliary care budget, as detailed within the submitted Adult Social Care report, be approved.
 - (c) That the reallocation of budgets within Adult Social Care to reflect revised management arrangements, as detailed within the submitted Adult Social Care report, be noted.
- (b) Reductions In Grants: Implications for Services
Further to Minute No. 16, 22nd June 2010, the Director of Resources submitted a report providing details of the implications for Leeds arising from the grant reductions to Local Authorities announced by Government as part of its accelerated deficit reduction plan and outlining proposals to deal with such reductions.

Supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals detailed within this report.

Officers undertook to provide the relevant Board Members with information in response to issues raised during the consideration of this item in respect of specific organisations detailed in exempt appendix 2.

The Chief Executive invited Members to submit any views they had in respect of how potential impacts could be effectively assessed as part of the overall budgetary process.

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

RESOLVED –

- (a) That the following virements in respect of the in year reductions in grants, as detailed at paragraph 2.1 of the submitted report be approved:
- a virement from the Strategic budget to services to reflect the reductions in Area Based Grant and the LPSA2 Reward grant which are held centrally;
 - a virement within City Development directorate to reflect the loss of Housing and Planning Delivery Grant and Free Swimming grant;
 - a virement within Children's Services in respect of Nursery Education Pathfinder Grant, Buddying, Playbuilder, Training and Development Agency, Contact Point, Harnessing technology and Local Delivery Support grants.
- (b) That the reductions in expenditure/additional income, as detailed in Appendix 1 to the submitted report, be approved.
- (c) That the proposed reductions in payments to external providers, as detailed at exempt appendix 2 to the submitted report be noted, with the relevant decisions being taken by officers under delegated powers in consultation with the appropriate Executive Members when negotiations have been concluded.

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report, Councillor Wakefield vacated the Chair in favour of Councillor R Lewis and withdrew from the meeting room for the duration of this item)

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), as the Chief Executive of an organisation referred to in exempt appendix 2 of the submitted report, Councillor Murray withdrew from the meeting room for the duration of this item)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained

from voting on the matters referred to within Minute Nos. 71(a) and 71(b))

72 Capital Programme Update 2010-2014

The Director of Resources submitted a report providing an updated financial position on the 2010-2014 Capital Programme, detailing the implications of the recent reductions in capital grants announced by Government, reporting on a review of uncommitted schemes which had taken place and detailing a small number of capital projects for which specific approvals were sought.

RESOLVED –

- (a) That approval to spend of £3,051,000 on the vehicle replacement programme be confirmed.
- (b) That authority be given to spend £3,138,000 on the equipment replacement programme.
- (c) That the capital review process currently underway, which will be reported back to Executive Board at a later date, be noted.
- (d) That an injection of £300,000 to the capital programme, funded through unsupported borrowing be approved, and authority to spend be given in respect of the relocation of services from Blenheim and Elmete to Adams Court.
- (e) That the removal of the remaining funding of £1,300,000 for the City Card scheme be approved.
- (f) That an injection into the capital programme of £1,300,000 be approved in order to implement the first phase of the Home Insulation scheme, with all relevant details being presented to a future meeting of Executive Board for approval.
- (g) That approval be given to the use of the balance of Adult Social Care fire safety funding to address identified fire safety risks across all operational buildings within the Corporate Property Management portfolio.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained from voting on this matter)

73 Shared Business Rates Service

The Director of Resources submitted a report on the proposed establishment of a shared service for the billing and collection of Business Rates for Leeds and Calderdale businesses which would be delivered by Leeds City Council. The report provided information on the work undertaken to date and detailed the timescales in which a shared service could be delivered.

RESOLVED –

- (a) That authority be delegated to the Director of Resources to enable him to make the necessary decisions and approvals to allow the scheme to proceed.
- (b) That the Board be provided with updates regarding the development of further partnership arrangements being established with other local authorities as and when appropriate.

74 Transforming Leeds: Phase 1 Changing the Workplace

The Director of Resources submitted a report which provided an update on the Changing the Workplace programme, particularly focussing upon proposals to rationalise and modernise the Council's city centre office portfolio, in order to support the delivery of further long term efficiencies. The report sought approval to move forward with negotiations and related work on a preferred accommodation option in the city centre and highlighted areas where the programme could deliver short term benefits within the context of the wider business transformation programme.

