



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 14th March, 2011 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;
- P Wadsworth - Guiseley and
Rawdon;

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 14TH FEBRUARY 2011</p> <p>To confirm as a correct record the attached minutes of the meeting held on 14th February 2011.</p>	1 - 10
7			<p>SCRUTINY INQUIRY - INTELLIGENCE GATHERING AND SHARING</p> <p>Further to Minute No. 96, 14th February 2011, to receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	11 - 14
8			<p>NEW STRATEGIC PLANS 2011 - 2015</p> <p>To consider the attached report of the Chief Executive and the Director of Environment and Neighbourhoods presenting the Scrutiny Board with the proposals for a new set of strategic planning documents for the Board's information and consideration before the proposals are submitted to the Executive Board and Council for approval.</p>	15 - 30

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>ENVIRONMENT AND NEIGHBOURHOODS PERFORMANCE REPORT - QUARTER 3 2010/11</p> <p>To consider the attached report of the Head of Policy and Performance presenting performance information to the Scrutiny Board summarising the authority's progress against the Leeds Strategic Plan, relative to the Environment and Neighbourhoods Scrutiny Board, for the third quarter of 2010/11, the final year of the current plan.</p>	31 - 48
10			<p>BUDGET ANALYSIS FOR HOUSING REVENUE ACCOUNT AND GENERAL FUND - PERIOD 10 2010/11</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	49 - 54
11			<p>SCRUTINY INQUIRY - GYPSY AND TRAVELLER SITE PROVISION IN LEEDS</p> <p>Further to Minute No. 85, 17th January 2011, to receive and consider the formal response of the Executive Board to the Scrutiny Board's recommendations in respect of the above Inquiry.</p>	55 - 60
12			<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>	61 - 90
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Monday 11th April 2011, at 10.00 am, with a pre - meeting for Board Members at 9.30 am.</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 14TH FEBRUARY, 2011

PRESENT: Councillor B Anderson in the Chair

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

89 Late Items/Supplementary Information

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair agreed to accept the following as supplementary information in respect of items already on the agenda:-

- Agenda item 9 – Dog Control Orders
 - Email from Darren and Helen Midgley dated 3rd February 2011.
 - Email from Pam Costello, Secretary of Otley DTS Kennel Club, registered dog club, dated 10th February 2011.
 - Professional dog walkers Code of Conduct applicable to Harrogate Borough Council area, supplied by Richie Womersley, The Dog Walker Yorkshire Ltd.
 - Briefing note on dog behaviour and psychology supplied by Charlotte Hanson, professional dog walker.
 - E-petition on the subject, but bearing no signatures.

None of the documents had been available at the time of agenda despatch.

90 Declarations of Interest

The following personal declarations of interest were made:-

- Agenda Item 8 (Minute No. 94 refers) – Request for Scrutiny – Refuse Collection Route Rationalisation Programme – Councillor R Grahame, in his capacity as a member of the GMBATU Trade Union.
- Agenda Item 11 (Minute No. 97 refers) – Budget Analysis for Housing Revenue Account and General Fund – Period 9 2010/11 – Councillors G Driver, R Grahame, G Hyde and P Wadsworth in their capacity as ALMO Directors, and also Councillor G Driver in his capacity as a Deputy Executive Member.

91 Minutes - 17th January 2011

Draft minutes to be approved at the meeting
to be held on Monday, 14th March, 2011

RESOLVED – That the minutes of the meeting held on 17th January 2011 be confirmed as a correct record.

92 Matters Arising from the Minutes

Development of a Rent to Mortgage Model (Minute No. 86 refers)

The Director of Environment and Neighbourhoods undertook to liaise outside the meeting with Councillor P Ewens regarding a specific case she raised.

93 Request for Scrutiny - Decision to enter into an agreement with Curb Clean Media to place Clean Media Advertisements in the City Centre

The Board received and considered a request for scrutiny from Councillor J Monaghan in respect of the above officer delegated decision.

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

- Councillor J Monaghan – Headingley Ward.
- Chris Gomersall – Head of Property Services, City Development.
- Ann Briggs – Advertising Initiative Manager, City Development.
- Graham Wilson – Head of Environmental Action and Parking, Environment and Neighbourhoods.

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

- The officer delegated decision related to an agreement entered into with Curb Clean Media company for a 12 month controlled trial period to allow the company to place 'clean media' advertisements in the city centre. These advertisements comprised basically of stencilled advertisements on paving slabs in a designated area of the city centre. This relatively new form of media advertising was not controlled by planning legislation or regulation, but as it was on the local authority controlled public highway, Highways Act rules applied, which placed a responsibility on the local authority to manage and maintain the highway.
- Curb Clean Media were one of the first national operators in this field, and had agreed to work exclusively with Leeds City Council for this 12 month controlled trial period to explore the use of this new form of advertising. The agreement gave Curb the exclusive right to place the advertisements in selected locations in Leeds City Centre. These would all be clearly marked as Curb advertisements. The Council approved, in advance, the subject and the wording of the advertisements, and this formed part of the wider advertising code

operating in Leeds. All advertisements were designed to show Leeds or the city centre in a positive light – for instance, the International Film Festival – and the Council had the power of veto over any proposed advertisements – two had already been refused. In return, the Council had control over the advertising, should receive approximately £20,000 in advertising revenue and Curb had also agreed to try to identify the source of any unauthorised advertising and assist the Council Enforcement Team in its removal. The agreement could be terminated by either side during this 12 month trial period.

- Workshops had been held in March 2010 to explore the proposal, and these had been followed later by Ward Member consultation and consultation with the City Centre Plans Panel. A list of Council Members and officers consulted as part of the process was circulated. The final decision had been taken via an officer delegated decision, as the matter related to the awarding of a contract, which fell within the remit of the officer delegated authority scheme.
- Councillor Monaghan expressed surprise at the decision, as he and Ward colleagues, in conjunction with the Council's Environmental Action Service, had been fighting this type of illegal and unauthorised advertising in Headingley Ward for a number of years. It was often used to advertise club or drink promotions which, in turn, could lead to anti-social behaviour. In his view, this form of advertising was illegal, was an environmental crime akin to graffiti, and had the same effect in terms of bringing an area down. He was therefore extremely surprised that someone thought it appropriate for the city centre, and questioned whether, in principle, the Council should, in effect, be condoning the practice in return for a share of the advertising revenue.
- In response to Members' questions, Graham Wilson indicated that he had been unaware of the agreement until November 2010, although it appeared that some Streetscene staff had been present at earlier consultation meetings. His service had been battling graffiti for years and he was concerned regarding the precedent this agreement represented.
- Board Members expressed a number of concerns and reservations regarding the issue. In summary, there was a lack of wider Member consultation, the fact that officers had regarded it as appropriate to utilise delegated powers in relation to such a sensitive issue, whether this agreement had, perhaps, created a precedent which might have unfortunate knock-on effects, control over, and lack of Member input in respect of, the nature and subjects of any proposed advertisements, and the prompt removal of any advertisements, especially, when, say, an event had passed. Some Members agreed with Councillor Monaghan's view that the decision was wrong in principle, and it was suggested that the contract should be terminated, or at least suspended, pending further consideration by the Board.

Councillor Driver, in his capacity as Chair of the Corporate Governance and Audit Committee, indicated that the matter raised some issues regarding the appropriate use of the officer delegated powers, and he felt that perhaps this was an area which the Committee might wish to explore.

RESOLVED –

- a) That the request for Scrutiny be approved, and the Board receive a more detailed joint officer report, to include Legal Services input, at the next meeting, setting out the views of all the relevant Council Departments regarding all the issues involved.
- b) That, in the meantime, the City Development officers seek legal advice regarding the suggestion that the current agreement with Curb Clean Media should be suspended pending the outcome of the Board's deliberations.

(NB: Councillor M Iqbal joined the meeting at 10.40 am, during the consideration of this item.)

94 Request for Scrutiny - Refuse Collection Route Rationalisation Programme

The Board received and considered a request for Scrutiny from Councillor A Lamb in respect of a review of the introduction of the revised refuse collection routes across the City.

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

- Councillor A Lamb – Wetherby Ward.
- Neil Evans - Director of Environment and Neighbourhoods

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

- Councillor Lamb explained that he was not seeking a 'witch-hunt' or a political points scoring exercise. It was clear that this major change had not gone well, with problems being experienced across the City. In the current economic climate, when the Council was facing having to implement other cost saving proposals, he regarded that it was important for the Council to understand what had gone wrong with this exercise in order that lessons could be learned.
- The Director welcomed the proposal to conduct an inquiry on the above basis. There had been a serious crisis involving the refuse collection service, and he could fully understand Members' desire to investigate what had happened and what lessons could be learned. The only concern the Director had was regarding the timing of the suggested

Inquiry. The service was only just returning to normality and all his officers' current attention was directed at it remaining that way. From this point of view, the 2011/12 municipal year would be preferable to an immediate Inquiry.

- The Board was supportive of the request for an Inquiry, on the basis of the above comments from Councillor Lamb and the Director. Members were anxious that any such Inquiry should take into account the background and context to the recent difficulties, i.e. the 2010 industrial action precipitated by the equal pay requirements, and this was agreed.

RESOLVED –

- a) That the request for scrutiny be approved, on the basis of the comments outlined above.
- b) That a Working Group be established to progress the Inquiry, comprising the Chair and Councillors G Driver, R Grahame, G Hyde, L Mulherin and P Wadsworth, but all Board Members be invited to attend Working Group meetings of they so wish.
- c) That the proposed Inquiry terms of reference be submitted to a future meeting for agreement.

95 Dog Control Orders

Further to Minute No. 50, 8th November 2010, the Board was reminded that at that meeting it had considered the Executive Board's proposals to introduce Dog Control Orders in the City, and had recommended a reduction from 6 to 4 in respect of the maximum number of dogs which may be walked by one person. This recommendation had been accepted, and the Director of Environment and Neighbourhoods had subsequently taken a delegated decision to implement that reduction.

Representations against this decision had been received from various quarters in the City, including professional dog walkers, and the Board was being requested today to review its previous recommendation.

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

- Councillor Tom Murray – Executive Member, Environmental Services.
- Graham Wilson - Head of Environmental Action and Parking.
- Stacey Campbell – Team Leader, Health and Environmental Action Service.

- Richie Womersley, Charlotte Hanson and Anne Birdsall – Representing professional dog walking businesses.

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

- The representatives of the professional dog walkers explained about dog behaviour and psychology, about the professional manner in which they operated their businesses and the serious financial effects on businesses of restricting the number of dogs allowed to be walked by one person to four instead of the originally proposed six, which was the figure contained in the DEFRA guidance. They were also concerned regarding the complete lack of consultation with them before the proposals had been introduced. As responsible professionals and business people, they were happy to work with the Council regarding the possible introduction of a Code of Conduct, similar to the one operating in Harrogate, or even to contemplate a dog walking licensing system and exempt areas of land if that helped to allay Members' and the public's fears.
- Members acknowledged the points made. However, they also had a duty to take into account the wider picture. Over two-thirds (68%) of the public who had responded as part of the public consultation exercise had indicated that they felt that 4 or less dogs was the maximum number any one person could safely walk, keep under control and clean up after. The orders also applied to members of the public and unofficial dog walkers. There was real fear, not perceived or misplaced, amongst the public when confronted by a large number of dogs which may be out of control. Education of dog owners was an issue, and no-one could legislate for all irresponsible dog owners or walkers, no matter what the number of dogs contained in the orders. A code of conduct and the licensing of dog walkers, linked to a public campaign, might have some merit. Reference was made to houses in multiple occupation, which commenced as a voluntary code and then evolved into a licensing system with the support of local landlords.
- Graham Wilson stated that currently local authorities had no legislative powers to introduce a licensed dog walkers scheme. If it was proposed that a voluntary scheme should be looked at, then obviously there would be staffing implications and administrative costs, which would have to be passed on to the licence holder, in the same way that the current dog-boarding scheme operated. He suggested that if Members were minded for him to explore this option, then, in the interim, the number contained in the current Order, no more than 4 dogs per person, should remain, with officers retaining the current discretion to allow up to 6 dogs, providing they were being walked responsibly.

If a voluntary licensing scheme was progressed then anyone, for example, professional dog walkers, but the public too, wishing to walk more than 4 dogs would be licensed. Such licenses would be subject to review, renewal and possible revocation.

Consultation was about to commence on Phase 2 of the Order, which related to dogs being kept on leads whenever the owner was requested to do so by an authorised officer and dogs being excluded from prescribed areas, e.g. children's play areas, football pitches. A report would be going to all Area Committees in March/April to help identify these proposed exclusion zones, following which the public and professional groups would be consulted – including professional dog walkers. The intention was then to report back to the Scrutiny Board and the Executive Board with a view to the new regulations being introduced early in 2012.

RESOLVED –

- a) That the status quo be maintained pending consultation over the introduction of Phase 2 of the Order and a report back to this Board.
- b) That the officers, in consultation with the dog walkers, investigate the possible benefits and practicalities of introducing a voluntary licensing scheme for dog walkers, allied to a code of conduct and a public campaign, and include their findings in the above report back to the Board.

(NB: Councillor P Wadsworth left the meeting at 12.12 pm at the conclusion of this item.)

96 Safer Leeds Executive - Proposed Inquiry on how Local Authorities and Other Agencies Gather, Use and Share Information

Further to Minute No. 72, 6th January 2011, the Board was reminded that at that meeting, it had agreed to undertake an Inquiry in respect of acquisitive crime, with the focus on domestic burglary. The results of the November 2010 follow-up inspection by the Audit Commission and HM Inspector of Constabulary, referred to at that meeting, were imminent, and would be circulated to Board Members, as requested.

However, it had been suggested by the Executive Member, Neighbourhoods and Housing, in consultation with the Safer Leeds Executive, that a more relevant and helpful inquiry might instead be conducted into information gathering, use and sharing by the Council and other agencies, and the proposed terms of reference for such an Inquiry had been circulated with the agenda.

In attendance at the meeting and responding to Members' queries and comments, were Councillor P Gruen, Executive Member, Neighbourhoods and Housing, and Marcus Beacham, Head of Community Safety and Partnerships.

RESOLVED –

- a) That the suggestion be accepted, and the proposed Inquiry terms of reference be approved.
- b) That a Working Group be established to progress the Inquiry, all Board Members welcome to attend, and the Principal Scrutiny Adviser notify Members of Working Group meeting arrangements.

97 Budget Analysis for Housing Revenue Account and General Fund - Period 9 2010/11

The Director of Environment and Neighbourhoods updated the Board regarding the key variances and outturn figures for 2010/11 in respect of both the HRA and the General Fund for period 9 (end of December 2010).

In attendance at the meeting and responding to Members' queries and comments was Richard Ellis, Head of Finance, Environment and Neighbourhoods.

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

- Members sought assurance that measures were in place to recover anticipated overspends, or to reduce them.

Richard Ellis indicated that he was satisfied that the picture presented represented a realistic assessment of the likely year-end position. Everything possible was being done to maintain a cap on expenditure. However, there were a number of variables over which the Department had little control, such as car parking income and waste disposal fees, which may have an effect on the final outcome.

- Richard Ellis explained the paragraph relating to staff being placed on the internal re-deployment register.
- Councillor R Grahame requested to be supplied with details of the recent repairs to compactors and containers which had led to an estimated overspend of £33k (which had been off-set by savings elsewhere).
- Councillor Marjoram raised an issue regarding alleged senior staff salary increases at the ALMOs. Councillor P Gruen indicated that he was aware of the situation and was investigating.

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

98 Work Programme

The Head of Scrutiny and Member Development submitted the Board's current work programme, updated to reflect decisions taken at previous meetings, together with the minutes of the Executive Board meeting held on

Draft minutes to be approved at the meeting
to be held on Monday, 14th March, 2011

5th January 2011, and a relevant extract from the Council's Forward Plan of Key Decisions for the period 1st February to 31st May 2011.

RESOLVED – That the report be noted.

99 Dates and Times of Future Meetings

Monday, 14th March 2011.

Monday, 11th April 2011.

Both at 10.00 am (pre-meetings 9.30 am).

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Originator: Richard Mills

Tel:247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 14th March 2011

Subject: Inquiry into Intelligence Gathering and Sharing

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 at its meeting on 14th February 2011 agreed the attached terms of reference for an inquiry to review how we gather and share “intelligence” data and use it with our partners and other agencies.

2.0 Report of the Director of Environment and Neighbourhoods

2.1 The Director of Environment and Neighbourhoods will submit a report for consideration at today’s meeting on the current arrangements in place on how we gather and share intelligence data and opportunities for further development and more effective working.

3.0 Recommendations

3.1 The Board is requested to consider the report of the Director of Environment and Neighbourhoods and determine, what if any, further information the Board requires for this inquiry.

Background Papers

None

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SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

INQUIRY INTO INTELLIGENCE GATHERING AND SHARING

TERMS OF REFERENCE

1.0 Introduction

- 1.1 In January 2011 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).
- 1.2 In the Safer Leeds Executive meeting, 20th January 2011 it was proposed that a theme regarding the collation and production of intelligence data that drives strategic planning be the subject of review.
- 1.3 This followed a presentation that highlighted several key issues in this crucial function. When producing profiles and reports at a partnership level, it is apparent that there are some concerns over duplication of process, potential gaps in data and variances in practice on information sharing.
- 1.5 The Community Safety Partnership has a statutory duty to produce an annual Joint Strategic Assessment, there is also a duty on responsible authorities to effectively share information.
- 1.4 It is recommended that the work of the Scrutiny Board focuses on these important areas to ensure that processes and agreements are in place to enable the development of intelligence products that not only inform strategic decision making, but also allow for effective tasking and action plan development.

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 current arrangements in place and opportunities for development and effective working.

3.0 Comments of the relevant Director and Executive Member

- 3.1 In line with Scrutiny Board Procedure Rule 12.4 the views of the relevant Director and Executive Member *will be* sought and incorporated where appropriate into these Terms of Reference.

4.0 Timetable for the inquiry

- 4.1 The Inquiry will take place over a number of sessions. These sessions will involve working group meetings and site visits which will provide

flexibility for the Board to gather and consider evidence that will aid the discussions during the public Board meetings.

4.2 The length of the Inquiry is subject to change.

5.0 Submission of evidence

5.1 Dates for the working group meetings are to be arranged.

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry (not exhaustive):

Chief Officer Leeds Community Safety
Lead Officers for data management from:

- Community Safety LCC
- Children's Social Care LCC
- Adult Social Care LCC
- Children's Services (education) LCC
- Youth Offending Services LCC
- WY Police
- Probation
- ALMO
- NHS Leeds

7.0 Site visits

- As part of the inquiry, site visits will be agreed as required.

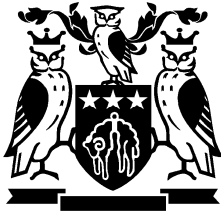
8.0 Post inquiry report monitoring arrangements

7.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

9.0 Measures of success

8.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.



Report of the Chief Executive and Director of Environment and Neighbourhoods

Meeting: Environment and Neighbourhoods Scrutiny Board

Date: 14th March 2011

Subject: New Strategic Plans 2011-15

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

1.1 This report presents for Scrutiny the proposals for the new set of strategic planning documents for advice and consideration before these go to Executive Board and Council for approval. This includes the proposals for the long term partnership strategy for the city - the Vision for Leeds 2011 to 2030 - as well as the set of delivery plans for the first 4 years. These proposals have been developed in light of the current financial situation which means that we need our priorities to be much more focused than previous plans. These proposals also take into account the results of two recent public consultations on the Vision for Leeds and the Spending Challenge.

2 Purpose of the Report

2.1 Scrutiny of the proposals for the most important plans and strategies, as specified within the Budget and Policy Framework, ensures that these plans are robust and include the issues that are important to local people. Therefore, this report brings to the Board the proposals for the new Vision for Leeds 2011 to 2030 along with the first set of priorities which will be delivered by the council, and its partners, over the next 4 years. In addition this report also includes the relevant priority from the Council Business Plan including the shared cross council priorities and the objectives for the Director of Environment and Neighbourhoods for the next 2-4 years.

3 Background Information

3.1 In December Executive Board considered changes to the partnership and planning framework which would enable a better alignment between the partnership structures, strategic plans and our supporting performance management arrangements. Allied to this in the current financial climate there is a need for our strategic plans to focus on a smaller number of priorities to provide a more targeted and focused approach to delivering our long-term ambitions for the city.

3.2 In particular a number of changes to the planning framework are in the process of being discussed and approved with amendments to the Council's Budget and Policy Framework (contained in Article 4 of the Constitution) in train. These changes are scheduled to go to the General Purposes Committee in March and Full Council in April. The new city planning

framework is shown in appendix 1 and the role and function of each of these plans is detailed below:

- 3.2.1 **Vision for Leeds 2011 to 2030** - is the Leeds Sustainable Community Strategy which sets-out the long term ambition and aspirations for the city. It is being developed by the Leeds Initiative in conjunction with all local partners, including the public, private, and third sectors. The draft Vision was subject to an extensive consultation with the public and stakeholders through the 'What if Leeds' campaign.
- 3.2.2 **City Priority Plans 2011 to 2015** – these are new city-wide partnership plans which identify the key outcomes and priorities to be delivered by the council, and its partners, over the next 4 years. They replace the Leeds Strategic Plan and are aligned to the new Strategic Partnerships which are listed below.
- Children's Trust Board
 - Safer and Stronger Communities Board
 - Sustainable Economy and Culture Board
 - Regeneration Board
 - Health and Wellbeing Board

These partnerships will own the plans and be responsible for ensuring the delivery of the agreed priorities. They are structured around a small set of short term (4 years) priorities each of which is measured through a headline indicator. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed plans as the partnership sees fit. They are not the only things the partnerships will be responsible for but for the next 4 years they will be their top priorities.

The priorities are to be written in clear, simple language that will be meaningful to everyone including the public. The headline indicators are crucial and have been carefully selected in order to galvanise efforts to drive improved outcomes across the partnership and should also bring with it progress across a wider set of outcomes. For example increasing the proportion of people in Leeds who are physically active will in turn improve mental health, reduce cardiovascular disease, reduce sickness levels, prevent falls in the elderly, reduce obesity (for adults and children), reduces risk of premature death etc. In this way we can ensure that the effort of the partnership is sufficiently focused but as many of the proposed priorities are closely linked to other areas of challenge they will also drive the delivery of a broader range of outcomes across the city.

- 3.2.3 **Council Business Plan 2011 to 2015** – this is the single plan for the council that brings together all the priorities for the council alongside the medium term financial plan. It has two main elements; a small number of cross council priorities and a set of directorate priorities. The cross council priorities are clearly aligned to the council's values and will drive change across the whole of the organisation. The directorate element of the plan will outline the Directors own objectives and as such may include service transformation, service delivery and any significant contributions to the relevant City Priority Plans so that that are the most significant 'must do' priorities for the directorate.
- 3.3 These plans will run for a period of 4 years in order to align better to our financial planning cycles but will be reviewed after two years. They will be supported by more detailed service and locality plans so they will not include everything we do just the priorities. Service plans will continue to be published to provide members with a more detailed picture of the actions and activities happening across the authority. For this year in order to enable service plans to better reflect these priorities the deadline for completion has been extended until 30th June 2011.
- 3.4 The timeline for approval of the plans is for them to go to Executive Board in May; and for approval by Council in July 2011. However Members should note that the City Priority Plans for Regeneration and Sustainable Economy and Culture may have to follow a different timetable as the relevant Strategic Boards do not currently exist and need to be constituted first.