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

RESOLVED –

- (a) That the overarching business transformation context, as outlined within the submitted report, be noted.
- (b) That the recommendations for progressing phase 1 of the Changing the Workplace programme, as detailed at paragraph 7 of exempt appendix 2 to the submitted report, be approved.

75 Regulation of Investigatory Powers Act 2000 - Adoption of a New Council Policy

The Chief Officer (Legal, Licensing and Registration Services) and the Director of Environment and Neighbourhoods submitted a joint report outlining the Council's proposed policy on covert surveillance conducted under the Regulation of Investigatory Powers Act (RIPA) 2000.

RESOLVED – That the proposed policy in respect of the Regulation of Investigatory Powers Act 2000, as set out in Appendix 1 to the submitted report, be approved.

DEVELOPMENT AND REGENERATION

76 Lease of the St. Aidan's Trust Land to the Royal Society for the protection of Birds

Further to Minute No. 38, 6th July 2005, the Acting Director of City Development submitted a report regarding the proposed completion of a lease to the Royal Society for the Protection of Birds (RSPB) in respect of former opencast coal and coal mining land between Methley and Swillington.

Officers undertook to provide the relevant Board Members with briefings on matters which were raised during the consideration of this item, specifically in relation to visitor numbers and access issues.

The Board gave particular thanks to Max Rathmell for his efforts throughout the development of this long running project.

RESOLVED –

- (a) That the completion of the lease to the RSPB, based on the Heads of Terms outlined within Appendix 1 to the submitted report, be agreed as soon as practically possible after the transfer of the Trust Land to the St. Aidan's Trust, and that this matter be delegated to the Acting Director of City Development on completion of any outstanding documentation.
- (b) That officers continue to explore the opportunities for the wider involvement of the RSPB in the development of the Lower Aire Valley as a major recreational and wildlife resource.

DATE OF PUBLICATION: 27th August 2010
LAST DATE FOR CALL IN: 6th September 2010 (5.00 p.m.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 7th September 2010)

EXECUTIVE BOARD

THURSDAY, 23RD SEPTEMBER, 2010

PRESENT: Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,
S Golton, P Gruen, R Lewis, T Murray,
A Ogilvie and L Yeadon

Councillor J Dowson – Non-voting Advisory Member

77 **Late Items**

The Chair admitted to the agenda a late item of business entitled, 'Reductions in Funding: Contract, Service Level Agreement and Grant Variations' (Minute No. 80 refers).

Further to a related decision of Executive Board on 25th August 2010 (Minute No. 71(b) refers), which had been the subject of a Scrutiny Board (Central and Corporate) call in meeting and subsequent discussions at full Council, it was determined essential that this matter was considered by Executive Board at the earliest opportunity in order to efficiently manage the decisions which needed to be taken in respect of funding reductions, following Government announcements.

78 **Declaration of Interests**

Councillor Yeadon declared a personal interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a former employee of, and having close personal connections with employees of Royal Mencap.

Councillor Murray declared a personal interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a Director of IGEN and a personal and prejudicial interest in this item as the Chief Executive of the Learning Partnerships organisation.

Councillor Blake declared a personal and prejudicial interest in the item relating to reductions in funding (Minute No. 80 refers), due to being vice chair of the trustees of the Health For All organisation.

Councillor Wakefield declared a personal and prejudicial interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a member of and having close personal connections with Meanwood Valley Urban Farm.

Councillors Wakefield, Blake, Gruen, R Lewis, Murray, Ogilvie, Yeadon, Dowson, A Carter and Golton all declared personal interests in the item relating to Community Use of Schools Policy (Minute No. 79 refers), due to their respective positions as school governors.

79 Community Use of Schools Policy

The Interim Director of Children's Services submitted a report regarding the removal of the central subsidy provision for all community use of schools from November 2010, the establishment of a Community Use policy setting maximum charges levied by schools to recommended user groups, outlining revised policies and procedures around safeguarding the access of such groups to school premises and on the establishment of a central 'hardship' grant fund to provide support to users meeting corporate priorities.

This matter had previously been the subject of a delegated decision taken by the Interim Director of Children's Services, which was subsequently called in and considered by Scrutiny Board (Children's Services). The Scrutiny Board recommended that this decision was referred back to the decision taker for reconsideration and submitted to Executive Board for determination.