4 Main Issues

- 4.1 The ambition of the draft Vision for Leeds 2011 to 2030 proposes that Leeds should aim to be locally and internationally recognised as the “best city in the UK” – an aim which was well supported in the public consultation. The Council Business Plan also proposes the ambition to be the “best city council in the UK”. We recognise that these are challenging ambitions but having this clear goal provides some clarity on what we need to tackle first in order to achieve this aim. It is also important that we set out clearly what this means in order to be able to judge our progress and ultimately our success. The five City Priority Plans and the Council Business Plan seek to do this and set out the first set of the “must-do” priorities that will help us achieve our ambition. In addition direct links can be seen from the Vision to the City Priority Plans where Boards have described what ‘best city’ means for each theme, e.g. ‘the best city for children and families’.
- 4.2 Performance reporting arrangements are currently being developed but will be focused around the priorities in these plans. In addition it is anticipated that the Main Partnership Board will have a role to provide challenge to the 5 Strategic Boards in the following areas:
- Is there a sufficient level of ambition within the plans ie is each board doing enough to work towards the achievement of the aim to be the Best City?
 - Examining how well the city is doing overall in tackling poverty and inequality looking across all 5 boards and challenging whether sufficient progress is being made.
- 4.3 In drawing up our new long term Vision and 4-year delivery plans we have had to balance a number of conflicting demands. This is as a result of the difficult situation we find ourselves in with the toughest local government funding settlement in many years. This is on top of a ‘funding gap’ arising from changes to the make up of the city like an aging population, rising birth-rates and the overall growth of the city. At the same time the city is experiencing a difficult economic climate with for example rising unemployment, inflationary pressures, increasing demands for social housing and reforms to the welfare systems. Many of these factors are resulting in greater demands on local authority and partner services as well as reductions in our income. This has led us towards the approach proposed where our plans are focused on the absolute “must-do’s” and, therefore, inevitably do not include everything. The challenge for us is to ensure that we have got the right balance between focus while still including the most important issues for the city. As well as balancing our ambition for the city with what is realistic and achievable in light of the agreed Budget.
- 4.4 In light of this overall context then the further development of our partnership working arrangements is essential. Each Director has a clear leadership role to develop strong and productive working relationships with partners in order to create the environment for effective partnership working in their area. This will ensure that as a city we can maximise the opportunities to provide truly joined-up and efficient services for the people of Leeds. Therefore, this has been included specifically as a priority for each Director.
- 4.5 The priorities of relevance to the Environment and Neighbourhood Scrutiny Board are set out in Appendix 2 and includes the following elements:
- Vision – overall Vision aim to be recognised as ‘the best city in the UK, locally and internationally’ as well as the three supporting aims, to be a city which is:
 - fair, open and welcoming;
 - prosperous and sustainable; and
 - successful.
 - City Priority Plans – the appendix includes the outline of all 5 City Priority Plan in order to enable Members to look across the entirety of the city’s priorities. The Board may wish to particularly focus their attention on the Safer and Stronger Communities, Regeneration and Sustainable Economy and Culture Plans. However it is important the Board understands the overall picture.
 - Council Business Plan – the Board are asked for their views on the 5 Cross Council Priorities as well as the draft Directorate Priorities for Environments and Neighbourhoods.

4.6 Members are asked to look across the proposed set of strategic priorities and consider the following questions:

- Are the plans clear, simple and meaningful to all relevant audiences?
- Do the City Priority Plans and Council Business Plan clearly articulate the absolute “must-do’s” for the next 4 years?
- Work is currently on-going to develop the indicators and targets and Members as asked for their views/input into these - bearing in mind the need to balance ambition with what is realistic and achievable in the current financial climate?

Public Consultation

4.7 We have recently received the results of two major consultation exercises (on the Vision for Leeds 2011 to 30 and the Spending Challenge) and the outcomes of these consultations can be clearly seen within these proposed plans. Appendix 3 sets out the key issues that the public told us were important in these consultations and shows how these are included within the proposed set of priorities in the plans.

4.8 Clearly these plans with their stated aim of providing simplicity, clarity and focus do not include detail about what actions will be taken. It is proposed that each Cross Council and City Priority will be supported by an action plan and this will form the structure and focus for the performance reporting. Work is currently underway to develop these and it is proposed that these are brought to the relevant Scrutiny Board early in 2011/12.

4.9 The delivery of many of the priorities are inextricably linked and there are a number of cross cutting areas that have been raised as important issues such as tackling child poverty and improving the wider social determinants of health (ie good housing, access to employment, income levels etc). Many of the specific drivers for making improvements in these areas are already priorities which are included within the 5 City Priority Plans but it is recognised that we might want to bring these together to ensure progress is sufficient. Further work is underway to consider the role of the Main Partnership Board in challenging progress in these cross cutting areas. Once the action plans underneath have been developed (see above) a piece of work will be undertaken to identify these cross cutting areas that will inform further discussions about whether these are being adequately addressed.

5 Implications for Council Policy and Governance

5.1 The formal amendments to the Constitution to specifically include the City Priority Plans as a replacement to the Leeds Strategic Plan are underway but have not yet been completed. A report is being taken to the General Purposes Committee in March to consider these changes and make recommendations to full Council in April. Within this report it is proposed that all City Priority Plans are added to in the Budget and Policy Framework alongside the Vision and the Council Business Plan which are already included. Provided that this amendment is agreed then the Vision for Leeds, the 5 City Priority Plans and Council Business Plan would collectively represent the medium and long term policy and strategy for the city. Therefore they are being brought to Scrutiny at this time in line with the Budget and Policy Framework procedure rules for discussion and challenge.

5.2 Members should note that these priorities are also being consulted on with Partners across the city through the relevant strategic partnerships or with key stakeholders where these boards have not yet been constituted.

6 Legal and Resource Implications

6.1 It is important that the outcomes and priorities within our strategic plans are realistic and achievable and, in particular, that they align with the agreed budget. Members are specifically asked to consider this issue and provide their views as part of this consultation.

6.2 From April 2011 the Council will have a general public duty under the Equalities Act to

- eliminate unlawful discrimination, harassment, and victimisation
- advance equality of opportunity, and
- foster good relations

This is underpinned by specific duties which require public bodies to develop specific, measurable and reasonable equality objectives to further the aims of the general duty and to publish data and performance relating to these. As part of the specific duty the equality information needs to be accessible and the decision has been made in Leeds that the most pragmatic way of ensuring this is the case is to provide all the appropriate information in one place ie to produce an Equality Scheme. The priorities within these plans (well as the action plans that sit underneath) will be used as the basis for the development of this Scheme.

6.3 During the consultation period work will be undertaken to consider equality in each of these plans and will be subject to the council's equality impact assessment process.

7 Conclusions

7.1 This report brings to the Board the long term Vision and strategic priorities for the next four years. Members are asked to look across these priorities and make sure that they provide enough focus while also including all the most important things for the next 4 years while at the same time being realistic and achievable in terms of the resources available. These plans will be our focus for the next 4 years and it is vital that Members can collectively own them and that they reflect Member's ambitions for the council and for the city.

8 Recommendation

8.1 Members of the Board are asked to provide their views and feedback on the proposals for the new Vision and first set of strategic priorities to deliver the Vision over the next 4 years. In particular Members are asked to consider the following questions:

- Are the plans clear, simple and meaningful to all relevant audiences?
- Do the City Priority Plans and Council Business Plan clearly articulate the absolute "must-do's" for the next 4 years?
- Work is currently on-going to develop the indicators and targets and Members as asked for their views/input into these - bearing in mind the need to balance ambition with what is realistic and achievable in the current financial climate?

Background Papers

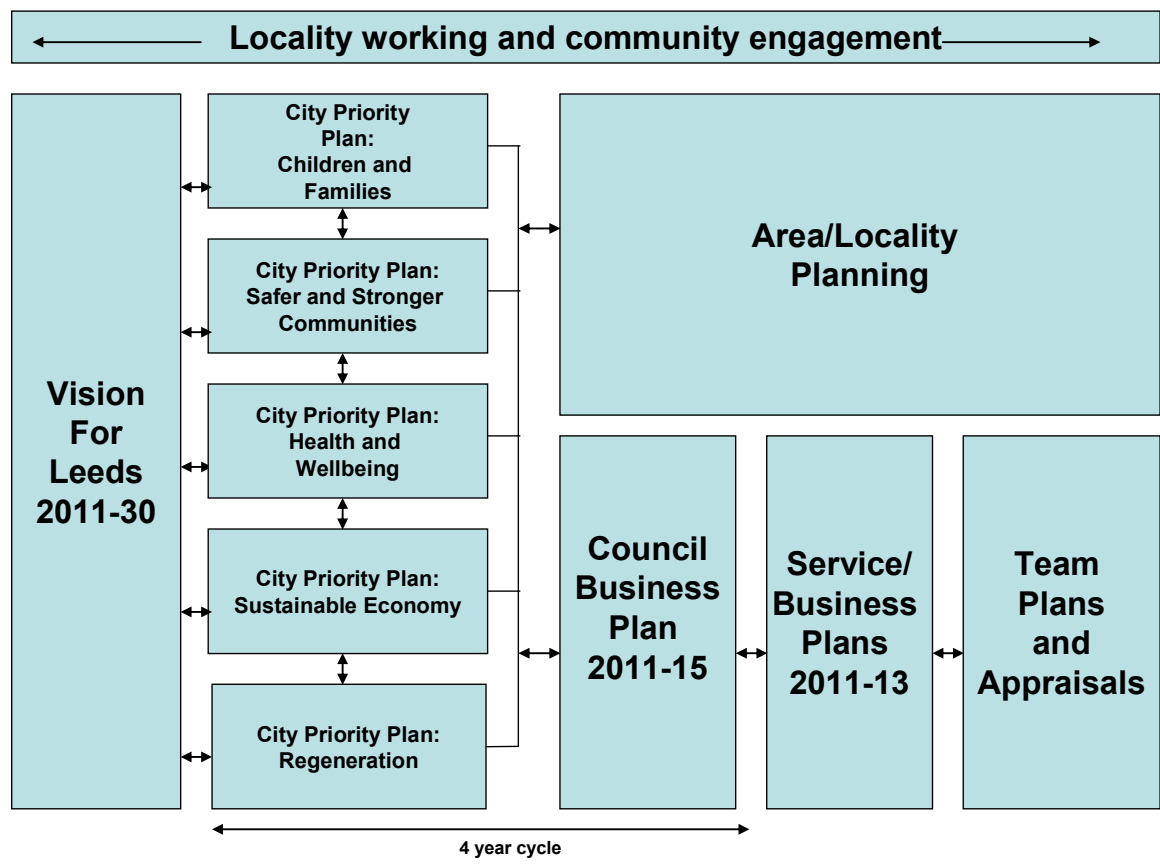
Executive Board Report on "Revenue Budget and Council Tax for 2011/12" 11th Feb 2011

Executive Board report on "Proposed changes to the Leeds Initiative Partnership and the City Planning Framework" 10th Dec 2010

Budget and Policy Framework Procedure Rules

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Appendix 1 - The new city planning framework



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Appendix 2 – Outline Framework

Vision for Leeds 2011 to 2030

'By 2030, Leeds will be locally and internationally recognised as the best city in the UK .

Our Aims

By 2030, Leeds will be fair, open and welcoming. 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.

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.

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, All Leeds' communities will be successful. 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, which are clean and looked after.

City Priority Plans 2011 to 2015

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
Best City... for Children – Children’s Trust Board Leeds will be a Child Friendly City where children will: <ul style="list-style-type: none"> • be safe from harm • do well in learning and have skills for life • choose healthy lifestyles • have fun growing up • be active citizens who feel they have voice and influence 	Help children to live in safe and supportive families	Number of Looked after Children (LAC)
	Improve behaviour, attendance and achievement	Level of attendance / Rate of persistent absence (Primary and Secondary)
	Increase the levels of young people in employment, education or training	16 to 18 year olds that are not in Education, Employment or Training (NEET)
Best City... for Business – Sustainable Economy and Culture Board Leeds will be a great place for people and businesses, where <ul style="list-style-type: none"> • Significant new job opportunities are created; • Businesses are supported to start up, thrive and grow; • People enjoy a high quality and varied cultural offer • People choose sustainable travel options; and • We all benefit from a low carbon economy 	More jobs are created	The creation of xx new jobs ¹
	Improved skills	Number of apprentices recruited
	Supporting the recovery of the Leeds economy	Redevelopment of xx Ha of brownfield land ²
	More people get involved in the city’s cultural opportunities	Proportion of adults and children who regularly participate in cultural activities
	Improved journey times and reliability of public transport	Reduced Bus journey time variability on the core network
	A better quality environment through reduced carbon emissions across the partnership	Per capita reduction in CO2 emissions in the LA area (NI186)

¹ needs further development but intention is to link to identified work programme (e.g. Trinity, Eastgate Arena etc)

² needs further development but intention is to link to identified an identified area/quantity of land & work programme (e.g. MEPC, International pool site, Quarry hill, Sovereign Street etc)

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
Best City... for Communities – Safer and Stronger Leeds Board Leeds will be an attractive place to live, where: <ul style="list-style-type: none"> • People are safe and feel safe • The city is clean and welcoming • All communities are truly empowered, valued and engaged • People get on well together 	Reducing crime levels and its impact across Leeds	Reduction in overall crime rate /head of population ³
	Effectively tackle and reduce anti-social behaviour in our communities	Improved Public perception rates that ASB is being managed effectively ⁴
	Ensure that local neighbourhoods are clean	Improvement on city-wide cleanliness measure (NI195 a – d)
	Increase a sense of belonging that builds cohesive and harmonious communities	% people who believe people from different backgrounds get on well together in the local area ⁵
Best City... for Health and Wellbeing – Health & Wellbeing Board Leeds will be a healthy and caring city for all ages where: <ul style="list-style-type: none"> • everyone lives longer, healthy lives • everyone has the opportunity to improve their health • people will live safe and fulfilling lives in their own homes • everyone has active and independent lives 	People will make healthy lifestyle choices	Smoking prevalence in adults (over 18)
	People live safely in their own homes	Rate of emergency admissions to hospital
	People will have choice and control over their health and social care services	Proportion of people with long-term conditions feeling supported to be independent and manage their condition

³ Improving our core cities position

⁴ baseline and % improvement to be agreed

⁵ previously measured through Residents Survey (and Place Survey) but the methodology and frequency of this is currently being revised but it is unlikely that we will be able to compare with other core cities so will have to aim to improve on the baseline position

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
<p>Best City... to Live - Regeneration Board</p> <p>Leeds will be a great place to live, where:</p> <ul style="list-style-type: none"> • The growth of the city is sustainable and provides long-term benefits for all • Regeneration activity is creating the right physical environment for the delivery of vibrant and sustainable communities • A range of quality housing exists in different types, sizes and tenures that can meet the full range of residents' needs in a growing city • Local people benefit from regeneration investment 	<p>Maximise regeneration investment to deliver a range of housing options.</p>	<p>Number of new homes per year⁶</p>
	<p>Enabling growth of the city whilst minimising the impact on the environment or</p> <p>Enabling growth of the city whilst protecting the distinctive green character of the city</p> <p><i>We know the wording for this priority is not quite right yet. We are trying to capture the balance that needs to be achieved between accommodating the growing population of the city whilst maintaining the character of the city and the surrounding towns and villages as well as providing good quality green space.</i></p>	<p>TBA but may include:</p> <ul style="list-style-type: none"> • Quality of green space – but it is unclear how we might measure this • Improved local Biodiversity (proportion of local sites where positive conservation management has been or is being implemented)? • Public satisfaction of quality of the environment • Design Standard Mark • Investment in green space arising from S106 developments
	<p>Improve housing conditions and energy efficiency</p>	<p>Number of properties enhanced with energy efficiency measures</p>

⁶ target to be provided from the Corporate Planning Strategy due in summer 2011

Council Business Plan 2011-15

Cross Council Priorities and Indicators

	Value	Improvement Priority (delivered over first 1 or 2 years)	Measure/Target
1.	Working as a team for Leeds	Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	100% staff have had an appraisal
2.	Being open, honest and trusted	Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	% staff who feel engaged ⁷
3.	Working with communities	We will consult with local people on changes that may affect their lives	% of key and major decisions which have evidence that consultation has taken place with local people ⁸
4.	Treating people fairly	Equality Impact Assessments (EIA) influence council policy and decision making	% of key and major decisions where there is evidence that Equality issues have been fully considered ⁹
5.	Spending Money Wisely	All directorates/services deliver within their approved budget with no overspends	No variation from approved directorate level revenue budget in year

Environment and Neighbourhoods Directorate Priorities

- Creating the environment for effective partnership working
- Delivery of Safer and Stronger Board City Priority Plan, with a directorate focus on reducing burglary levels, increasing confidence in relation to ASB and improving cleanliness
- Delivery of the Regeneration Board City Priority Plan, with a directorate focus on delivering Affordable Housing and improving domestic energy efficiency
- Improving Recycling rates
- Improving Refuse service reliability
- Supporting people to improve skills and move into jobs

NB Performance indicators are currently being developed to measure progress for the priorities above along with the supporting actions in respect of the plans.

⁷ This indicator would require some form of staff survey to take place on a regular basis, perhaps on a sampling basis. Options are being developed in conjunction with HR. This would not be a direct question but would be drawn from a number of questions that assess the factors that influence staff engagement like communication and leadership.

⁸ This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide links to relevant consultation on Talking Point or provide a reason why consultation is not required for this decision.

⁹ This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide with the report either a screening form or an Equality Impact Assessment in addition the guidance specifies that the cover report includes any key actions taken to address issues raised by the EIA.

Appendix 3 – How recent consultations are reflected in the new Plans

“What if Leeds..” Consultation on the new Vision	
Key Issues identified from the consultation	Where this appears in our delivery plans
Developing a sense of community, and doing things more locally;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement but there is also a specific priority to: <ul style="list-style-type: none"> • Increase a sense of belonging that builds cohesive and harmonious communities
An acceptance that residents will need to do more for themselves and for their community;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement as well as within the 2011/12 budget where a number of specific community asset transfers are proposed.
No list of capital projects, reflecting the current economic situation	This is reflected in the reduced capital programme
Environment, particularly in terms of cleanliness, but also in terms of developing green businesses, and businesses taking advantage of green technologies;	This is reflected in the following priorities: <ul style="list-style-type: none"> • Ensure that local neighbourhoods are clean • Enabling growth of the city whilst minimising the impact on the environment (wording not yet finalise) • More jobs are created and improved skills – together these should encourage green business but it did not seem sensible in the short term to restrict this to a specific sector
Transport, particularly improving public transport, especially cost and reliability;	This is reflected in the following priority: <ul style="list-style-type: none"> • Improved journey times and reliability of public transport
Jobs and work;	This is reflected in the following priorities: <ul style="list-style-type: none"> • More jobs are created • Improved skills
Tackling inequalities;	This is included across many of the City Priority Plans and will be a cross cutting issue that will be picked up by the Main Board. Key actions are also brought together within the council 's Equality Scheme and specific issues will also be brought out within the performance reports for many of the priorities.
Better culture and entertainment;	This is reflected in the following priority: <ul style="list-style-type: none"> • More people get involved in the city's cultural opportunities
A city that is friendly for everybody, both in the city centre and the communities.	This is reflected in the following priority: <ul style="list-style-type: none"> • Increase a sense of belonging that builds cohesive and harmonious communities

Spending Challenge Consultation	
Key Issues identified from the consultation	Where this appears in our delivery plans
Prioritising Services for Vulnerable People including the elderly and disabled	This is reflected in the increased budget allocation for Adult Social Care in 2011/12 and the further planned investment within the medium term Financial Strategy.
Supporting people to stay in their own homes	This is reflected in the following priority: <ul style="list-style-type: none"> • People will live safe and fulfilling lives in their own homes
Giving choice in social care services	This is reflected in the following priority: <ul style="list-style-type: none"> • People will have choice and control over their health and social care services
Tackling the worst anti-social behaviour	This is reflected in the following priority: <ul style="list-style-type: none"> • Effectively tackle and reduce anti-social behaviour in our communities
Encouraging more recycling	This is reflected in the following priority: <ul style="list-style-type: none"> • Ensure that local neighbourhoods are clean – there are also likely to be more specific priorities within the Environment and Neighbourhoods Directorate priorities but these are not yet confirmed
More Affordable Housing	This is reflected in the following priority: <ul style="list-style-type: none"> • Maximise regeneration investment to deliver a range of housing options.
Creating more jobs especially for local people	This is reflected in the following priorities: <ul style="list-style-type: none"> • More jobs are created
Improving transport infrastructure particularly public transport	This is reflected in the following priority: <ul style="list-style-type: none"> • Improved journey times and reliability of public transport
Encouraging the community to take responsibility for their own actions/place	This is broadly included in our developing approach to locality working which is a specific priority for the Planning, Policy and Improvement Directorate.
Being involved in decision making and service design	This is broadly included in our developing approach to locality working but more specifically there is a cross council priority and indicator to ensure that consultation is embedded in our decision making processes. Through monitoring this closely at the highest level this will also have an impact on the quality of consultation.
Better use of buildings	This is broadly reflected with the cross council value and priority to “Spend Money Wisely” and the Budget and medium term Financial Strategy include a number of specific actions. Also the Changing the Workplace programme is specifically about more efficient use of our buildings and this is a Directorate priority for Planning, Policy and Improvement albeit that it will involve all Directorates. In addition the City Development Directorate priorities includes the delivery of the Council’s Asset Management plan.



Report of the Head of Policy and Performance

Meeting: Environment and Neighbourhoods Scrutiny Board

Date: 14th March 2011

Subject: Environment and Neighbourhoods Scrutiny Board Performance Report Quarter 3 2010/11

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the performance information summarising our progress against the Leeds Strategic Plan relevant to the Environment and Neighbourhoods Scrutiny Board for the third quarter of 2010/11 which is the final year of delivery of this plan. The report includes two action trackers which is from the small number of key performance areas as identified by CLT in Dec 2009. The purpose of these extra trackers is to enable officers and members the opportunity to more closely performance manage these high risk areas and ensure that as necessary appropriate remedial action is taken. In addition a Performance Indicator (PI) report is provided and of the indicators which can be reported in year 63% are green and on track to hit target.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against our priority outcomes so that the Board may understand our current performance and, as necessary, take appropriate action.

3 Background Information

- 3.1 The agreed performance reporting process provides PI reports only at Quarters 1 and 3 with Action Trackers and PI reports at Quarters 2 and 4. The action trackers report progress against our strategic priorities and bring together qualitative and quantitative information including progress against targets for aligned performance indicators, the delivery of key actions/activities and relevant challenges and risks. An overall traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating. In December 2009 CLT identified a small number of high risk performance areas where they wanted to receive a more regular update and for these areas actions trackers are produced on a quarterly basis.
- 3.2 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – action trackers for the high risk performance area from the Leeds Strategic Plan which is relevant to the Environment and Neighbourhoods Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 2** – performance indicator report showing the Q3 result and predicted year end traffic lights for all key performance indicators aligned to the LSP which are relevant to the Environment and Neighbourhoods Scrutiny Board.

4 Main Issues

Analysis of Performance

Improvement Priorities

- 4.1 The table below sets out the overall progress rating of the two high risk improvement priority from the Leeds Strategic Plan which are relevant to the Board and how these have progressed over the past year.

Improvement Priority	2009/10 Q3	2009/10 Q4	2010/11 Q1	2010/11 Q2	2010/11 Q3
TP-2a Creating safer environment by tackling crime	↑	↑	↔	↑	↑
TP-3a Reduce worklessness across the city with a focus on deprived areas	↑	↑	↑	↑	↑

Performance Indicators

- 4.2 An analysis of the Performance Indicators for the Board is shown below with 63% of these quarterly performance indicators are currently predicted to hit their 2010/11 targets. The comparison to the position at Q1 is also shown below.

Q3 2010/11	Number	%	Q1 Position
Red	2	13%	6% (1)
Amber	3	19%	22% (4)
Green	10	63%	67% (12)
Unable to traffic light	1	6%	6% (1)

Targets for the worklessness indicators NI152 and 153 were set using the Floor Targets Interactive data source which has since been discontinued by the Government. Performance shown on the attached tracker has been sourced from an alternative DWP site to provide an indicative position but is not necessarily directly comparable. However, these indicators have not been included in the table above or in the indicator report.

- 4.3 Members will note that data for the indicator covering refuse collections missed has not been included in the Performance Indicator report (line 15). During periods of severe disruption, e.g. during industrial action or as a result of significant service change, performance reporting is made more difficult due the volumes involved and consequently it is more difficult to deliver an accurate picture. This was the case with the recent disruption within the Refuse service following the introduction of new collection routes. However, to give Members some context, we can report that service performance has improved significantly over the last few months, moving from a position in December where the service was running on average 50 hours behind in terms of missed collections to the position w/c 21 February where we are now running at an average of around 7 hours. Customer contact has also fallen over the period from 670 enquiries for action per day in November to 128 per day w/c 21 February. We are now reviewing our performance reporting arrangements and will put in place appropriate measures for the future that seek to give Members a clearer picture of the overall reliability of the service.

5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the Council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

6 Legal and Resource Implications

- 6.1 None to report.

7 Conclusions

- 7.1 This report provides the Environment and Neighbourhoods Scrutiny Board with a Q3 update of the performance against the high risk performance issues in the Leeds Strategic Plan. This report highlights areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

8 Recommendation

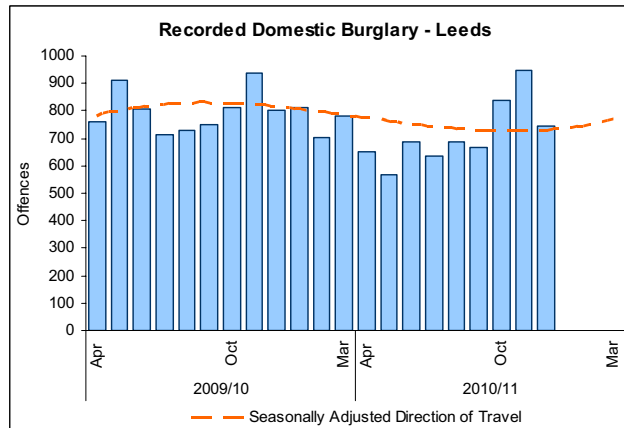
- 8.1 Members are asked to consider the overall performance information provided against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised

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Why is this a priority

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



Overall Progress to date and outcomes achieved

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

Leeds continues to progress positively in performance against target and is showing greater rates of reduction than other comparable core cities, although it is recognised that the number of offences still remains higher than our comparable family.