Officers undertook to provide Executive Board Members with a breakdown of financial balances for individual schools and to keep Members briefed on any matters arising from the policy change. Members referred to the possibility of increasing the £50,000 support fund, should this be required.

RESOLVED –

- (a). That approval be given to the ceasing of the central subsidy on community use of schools from November 2010.
- (b). That approval be given to the establishment of a support fund of £50,000.
- (c). That revised policies and procedures, as set out within section 5 of the submitted report, be approved.
- (d). That an additional grant of £10,000 be provided in order to support supplementary schools, with the administration being carried out by the Head of School Improvement, Education Leeds.
- (e). That the policy, as set out at section 5 of the submitted report, be applied to PFI properties, the lettings of which are administered directly by the Lettings Unit.
- (f). That an update report which provides Board Members with an opportunity to consider and monitor any issues arising from this policy change be submitted to a future meeting of the Board.

(In accordance with Scrutiny Board Procedure Rules, the decisions detailed at (a) to (e) above, being matters which have been the subject of a previous call in, were not eligible for call in on this occasion)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had voted against the decisions taken at (a) to (e) above)

80 **Reductions in Funding: Contract, Service Level Agreement and Grant Variations**

Further to Minute No. 71(b), 25th August 2010, a report was submitted by the Interim Director of Children's Services outlining proposals on the management of reductions in expenditure, specifically in respect of payments to internal and external children's services providers, following the in-year reduction in grants received by the Council.

The related decisions taken by Executive Board on 25th August 2010 had been the subject of a Scrutiny Board (Central and Corporate) call in meeting and subsequent discussions at full Council, and it was determined essential that this matter was considered by Executive Board at the earliest opportunity in order to efficiently manage the decisions which needed to be taken in respect of funding reductions, following Government announcements.

Officers undertook to provide Executive Board Members with information relating to those organisations with contracts, grants and service level agreements worth £15,000 or less, and offered to report back to the Board should any significant issues arise in terms of individual organisations.

The Board highlighted the scrutiny inquiry currently being undertaken by Scrutiny Board (Children's Services) on the funding arrangements for children's outdoor activity centres, and considered how the findings could be utilised in terms of an individual organisation included within the proposals.

RESOLVED –

- (a). That the schedule of variations to contracts, service level agreements and grants to external providers, as detailed at appendix 1 of the submitted report, be approved.
- (b). That Executive Board request Scrutiny Board (Children's Services) to prioritise the inquiry it is currently undertaking into the funding arrangements for children's outdoor activity centres, with the conclusions from the inquiry being presented to Board Members at the earliest available opportunity.

(Having declared a personal and prejudicial interest in this matter, due to being a member of and having close personal connections with Meanwood Valley Urban Farm, Councillor Wakefield vacated the Chair in favour of Councillor R Lewis and withdrew from the meeting room for the duration of this item)

(Having declared personal and prejudicial interests in this matter, Councillors Murray and Blake withdrew from the meeting room for the duration of this item, due to their respective positions as the Chief Executive of Learning Partnerships and vice chair of the trustees of the Health For All organisation)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had voted against the decision taken at (a) above)

DATE FOR PUBLICATION: 27th September 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 4th October 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 5th October 2010)

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th October, 2010

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Environments & Neighbourhoods)

For the period 1 October 2010 to 31 January 2011

Appendix 3

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)
Request to waiver CPR 13 to enter into a contract with Care and Repair for adaptations work for the ALMOs Delegated Decision	Director of Environment and Neighbourhoods	1/10/10	Previously undertaken	Contact with care and repair	Director of Environment and Neighbourhoods simeon.perry@leeds.gov.uk
East Leeds Household Waste Sort Site Re-development To award contract to redevelop this waste recycling facility	Chief Officer Environmental Services	1/10/10	Local residents and Councillors prior to works commencing	Tender Documents	Chief Officer Environmental Services susan.upton@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Refugee and Asylum Service Restructure</p> <p>A decision to be made by the Director of Environment and Neighbourhoods under delegated powers for the following reasons:</p> <ul style="list-style-type: none"> • The structure changes are necessary for the effective delivery of services • Consequent costs and savings have been taken into account in the Council's budget. • It does not contravene the Council's legal requirements and agreed policy and procedures • It has been the subject of consultation with stakeholders 	<p>Director of Environment and Neighbourhoods</p>	<p>1/10/10</p>	<p>n/a</p>	<p>Delegated Decision Report</p>	<p>Director of Environment and Neighbourhoods sharon.hague@leeds.gov.uk</p>