The sustained trend for falling acquisitive crime offences continues, down 7.7% (1,179 fewer offences) against the previous year. Recorded figures at December 2010 suggest that Leeds can achieve the 2010/11 performance target, with an estimated out-turn of 18,800 offences.

The main focus within this indicator has been on securing improvements in recorded domestic burglaries. The medium term trend for falling domestic burglary offence numbers continues, down 11.0% (789 fewer offences) against the previous year. A burglary reduction target for 2010/11 was set at 8,440 and despite the increases in October and November; indications suggest that the likely outturn will be in the region of 8,500, reversing a four year increase. The Increase in offences over these two months follows a consistent pattern of previous years when dark evenings commence earlier. Specific awareness campaigns were delivered at NPT level that helped reduce the anticipated increase. The table below provides an overview of the monthly burglary figures:

	2009/10	2010/11	Difference
Apr	761	653	-108
May	914	570	-344
Jun	806	690	-116
Jul	712	634	-78
Aug	727	689	-38
Sept	749	668	-81
Oct	814	841	27
Nov	940	946	6
Dec	801	744	-57

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

Accountable Officer – Neil Evans

Apr 09 – Dec 10

In June 2009, Safer Leeds identified six long term strategic localities of concern for burglary. Analysis of offences in 2009 compared with 2010 shows improvements in four out of the six wards; Hyde Park & Woodhouse down 38% (261 fewer offences), Headingley down 44% (270), Gipton & Harehills down 11% (59), Beeston & Holbeck down 47% (220); whilst Armley has seen a 9% increase (59 more offences) and Burmantofts and Richmond Hill a 7% increase (34). The latter is also a problematic area for theft from motor vehicles. Partnership activity continues in these areas as well as other areas of concern, including of note, Kirkstall, Killingbeck & Seacroft and Chapel Allerton.

Achievements since the last report:

Autumn Initiatives – Victim, Offender and Location activity

- A city-wide publicity campaign that included leaflet distribution, mobile signage in priority areas and web-based advice was provided to residential and business addresses, with over 100,000 recipients recorded.
- In City & Holbeck, 3 of the outer Neighbourhood Policing Teams (NPT), conducted 'on street floodlit briefings' in 2 key areas of each NPT area. The high visibility policing offered crime prevention advice to local residents and targeted known offenders.
- In North East Leeds, several operations took place targeting key offenders committing '2 in 1' burglaries and cash in transit robberies. Funding was secured to establish 4 'Cold Calling Zones' in the Roundhay and Moortown Neighbourhood Policing Area, covering 1700 properties, 3 are now up and running and consultation is taking place with local people to establish 5 new schemes in the Chapel Allerton area.
- In North West Leeds, Operation Champion ran during October half term in the Hyde Park area, engaging local residents. Several Operations took place targeting offenders dealing with stolen goods in the Armley and Bramley area. CASAC were commissioned to install target hardening packages in vulnerable properties in streets in the Armley area. A 'Backyard Breeze' project involving young people from Armley took place between November and Xmas and has been extended into the New Year.
- During September and October a number of community safety promotional events took place at various student sites, including students' halls of residence, in partnership with the University. Advice and information packs were given to over 2,000 students and parents. A computrace (tracking device) campaign delivered by North West Police and 13 volunteers was offered free of charge to students living in rented accommodation, around Headingley and Hyde Park/Woodhouse, confirmation of the number of students taking up this scheme are still to be finalised. Students were approached through door to door activity and crime prevention advice given to over 1500 addresses.
- All the above initiatives are currently being evaluated in terms of impact on reported crime and vfm to inform future plans. This will be available during the next quarter.

Development

- The 5 Area Community Safety Co-ordinators have been transferred to Community Safety. All existing community safety neighbourhood management plans have now been reviewed. This will ensure direct links are made between Safer Leeds Executive and DCSP delivery plans, with local delivery managed and coordinated by the CSC's.
- The statutory annual joint strategic assessment identified four priorities for the coming year; Tackling Anti-Social Behaviour, Reducing Priority Crimes, Preventing and Reducing Re-offending, Improving Safeguarding and Reducing Vulnerability. In addition; alcohol, drugs and mental health were identified as cross cutting issues. Work has commenced on drawing up a partnership action plan to ensure effective delivery against identified priorities and manage performance against milestones. This will have clear links into the new emerging City Priority plans.
- The HMIC and Audit Commission joint inspection took place in November and recognised the progress that Leeds has made. In their report, received in January 2011, it states that 'The partnership has responded to this problem more effectively and this has delivered improvements in

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

Accountable Officer – Neil Evans

Apr 09 – Dec 10

2010'. Based on their 7 recommendations a Partnership 'Reducing Crime' strategy will be developed to cover the new planning cycle (2011-2015). The recommendations included:

1. Development of a long term strategy that includes milestone targets demonstrating ambition.
2. Increase support and regulation of landlords in the private sector
3. Greater focus on addressing the stolen goods market
4. Continued review of the Integrated Offender Management programme
5. Developed understanding of the impact of burglary within emerging communities
6. Criminal Justice system to review the proportion of charges arising from arrests.
7. More systematic approach to value for money reviews.

Challenges/Risks

- Securing continued partnership buy-in to support key activity and targeting resources in areas of need.
- Continue priority focus on the development of the Safer Leeds Performance and Intelligence Unit, ensuring that it has experienced specialist staff to deliver on partnership intelligence requirements
- Co-ordination and management of multi-agency intervention plans for those emerging problematic offenders causing the most harm.
- Longer term impact of the economic recession and potential for this to impact on crime levels, including burglary.

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

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

Accountable Officer – Neil Evans

Apr 09 – Dec 10

1) Key actions for the next 6 months			
Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
<p>1 Develop a Partnership level reducing crime strategy linked to the new City Priority Plan, this to focus on the need to;</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold a Partnership wide Improvement Workshop to develop a clear plan to address the key recommendations from the Inspection and support a strategy development. <input type="checkbox"/> Give priority focus on the reduction of domestic burglary, but also to include other crime types including robbery, vehicle crime and violent crime. <input type="checkbox"/> set out a bold and clear vision of what we are trying to achieve and consider the broader long-term ambition of the City; <input type="checkbox"/> develop a set of clear and measurable milestones to plot out how it we may achieve this over the next four years, with regular and formal review points; <input type="checkbox"/> ensure the plans of individual partners and the district partnerships are aligned with the new strategy; and <input type="checkbox"/> formally draw on and share good practice and learning from elsewhere in the country 	<p>Neil Evans Simon Whitehead Ian Whitehouse All responsible authorities on the Safer Leads Executive</p>	<p>Agree the milestone targets through the Safer Leads Executive</p> <p>Develop and Agree the Partnership Crime Strategy with Action Plan for 2011-2015</p> <p>Integrate the recommendations from the recent Joint Inspection as clear actions for the partnership following the planned workshop across all key stakeholders</p> <p>Continue the development of the Partnership intelligence and tasking process, in conjunction with WY Police and key partners at a strategic and tactical level.</p>	<p>April 2011</p> <p>April 2011</p> <p>March 2011</p> <p>Ongoing</p>

Performance Indicators

Performance indicators aligned to the Improvement Priority

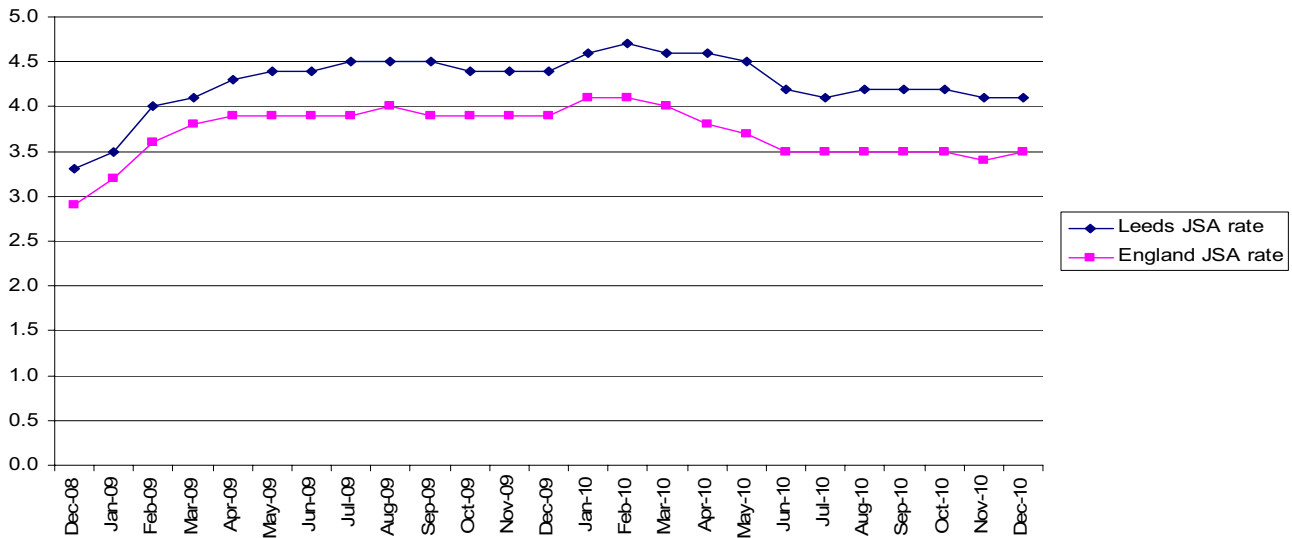
Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q3 Result	Predicted Full Year Result	Data Quality
NI 16	Serious acquisitive crime rate	Community Safety	Monthly Number per 1000 population	Fall	27.0 per 1000 population (2007/08)	25.9	25.2	6.7	24.3	No Concerns with Data

Overall Progress

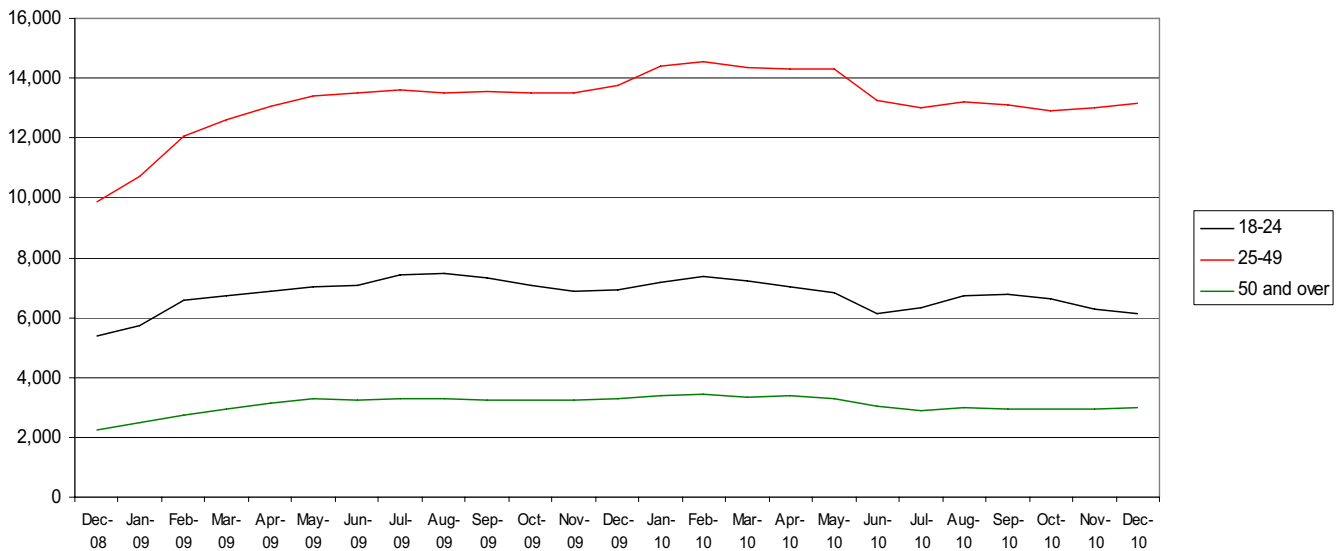
Why is this a priority

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

A comparison of JSA claimants in Leeds and England:



A comparison of JSA claimants in Leeds by age:



Overall Progress to date and outcomes achieved

Overall Progress:

The 2010/11 targets for the National Indicators NI152 and NI153 were set using the Floor Targets Interactive (FTI) data source which has since been discontinued. The data used for the Performance Indicator shown at the back of the tracker have been obtained from an alternative DWP source to provide an indicative position.

The Council is currently in the process of developing new targets and monitoring procedures for city-wide unemployment overall and by age, and for areas with the highest rates of out-of-work claimants.

It is worth noting that since the previous tracker the Working Age Population (WAPOP) now refers to both men and women to the age of 64. Currently populations based on this new criterion are not available at geographical levels lower than the city.

Job Seekers Allowance (JSA):

The most recent Department for Work and Pensions (DWP) data for December 2010 shows that:

- 22,435 JSA claimants are registered in Leeds – an increase of just 3 on the November 2010 figures, which totalled 22,432.
- The Leeds JSA claimant rate of 4.1% is currently 0.6% above the England rate of 3.5%.
- 6,140 JSA claimants are aged between 18-24, this accounts for 28% of the total JSA claimants and is a slight decrease on November 2010 when there were 6,305 claimants aged 18-24.
- 4,215 people left the Leeds JSA register - a decrease of 596 (12.4%) against the previous month.
- 4,342 people joined the Leeds JSA register - a decrease of 297 (6.4%) against the previous month.
- 4,701 vacancies were notified in Leeds, a decrease of 927 (16.4%) on November 2010 and an increase of 287 (6.5%) on December 2009.
- the top 3 notified vacancies in Leeds are currently for care assistants and home carers; sales representatives; and telephone salespersons.
- the 3 most current sought after occupations by jobseekers are :- sales and retail assistants; goods handlers and storage operatives; and general office assistants and clerks.

Working Age Client Group (WACG):

The latest available DWP data (May 2010) shows that the Leeds Working Age Client Group (WACG) consists of 64,290 people claiming out-of-work benefits – 11.8% of Leeds' total working age population. Of these, 21,650 (4.0%) were claiming JSA; 31,070 (5.7%) were claiming Employment Support Allowance (ESA) or Incapacity Benefit (IB); and 9,050 (1.7%) were Lone Parents in receipt of Income Support. The highest concentrations of IB/ESA claimants were in Killingbeck and Seacroft; Burmantofts and Richmond Hill; and Chapel Allerton. For Lone Parents in receipt of Income Support, the greatest claimant rates were in Killingbeck and Seacroft; Middleton Park; and Temple Newsam.

The impact of job losses has been felt across all sectors and parts of the district. Although this is a national pattern, it must be noted that the Leeds out-of-work claimant rate remains below the England rate, and that Leeds has the third lowest JSA claimant rate of the Core Cities. It is also important to consider that the size of the Leeds Metropolitan District, and the scale of deprivation to relative affluence within it, can serve to dilute the city's overall worklessness position in comparison to some of our statistical neighbours. The highest claimant rates remain concentrated in the inner city's most disadvantaged neighbourhoods, and particularly those in East and South Leeds.

Young People Not in Employment, Education or Training (NEETS):

The number of NEET 16-18 year olds at the end of November 2010 was 1,900 (8.4% of 16-18 year olds in Leeds), which compares favourably to the same time last year when there were 2,031 (8.3%). However, significant work is required to meet the target of 6.8% as the quarterly average for January 2011. Work is ongoing to ensure that tracking young people is embedded into working practices. Arrangements for referring and fast tracking young people to employability schemes are being improved in order to address this key priority for the city.

A NEET programme is currently running in South Seacroft to provide intensive employment and skills support to young people in the area. There is a firm focus on bringing together different providers to make sure participants receive the most appropriate support. Of the 30 young people targeted since the pilot commenced in September 2010, three have been supported into employment, education or training and a further seven are receiving intensive support. The Council is also launching a new initiative with employers to support young people in the city to take-up job and training opportunities. The Leeds Apprenticeship Challenge forms a key part of the new initiative. To be launched on 9th February, during National Apprenticeship Week, the challenge aims to secure pledges from 100 Leeds employers to take on apprentices.

Targeting Resources

Work is ongoing with partners in Leeds to improve the targeting of resources to the areas of most need. An improved approach to the use of information is being implemented to support the city's work in tackling unemployment and improving its skills base. This is important in terms of designing and commissioning effective interventions from both the supply and demand side, providing value for money for the tax payer by avoiding duplication in service-provision, and developing a strong sense of partnership and ownership around intelligence-led targets and outcomes.

Robust and up to date intelligence on the scale, nature and location of out of work claimants in Leeds is being used alongside information on employment growth prospects, on the ground intelligence from local networks and support organizations and analysis of the impact of current interventions (Council and non-Council). This intelligence is being used to inform a new approach to community outreach activity in Lincoln Green, a locality

with one of the highest out-of-work claimant rates in Leeds. It is delivering targeted, intensive support to improve the employment prospects of local residents, and learning will inform activity in other areas of high unemployment across the city.

Achievements

Employment Leeds:

- Employment Leeds is a new employer-facing service being delivered by the Council and its partners, with support from the European Regional Development Fund. It will be launched in February 2011 and will provide a comprehensive range of employment and training support for any employer or developer creating jobs in Leeds.

Apprenticeships:

- 424 apprenticeships have been created in the Council through the Work4Leeds scheme (April 2009 – December 2010), of which 136 are aged 16 -24 yrs.
- 170 (of the 424 posts outlined above) identified for apprenticeships are through the redeployment board.

Future Jobs Fund:

- 521 young people, aged 18-24 years, have started in employment through the Future Jobs Fund since delivery commenced in December 2009. This is against an overall target of 807 job starts by end of March 2011 with public, private and third sector employers across a wide range of occupational areas.
- 38 of the job starts to date have been pre-apprenticeships in Leeds City Council, with potential progression onto Work4Leeds
- 263 people have completed their employment placements to date. Of these, 109 have sustained employment (36 with their FJF employer), and 19 have gone onto further/higher education

Skilled for Success:

A bid for additional funding for this programme was approved by the Skills Funding Agency in October 2010. This extended the delivery period from December 2010 to June 2011.

- 687 people have been engaged since delivery commenced in September 2009 – target of 964 by June 2011
- 236 people have achieved a range of accredited qualifications mostly at entry-level – target of 455 by June 2011
- 293 people have progressed onto further learning – target of 530 by June 2011
- 6 people have progressed into work to date – target of 55 by June 2011

The Council commissions a number of bespoke, smaller scale projects to improve the employability of Black and Minority Ethnic (BME) Groups: -

PATH (all BME groups):

- 29 people recruited/supported – target of 76 by March 2011.
- 23 people securing employment – target of 55 by March 2011
- 6 people gaining an accredited qualification or units towards (levels 1-3) – target of 38 by March 2011

Nari Ekta (Asian/BME women)

- 37 women starting courses – target of 37 by March 2011
- 24 women learners gaining NVQ Level 2 in Admin – target of 15 by March 2011
- 16 women learners into employment or further studies – target of 15 women by March 2011

Hooneer Kelah (Asian/BME women)

- 24 qualifications achieved by BME women - target of 72 by March 2011
- 10 women learners into employment - target of 12 by March 2011

Adult Learning:

- A broad portfolio of informal adult learning is commissioned by the Council with support from the Skills Funding Agency. This is being delivered by a range of local providers, including colleges and third sector organisations, with much of it focused on preparing learners for employment.
- So far this academic year (September 2010 to July 2011), 848 courses are running. Of these, 338 are focused on 'Preparation for Life and Work', 149 on building foundations for learning and work, and a further 28 on specific preparation for work skills.
- 3165 learners have enrolled on courses since September 2010, with 1036 doing so in the sector subject area of Preparation for Life and Work.

Jobshops/Outreach:

- The Council’s network of Jobshops and Community Engagement Teams, working in the areas with highest numbers of out-of-work claimants, have supported over 4,100 people to improve their employment prospects since April 2010. Over 300 have so far secured jobs, and it is expected that this figure will continue to rise over the coming weeks and months as customer outcomes are monitored and recorded.
- Jobshop services range from intensive one-to-one advice and guidance, to more self-serving work preparation activity. Just short of 20,000 separate support interventions have been delivered across the network so far this financial year.

Working with Key Employers:

- The Council continues to work closely with employers, developers and investors, and has delivered a number of recruitment events in recent months linking local people to future jobs. This partnership activity, with such employers as Morrisons and Waitrose, has generated over 270 job opportunities, of which 77 have been filled by Jobshop clients. Other employers to recently benefit from this support include:- Tesco, City Inn, Care Today, O2, Royal Bank of Scotland, NHS Leeds and the Council itself. Bespoke activities have also taken place across the broad and expanding business base in Aire Valley Leeds.
- New retail and construction jobs will be created as a number of high profile developments start on site in the near future. The Council is working closely with developers and their partners on these schemes to maximise job and contracting opportunities for local people and SMEs, and to manage the impact on the city centre’s retail sector. The schemes include - Trinity Leeds, due for completion by Spring 2013 and expected to create 3,000 retail and leisure jobs, along with 1,000 construction jobs ; Leeds Arena, due to start on site in February 2011 and expected to create over 450 jobs; Eastgate Quarter, currently in public consultation regarding a revised programme of works, but expected to create between 4,000 and 5,000 retail and catering jobs in the coming years.
- A new City Prospectus will be launched in Spring 2011, and will set out the major regeneration and development priorities and opportunities. This will include details on the number and variety of jobs to be created in Leeds in the coming years via such schemes as Eastgate, Trinity and Aire Valley, and the support services available to employers via Employment Leeds.

Challenges/Risks:

- The size of the public sector workforce in Leeds (20-25%), and the impact that public expenditure cuts could have on employment rates and the local economy.
- Continuing to assess and respond to the impact of the Comprehensive Spending Review, particularly around the provision of skills and employability programmes across the city.
- Uncertainty about the impact of changes locally that will result from the Governments’ welfare reforms, including the introduction of the Single Work Programme and Universal Credit.
- Potential threat to Third Sector organisations delivering employment and skills support in terms of contracting opportunities.
- Due to the current economic climate, and public sector cuts, there is a high risk that current targets on employment and skills programmes will not be fully achieved.

<u>Council / Partnership Groups</u>	Worklessness Strategic Outcomes Group		
<u>Approved by</u> <i>(Stephen Boyle)</i>	Stephen Boyle	<u>Date</u>	Feb 2011
<u>Approved by</u> <i>(Neil Evans)</i>	Neil Evans	<u>Date</u>	Feb 2011

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas. Accountable Officer – Stephen Boyle April 2010 – Dec 2010

Key actions for the next 6 months			
Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale (2010/11)
Deliver interventions to support young people into employment	Stephen Boyle LCC / Ian Hunter, Jobcentre Plus	<ul style="list-style-type: none"> 450 apprenticeships delivered through Work4Leeds 807 jobs delivered through Future Jobs Fund by end of March 2011 	Q4 Q4
Deliver vocational and basic skills training to support people into employment	Stephen Boyle LCC	<ul style="list-style-type: none"> Changes to, and uncertainties around, resource allocations following the Comprehensive Spending Review will require a review of targets. Targets to be established for remainder of spending review period. 	Ongoing
Establish Employment Leads as a single point of contact for employers	Stephen Boyle LCC	<ul style="list-style-type: none"> Employment Leads teams established Employment Leads model launched Pipeline of large employers established and support to commence Construction SMEs supported to secure additional contracts on key capital developments, creating employment opportunities for local residents 	Q4 Q4 Q4/Ongoing Q4/Ongoing
Support strategic and locality partnership working to reduce worklessness with a focus on neighbourhoods with the highest claimant rates	Stephen Boyle LCC / Ian Hunter, Jobcentre Plus	<ul style="list-style-type: none"> Develop integrated performance reports across partners to monitor effectiveness of interventions Develop a portfolio of intelligence-led products to inform and improve the targeting of employment and skills interventions to neighbourhoods and localities in most need Develop Area Action Plans to better target neighbourhoods with the highest levels of unemployment in the city and monitor performance Review commissioning strategies and targeted outreach provision in light of performance reports and economic conditions 	Ongoing Ongoing Ongoing Ongoing
Develop targets and monitoring procedures to replace NI152 and NI153	Stephen Boyle, LCC	<ul style="list-style-type: none"> Analyse the trends in unemployment at a Leeds and a locality level to provide the intelligence to develop new unemployment targets. Consult internally and with partners regarding the development of new unemployment targets. Agree replacement NI152 and NI153 targets Link new targets to internal monitoring systems such as action trackers Ensure that there are procedures for sharing detailed quarterly monitoring data, internally and with partners. 	Ongoing Ongoing Ongoing Ongoing Ongoing

Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas. Accountable Officer – Stephen Boyle April 2010 – Dec 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q3 Result	Predicted Full Year Result	Data Quality
JSA Rate (New Measure)	Working age people claiming Job Seekers Allowance	Regen	Monthly %	Fall	4.8% (June 09) 4.1% (England rate, June 2009)	N/A	3 year target to be agreed through Worklessness Strategic Outcomes Group or new group which may succeed this	4.1% (Leeds Rate, Dec 10) 3.5% (England rate, Dec, 2010)	4.5%	Data is available on a monthly basis
NI 152	Working age people on out-of-work benefits.	Regen	Quarterly %	Fall	0.3% (Q1 09)	0.1% (Nov. 09)	Ensure a lead over the England average rate of at least 0.3 percentage points by Q2 May 2011	0.3% (May 2010) (Leeds 12.6%) *See comment below		6 month time lag on DWP data
NI 153	Working age people claiming out-of-work benefits in the worst performing neighbourhoods.	Regen	Quarterly %	Fall	16.9% (Q1 09)	17.4% (Nov. 09)	Narrow the gap between the Leeds out of work claimant rate and the overall rate for the combined NI 153 areas to 16.5% by Q2 May 2011	16.7% (May 2010) (Leeds 29.3) *See comment below		6 month time lag on DWP data

* The 2010/11 targets were set using the Floor Targets Interactive (FTI) data source which has since been discontinued. The results above, have been extracted from an alternative DWP source to provide an indicative position.