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)
<p>To cover a Drug Interventions Programme, Integrated Offender Management, Intensive Alternatives to Custody Contract Service</p> <p>To cover a Drug Interventions Programme, Integrated Offender Management, Intensive Alternatives to Custody Contract Service</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/10/10</p>	<p>Undertaken with partnership, service users and stakeholders.</p>	<p>n/a</p>	<p>Director of Environment and Neighbourhoods jim.willson@leeds.gov.uk</p>

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)
Request to extend the existing Supporting People contract with Leeds Housing Concern for the Focus, Sustain, Sinclair, and Sahara services for 1 year from 11.12.2010 Approval to invoke Contract Procedure Rules to extend the existing Supporting People contract with Leeds Housing Concern for the Focus, Sustain, Sinclair and Sahara services by 1 year from 11.12.2010 to 10.12.2011	Director of Environment and Neighbourhoods	1/10/10	n/a	Reports to be presented to the Commissioning Body and Delegated Decision Panel prior to decision being taken	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to enter into a 12 (+6) month Supporting People contract with Northern Life Care (trading as UBU) to provide services at a combined contract value of £657,725.30 per annum</p> <p>Approval to enter into a 12 (+6) month Supporting People contract with Northern Life Care (trading as UBU) to provide the Vesper Road, Calverley Gardens, Gypsy Mead, Lane End, The Mount, Broadway, and Temple Newsham Road Services at a combined contract value of £657,725.30 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/10/10</p>	<p>n/a</p>	<p>Reports to be presented to the Commissioning Body and Delegated Decision Panel prior to decision being taken</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

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)
Request to invoke the final 12 month extension period to the existing 3(+1 +1) Supporting People contract with GIPSIL for a Supported Living Service for the Young People at Risk and Teenage Parents services to a total contract value of approximately £435,702.45 per annum. Authorisation to the final 12 month extension period to the existing 3(+1 +1) Supporting People contract with GIPSIL for a Supported Living Service for the Young People at Risk and Teenage Parents services to a total contract value of approximately	Director of Environment and Neighbourhoods	1/10/10	n/a	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Request to invoke the 6 month extension period to the existing 12(+6) month Supporting People contract with Re'new for the Young Persons Floating Support Service and the Teenagers Parents Floating Support Service at a cost of £335,536.61 for the 6 mo Authorisation to invoke the 6 month extension period to the existing 12 (+6) month Supporting People contract with Re'new for the Young Persons Floating Support Service and the Teenagers Parents Floating Support Service at a cost of £335,536.61 for the 6 month period from 22/12/2010 to 21/06/2011.	Director of Environment and Neighbourhoods	1/10/10	n/a	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Window and door installations to ALMO managed properties To agree to waive Contract Procedure Rule 13.1 and agree a new contract for the installation of uPVC windows and doors to ALMO managed properties	Director of Environment and Neighbourhoods	1/10/10	Previously undertaken with the ALMO's	None	Director of Environment and Neighbourhoods john.statham@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to enter into a Supporting People Service Level Agreement with Adult Social Care Learning Disability Services with an approximate total annual contract value of £1,177,057.20</p> <p>Authorisation to enter into a Service Level Agreement with Adult Social Care Learning Disability Services for a period of 2(+1) years. This is for the following services:</p> <p>East North East 24/7 Non ILP East North East Visiting Support Non ILP South South East 24/7 Non ILP South South East Visiting Support Non ILP West North West 24/7 Non ILP West North West Visiting Support Non ILP</p> <p>This is at an approximate annual cost of £1,177,057.20.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/10/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