Environment and Neighbourhoods Performance Report Quarter 3 2010/11

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Qtr2	Qtr3	Predicted Year End Result	Direction of Travel	Data Quality	
1	Council Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.53%	96.93%	98.00%	97.52%	97.26%	97.00%	97.00%	↑	No concerns with data quality
		There is an annual pattern that rent collection performance fluctuates during the early part of a financial year and drops towards the year end. Internal Audit reports on rent arrears management received so far have been either good or moderate assurance. A working group of the relevant ALMO/BITMO SMT member and a Strategic Landlord officer has been set up earlier in 2010 to assess rent collection performance, in part focussing on local management performance. It will report its findings in early February 2011.													
2	Leeds Strategic Plan Government Agreed	NI 16	Serious acquisitive crime rate	Community Safety	Monthly Number per 1000	Fall	27 per 1000	25.9 per 1000	25.2 per 1000	5.8 per 1000	5.7 per 1000	6.7 per 1000	24.3 per 1000	↑	No concerns with data quality
		Year to Date = 14,041 The sustained trend for falling offence numbers continues, down 7.7% (1179 fewer offences) against previous year. On track to meet target. However, offences levels are significantly higher than our Most Similar Family average (as per iQuanta, the Home Office's Policing Performance Information and Analysis tool). See TP-2a Tracker for further information.													
3	Leeds Strategic Plan Government Agreed	NI 20	Level of Assaults with injury crime per 1,000 population.	Community Safety	Monthly Number per 1000	Fall	8 per 1000	6.7 per 1000	7.4 per 1000	1.7 per 1000	1.8 per 1000	1.6 per 1000	6.9 per 1000	↓	No concerns with data quality
		Year to Date = 3,943 On track to meet target with the trend for falling offences continuing, down 2.1% (83 fewer offences) against previous year. Projections are stable but the trend for increasing offence numbers in North East Leeds is now having an impact on citywide performance. The Police Division in North East Leeds are currently reviewing their approach, including the effective links between NPT, IOM teams and the intel provided to ensure more effective local tasking to address the spikes in performance.													
4	Leeds Strategic Plan Government Agreed	NI 30	Prolific and other Priority Offender re-offending rate	Community Safety	Quarterly %	Fall	0%	-45%	Not Set	-38%	-38%	-38%	-38%	N/A	No concerns with data quality
		Results in arrears to allow for completion of CJS processes, no further data provided This is due to awaiting full reporting from the courts and prisons process.													
5	Leeds Strategic Plan Government Agreed	NI 40	Number of drug users recorded as being in effective treatment	Community Safety	Quarterly Number	Rise	2,939	3,325	3,149	3,325	3,032	3,102	3,150	↓	No concerns with data quality
		Year to Date = 3102 (NTA time lag). The actual number in effective treatment has dropped due to a national data quality exercise undertaken by the National Treatment Agency, however performance is still on track to meet year end target.													
6	Leeds Strategic Plan Government Agreed	NI 192	Percentage of household waste sent for reuse, recycling and composting	Environmental Services	Monthly %	Rise	30.41%	31.12%	41.32%	37.22%	36.37%	34.81% (Year to date)	35.00%	↑	No concerns with data quality
		The target for recycling will not be met. In the year to date, 34.81% of waste has been recycled, re-used and composted. Performance in the first half of the year, although higher than in the previous year, was below the targets set for the year. SORT recycling has not achieved the projected figures although the performance for garden waste is still good. The extension of the garden waste collections to a further 30,000 households coupled with extending kerbside provision as part of the Recycling Improvement Plan should assist recycling rates towards the back end of the year (it should be noted that the original targets set were done so on the assumption that the garden waste roll out and the RIP would have already been delivered; this was delayed due to the implementation of the new refuse collection routes across the city).													

Environment and Neighbourhoods Performance Report Quarter 3 2010/11

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Qtr2	Qtr3	Predicted Year End Result	Direction of Travel	Data Quality	
7	Leeds Strategic Plan Government Agreed	NI 155	Number of affordable homes delivered (gross)	Strategic Landlord	Quarterly Number	Rise	232	413	927	121	161 (282 cum)	137 (419 cum)	706	↑	No concerns with data quality
		<p>The predicted end of year figure (706) is lower than the target figure due to the following issues</p> <ul style="list-style-type: none"> - Reduction in the number of S106 units which have been delivered due to the current difficulties which are being faced by private developers and general lack of confidence in the housing market. - a number of units which were due to be completed though the National Affordable Housing Programme in the last quarter of 2010/11, having slipped into quarter one of 2011/12, due to the unpredicted delays as a result of recent weather conditions, and other unknown site issues. <p>The majority of the schemes which received grant funding from the National Affordable Housing Programme (NAHP) in 2009/10 are due to complete at the end of 2010/11. As such, we are expecting 214 units to be delivered through the NAHP this quarter. We are also expecting 26 units through the planning system and estimate a further 47 units from Government Initiatives. This will bring us to the total of 706 units.</p>													
8	Leeds Strategic Plan Government Agreed	NI 141	Percentage of vulnerable people achieving independent living	Strategic Housing and Commissioning	Quarterly %	Rise	59.77%	83.83%	76%	81.47%	80.00%	83.00%	81.50%	↓	No concerns with data quality
		<p>Q3 Performance is preliminary based on approx 90% of workbook returns. Initial PI score shows positive performance improvement from Q2.</p>													
9	Leeds Strategic Plan Partnership Agreed	LKI-HAS4	The number of homeless acceptances made in the year (cumulative)	Strategic Housing and Commissioning	Monthly Number	Fall	1142	427	720	77	167	162	541	↓	No concerns with data quality
		<p>Very strong performance continues in the number of homeless acceptances with a year end projection of 541 which is equivalent to 1.7 per 1,000 households. The key to strong performance is homelessness preventions. In the first 3 qtrs of 2010/11 there have been 2816 homelessness preventions against 406 acceptances. A ratio of 7 to 1. We've seen significant improvements in the number of private rented tenancies (534) and young persons mediations (168) We have also seen an increase in the number of sanctuary installations (351). In addition to these 337 households have accessed supported housing, 172 have been assisted with debt advice and 788 have been assisted to continue to live in their home until they have a permanent housing solution.</p>													
10	Leeds Strategic Plan Partnership Agreed	NI 158	% non-decent council homes	Strategic Landlord	Monthly %	Fall	18.50%	14.10%	5.00%	12.60% (amended from 11.1)	11.60%	4.92%	5.00%	↑	No concerns with data quality
		<p>The Council met its Decent Homes target on 31 December 2010 - with 95.02% homes decent. That said in January due to the anniversary fall out, a number of properties will become non decent. ALMOs have assured the council that they will be able to make these properties decent for 31 March reporting. The council report the decency target figure to the government through the BPSA as of 31 March 2011 figure.</p>													
11	National Indicator	NI 15	Serious violent crime rate	Community Safety	Monthly Numerical	Fall	0.81 per 1000 (612)	0.71 per 1000 (548)	0.71 per 1000 (548)	0.17 per 1000 (131)	0.14 per 1000 (242)	0.16 (367)	0.64	↑	No concerns with data quality
		<p>Year to Date = 367 The sustained trend for falling offence numbers continues, down 12% (50 fewer offences) against the previous year. On track to met target - however this is a volatile target where a low baseline offence count means that small changes can impact adversely on performance.</p>													

Environment and Neighbourhoods Performance Report Quarter 3 2010/11

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Qtr2	Qtr3	Predicted Year End Result	Direction of Travel	Data Quality	
12	National Indicator	NI 32	Repeat incidents of domestic violence	Community Safety	Quarterly %	Fall		23.83%	22.00%	22.30%	19.70%	18.70%	18.70%	↑	No concerns with data quality
Dec: City & Holbeck 11 cases 6 repeats - rolling repeat rate of 31%; North East Leeds 11 cases 1 repeat - rolling repeat rate 10%, North West Leeds 19 cases 0 repeats - rolling repeat rate 15%. Repeats continue to be a cause for concern in South Leeds, and joint reviews of process are being undertaken across the three Police Divisions to address inconsistencies in supporting the MARAC process.															
13	National Indicator	NI 191	Kilograms of residual household waste collected per household	Environmental Services	Monthly KG	Fall	736.15 KG	630.4 KG	628.52 KG	163.6 KG	158.45 KG	146.43 KG	610.38 KG	↑	No concerns with data quality
In the first three quarters of the year 468.47 kilograms of residual household waste has been collected per household. By the year end the forecasted position is 610.38 kgs. Waste arisings continue to fall and coupled with increases in recycling, means less waste is sent to landfill.															
14	National Indicator	NI 156	Number of households living in temporary accommodation	Strategic Housing and Commissioning	Quarterly Number	Fall	548	60	110	71	N.A.	121	100	↓	No concerns with data quality
The number of households in temporary accommodation is exponentially linked to homeless acceptances. There has been a slight increase in 2010/11 but performance here remains very strong when compared to a figure of 379 in the same period of 2008/09. Households in temporary accommodation have been sustained at a low figure in a period when demand for the Housing Options have put increased pressure on this service.															
15	Local Indicator	LKI-RC1	Number of household collections missed per 100,000 collections	Refuse Collection & Waste Management	Quarterly Number	Fall	95.3	129.57	42	See comments				↓	Some concerns with data quality
Unable to assess position and currently looking at this along with other measures for the service															
16	Local Indicator	BV-91B	Percentage of households resident in the authority's area served by a kerbside collection of at least two recyclables	Refuse Collection & Waste Management	Quarterly %	Rise	93.39%	93.59%	100%	93.59%	93.59%	93.59%	94.50%	↑	No concerns with data quality
The council was due to extend the garden waste collection service to a further 30,000 households and the dry recyclables scheme (green bins/bags) to a further 20,000 households by the end of the year. However, due to the implementation of the new refuse collection routes some of the plans have been put on hold. The dry recyclables scheme has been extended to households but some schemes now won't take place until the 2011/12.															

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 14th March 2011

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 updates 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 10.
- Analysis of the outturn position for the Environment and Neighbourhoods Directorate General Fund for period 10.

1.3 It is proposed that a Budget Working Group be established to consider for 2011/12 prior to the end of the current municipal year.

2.0 Recommendations

2.1 Members are asked to

- (i) comment and note the reports of the Director of Environment and Neighbourhoods.
- (ii) consider the establishment of a Working Group to look at the 2011/12 budget approved by Council on 23rd February 2011.