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)
Request to enter into a Supporting People Contract with HFT (formerly Home Farm Trust) Supported Living Service at a total contract value of approximately £297,648.09 per annum Authorisation to enter into a Supporting People Contract with HFT (formerly Home Farm Trust) Supported Living Service at a total contract value of approximately £297,648.09 per annum	Director of Environment and Neighbourhoods	1/10/10	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
East North East Homes Leeds Responsive Repairs Procurement To agree to the termination of the current procurement process and agree to the award of the responsive repairs contract to the internal DLO, Construction Services.	Director of Environment and Neighbourhoods	1/10/10	Previously undertaken as part of procurement process. Further discussions taken place with Chief Procurement Officer and Head of Audit.	East North East Homes Leeds Board Report	Director of Environment and Neighbourhoods steve.hunt@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Leeds LDF Natural Resources and Waste Development Plan Document - Publication Draft</p> <p>For Executive Board to Approve the Publication Draft (and supporting material including the Sustainability Appraisal) for public participation and to formally invite representations</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>13/10/10</p>	<p>The Natural Resources and Waste DPD has previously been subject to issues and alternative options consultation on a 'Policy Position' document.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods david.feeney@leeds.gov.uk</p>
<p>Compact for Leeds 2010</p> <p>Formal adoption of the Compact for Leeds 2010 by Leeds City Council</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>13/10/10</p>	<p>Undertaken during 2009 and 2010</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods pat.fairfax@leeds.gov.uk</p>

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)
Review of Council's Letting Policy To amend the Council's lettings policy.	Executive Board (Portfolio:Neighbourhoods and Housing)	13/10/10	Consultation on the proposed changes has been undertaken with all stakeholders, including elected members, the Leeds Arms Length Management Organisations, Belle Isle Tenant Management Organisation, Registered Social Landlords, Supporting People agencies, Equality Hubs, customers on the housing register and the general public.	The report to be issued to the decision maker with the agenda for the meeting	Sarbjit Kaur

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)
<p>Property maintenance contract for West North West homes and Aire Valley Homes</p> <p>Director of Environments and Neighbourhoods to approve the award of the contract</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/11/10</p>	<p>n/a</p>	<p>n/a</p>	<p>Director of Environment and Neighbourhoods phil.rigby@leeds.gov.uk</p>
<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>Authorisation to proceed with the project</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>3/11/10</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>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

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)
Dog Control Orders Implement new legislation – Dog Control orders under Clean Neighbourhoods and Environmental Act 2005 – subject to consultation responses	Executive Board (Portfolio: Neighbourhoods and Housing)	3/11/10	Full public consultation undertaken 21 st May to 31 st August 2010	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods stacey.campbell@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>The Leeds Local Investment Plan (LIP), 2011-15</p> <p>Approval of the Leeds LIP. This includes : -</p> <p>1. The strategy element, which consists of the aims and objectives for regeneration in Leeds, the rationale for determining Leeds' spatial and thematic regeneration priorities over the next four years, and the approach to measuring outcomes in terms of improvements to place.</p> <p>2. The programme element, which sets out the city's key regeneration investment opportunities, spatially and thematically, and the investment request of the Homes and Communities Agency (HCA) - and other potential investors - to deliver the desired outcomes.</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>3/11/10</p>	<p>A wide-ranging consultation process has been ongoing since Autumn 2009 on the Leeds Regeneration Framework – the overarching 'blueprint' for regeneration in Leeds that provides the strategic context and direction of the LIP. This has been led by the Chief Regeneration Officer, and has involved a large number of internal and external stakeholders, including those in attendance at two peer review workshops held in Summer 2010. The LIP has been developed over the last five months in close partnership with HCA colleagues. It has been informed by ongoing detailed discussions with different parts of the Council and with Members. Further internal and external consultation will take place over the next few weeks to agree the priority investment opportunities within the plan. This will include agenda items at key meetings, including Environment and Neighbourhoods Senior Management Team, City</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>

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)
Allocation of RHB funded clearance sites to Affordable Housing Strategic Partnership Authorisation of the allocation of cleared sites in The Garnets, Beeston; The Crosbys, Holbeck; and St Hilda's, Cross Green to the Affordable Housing Strategic Partnership for redevelopment.	Executive Board (Portfolio: Neighbourhoods and Housing)	3/11/10	Ward Members, Legal Licensing and Registration, Area Management, Local Community Groups	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods sue.morse@leeds.gov.uk
Adaptation Strategy Endorsing results of detailed bid solution phase. To agree the Adaptation Strategy for implementation	Executive Board (Portfolio: Neighbourhoods and Housing)	3/11/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services helen.freeman@leeds.gov.uk

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