Background Papers

None used

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Environment & Neighbourhoods Projected Outturn Position for 2010/11 at Period 10

Commentary on Issues (e.g. any significant budget variances, Efficiencies etc.):

General Fund - Commentary on Issues (e.g. any significant budget variances, Efficiencies etc.):		
Community Safety (including Safer Leeds Partnership)	41	Variations in the delivery of targeted staffing efficiencies (£131k), along with a pressure for the PCSOs pay award (£43k), have been partially offset by underspends across the service and by the identification of expenditure on CCTV for which it is more appropriate to charge to the Housing Revenue Account (£87k). Recharge of £18k for adaptations work undertaken and additional £10k income for CCTV
Regeneration	380	A projected overspend on staffing of £511k is largely due to variations in the delivery of targeted staffing efficiencies (£263k) and the costs associated with staff who have been displaced following restructures and who are therefore in managing workforce change (£248k). Of this £170k relates to Neighbourhood Wardens. The identification of other savings across the service (£131k), largely line by line savings, has contributed towards offsetting these pressures.
Jobs & Skills	638	Due to the slippage of the restructuring proposals, there is an anticipated overspend of £513k on staffing. During the year there has been a net loss of income of £305k relating to Yorkshire Forward. Provision made for a saving of £253k in relation to 1 Eastgate will be offset by a contribution of £240k from Corporate Services. The identification of appropriate charges to the HRA (£200k) contributes towards offsetting these pressures.
Community Centres	(213)	The identification of appropriate charges to the HRA contributes towards the projected underspend.
Housing General Fund	(626)	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. Latest projections are based on the current number of clients in service, resulting in an overall impact of £641k upon the Council after reflecting additional cost of Kimberley House dilapidations and income due for additional numbers. Further variations are projected in respect of Temporary Accommodation (£100k) and CareRing and Medical Rehousing (£132k). These pressures are offset by a combination of savings on the Supporting People programme which are projected to be £533k as a result of voids and identified efficiencies, line by line savings of £76k, a review of balance sheet items (£430k), and identified expenditure for which it is more appropriate to charge to the HRA (£500k).
General Fund Support Services	(61)	Savings primarily within staffing due to vacant posts
Neighbourhoods & Housing Total	159	

RESOURCES MANAGEMENT

Waste Management	(703)	<p>Strategy (£603k) (£239k) is due to staff savings resulting from vacant posts. Revised advisor costs on Waste PFI are projected to save (£173k). Additional income anticipated mainly from increased prices for glass and metal (£151k).</p> <p>Operations (£100k) (£48k) 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 £33k and this is offset by savings on other costs (incl. transport) (£41k).</p>
Streetscene	1,170	<p>Refuse Collection +£1,102k Of this £1,109k relates to slippage in the implementation of the Streetscene change programme from June to November. Rising fuel prices creates a pressure of £97k.</p> <p>Street Cleansing (£22k). A (£16k) underspend is projected in respect of staffing expenditure. Rising fuel costs are estimated at £77k higher and revised water billing arrangements are now forecast to be £61k higher.</p> <p>Anti Graffiti +£89 This variation is mainly as a result of the reduction in Government Grant (LPSA) which was announced in June.</p>
HEAS	(201)	Staffing variations of +£346k are mainly due to the loss of Government grant (LPSA) . Additional income from Area Committee for 2 CSO's and DEFRA grant, combined with line by line savings are helping to offset this pressure.
Car Parking	1,250	Parking income is projected to be down by £1.5m after contingency releases. The recent inclement weather has also affected the income. This is due to a combination of reduced PCN income (£0.4m), delay in bus lane enforcement project (£0.5m), 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 (£0.4m). A combination of projected staff savings along with line by line savings help offset these income variations.
Support Services	50	Virement in Waste Management to be actioned. (assumes all £600k efficiency achieved)
Environmental Services	1,566	
Overall Total Variation for E&N Directorate at period 10	1,725	

Housing Revenue Account - Period 10 position

At the end of Period 10, the HRA is projecting a deficit of £1,267k which is a decrease of £121k from Period 9. This deficit will need to be funded from Reserves.

Significant Budget Variations:

Income:

£2,489k of additional rental income is projected due to void levels being lower than budgeted. Of this, it is projected that £1,846k will be paid to the ALMOs as additional void incentive payment.

Housing Subsidy payments have been reduced by £1m to reflect a reduction in interest rates. This will be offset by a reduction in capital charges to the HRA.

Recharges are projecting a variance of £2,098k mainly due to the projected reduction in the capitalisation of procurement costs relating to the PFI schemes.

Expenditure:

£365k in projected savings on Salaries and Wages due to posts being held vacant and ELI being taken.

Supplies & Services budget is projected to underspend by £505k, mainly due to savings on PFI consultancy contracts and savings on Adtrader contract.

Recharges are projecting an overspend of £683k. This is due to a recharge from General Fund of £1m, which is offset by reductions in PPPU recharges due to the Lifetime Homes PFI not going ahead.

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Originator: A Brogden

Tel:2474553

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 14th March 2011

Subject: Review of Gypsies and Travellers Site Provision within Leeds – Formal Response to the Scrutiny Board’s Final 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 The Scrutiny Board in January 2011 approved its final report and recommendations following its inquiry which reviewed gypsies and travellers site provision in Leeds.
- 1.2 It is the normal practice to request a formal response from the relevant Directorate(s) to the Board’s recommendations, once a report has been published. These were reported to the Executive Board on 11th February 2011 and are attached for the information of the Board.
- 1.3 Members should also refer to agenda item 11 appendix 2 Executive Board minute 163 for details of the Executive Board decision on this issue .
- 1.4 The Board’s recommendations will be included in future quarterly recommendation tracking reports to enable the Board to monitor progress.

2.0 Recommendation

- 2.1 Members are asked to note this report.

Background Papers

None.

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1.0 Background

- 1.1 The Director of Environment and Neighbourhoods appreciates the cross-party deliberations undertaken during this inquiry and thanks Scrutiny Board for the thoroughness of the inquiry. The deliberations have been in depth and broad and have considered the matter of site provision in a thorough manner. It is the intention to look in detail at the recommendations and give serious consideration to each.
- 1.2 It is understood that some of the recommendations are not for Environment and Neighbourhoods to resolve. Nevertheless it is the intention that the directorate will be supportive in relation to such recommendations and offer assistance as needed.

2.0 Recommendations

2.1 Recommendation 1:

- (i) *That the Executive Board consider providing negotiated stopping sites for gypsies and travelers in Leeds for very short term encampments and commission the Director of Environment and Neighbourhoods to undertake further work with a view to introducing a pilot scheme and reporting back to the Executive Board.*
- (ii) *In any consideration by Executive Board those ward Members who are affected by proposals on this matter are consulted.*

The Director of Environment and Neighbourhoods will undertake work to enable Executive Board to deliberate on the recommendations.

The West Yorkshire Police state that there are no issues re the provision of a negotiated stopping site that would accommodate the traveling families that are and have been Leeds based for many years. This would ideally be located near to services such as health and education. The Leeds Travellers have made it quite clear that they will not use a site that is an extension of the current provision at Cottingley Springs.

2.2 Recommendation 2:

- (i) *That the Executive Board consider the principle of providing an additional 25 permanent pitches for 25 caravans in the city to accommodate "Leeds families" of gypsies and travelers and request the Director of Environment and Neighbourhoods to undertake further work based on national guidance to identify costs, and sources of funding and to develop a criteria for consulting and identifying suitable sites during operation of the pilot in recommendation 1.*
- (ii) *In any consideration by Executive Board those ward Members who are affected by proposals on this matter are consulted.*

The Director of Environment and Neighbourhoods will undertake work to enable Executive Board to deliberate on the recommendations.

The West Yorkshire Police refers to the provision of 25 pitches for 25 caravans. Currently each pitch provided by the Council is able to accommodate up to 3/4 additional caravans. This recommendation could result in a stopping site that could accommodate up to 100 caravans unless we are specific about the permitted numbers. The police have grave concerns about our ability to manage such

potentially large sites, which have previously seen grave anti-social behaviour and environmental issues and could also pitch different family groups together and add to the various current feuds and infighting amongst this community.

2.3 Recommendation 3:

That subject to recommendations 1 and 2 the Director of Environment and Neighbourhoods seeks to develop this pilot in the context of a wider strategic approach through the City Region and other appropriate bodies.

The Director of Environment and Neighbourhoods supports this recommendation and confirms that early dialogue with neighbouring authorities will commence immediately, with a focus on Calderdale and Kirkless where the Executive Board will note, there is currently no provision for gypsies and travellers.

The West Yorkshire Police state that joint pitches with Wakefield and Bradford Districts may be an option.

2.4 Recommendation 4:

That irrespective of recommendations 1 and 2 the Executive Board commission a review of the Cottingley Springs site to ascertain whether better use of the site could be made that would allow the provision of additional pitches and identify how this could be funded by January 2012.

The Director of Environment and Neighbourhoods will undertake work on the feasibility and costs of this proposal in order to enable Executive Board to deliberate on the recommendations.

The police state that there could be clear policing issues with an extension of Cottingley Springs. Smaller sites could be more easily be absorbed into the structure of neighbourhood policing and therefore a more effective service given to both the Travellers and the settled community

2.5 Recommendation 5:

That the Director of Environment and Neighbourhoods with the Chief Officer Legal Licensing and Registration undertake a review of the current licence in use at Cottingley Springs site to update it and incorporate current legislative changes (including the provisions of the Mobile Homes Act 1983 in future tenancy agreements).

The Director of Environment and Neighbourhoods and the Chief Officer Legal, Licensing and Registration agree to this recommendation. The review will be shaped by proposed changes to legislation and, as with any change to council licence or tenancy agreements, will need to be conducted in consultation with current residents at Cottingley Springs.

2.6 Recommendation 6:

That the Director of Environment and Neighbourhoods develop and adopt a Good Neighbourhood Code which would operate alongside any licence or tenancy agreement which would require all gypsies and travellers using sites operated by the Council to sign up to before being allowed to use these facilities.

The Director of Environment and Neighbourhoods agrees to this recommendation and suggests that the work to develop a Good Neighbourhood Code is undertaken in the next few months so that the Code is ready for introduction at the point the government implements the relevant sections of the Mobile Homes Act 1983 referred to in recommendation 5. Executive Board is asked to note that in developing the Code, reference will be made to similar Good Neighbourhood Codes in operation in other areas of the country in order to capture best practice.

2.7 Recommendation 7:

That the Director of Environment and Neighbourhoods continues to develop a strong residents group on the Cottingley Springs site that could be the catalyst to engage more with the local community and that this formal arrangement should be established by June 2011.

The Director of Environment and Neighbourhoods agrees to this recommendation and asks Executive Board to note that work to develop a stronger residents group has started and that in recent years there has been a better engagement between the local community and residents at Cottingley Springs than was historically the case. It is acknowledged that this has been largely informal and therefore formal arrangements will be established in the next few months.

2.8 Recommendation 8

That in accordance with the Local Development Framework Policy the Acting Director of City Development continue to encourage and support development of private gypsy and traveller site provision in the city which are appropriate, in keeping with the area and meet the necessary planning requirements.

The Acting Director of City Development states that the recommendation is acceptable on the basis that it is about the application of planning policy. The Directorate will engage with gypsy and traveller communities and will encourage and support their proposals when these accord with planning criteria. This recommendation does not mean that the Directorate will actively seek sites for private development. This initiative has to come from the gypsies and travellers themselves as private sites only happen if they have the necessary funding in place. The Directorate also points out that there is yet no LDF policy as there are no LDF documents adopted. The existing policy is in the UDP.

2.9 Recommendation 9

That the Scrutiny Board (Children's Services) be asked to undertake a specific investigation on the national and local position of gypsy and traveller girls school attendance and educational achievements at 11 years and above.

The Director of Children's Services has made no comment as this will be considered by Scrutiny Board (Children's Services) when considering its work programme.

2.10 Recommendation 10

That the Primary Care Trust and Director of Children's Services be asked to submit a report to Scrutiny Board (Health) on the services that have been withdrawn from gypsies and travellers and the alternative arrangements that have been instigated to protect this vulnerable group.

The Director of Children's Services challenge the suggestion that services have been *withdrawn* from gypsies and travellers. As with many services at the current time, some areas of support that do benefit gypsies and travellers are being reviewed to ensure the Directorate are targeting limited resources towards meeting priorities. However, we recognise that gypsies and travellers are a vulnerable group and that there is a need to reflect this in future decisions. It would be helpful to understand the detail of what is believed to be being withdrawn so that a more informed response can be provided. We are keen to address any specific concerns within the gypsy and traveller communities and we will be happy to respond to questions and concerns about this in any way that helps to assist the scrutiny board.

2.11 Recommendation 11

That the West Yorkshire Police be asked to ensure that the protocol between the Police and the Council is applied uniformly by Divisional Commanders across the city and that ward members are always informed of unauthorised encampments and when this power is to be used.

The West Yorkshire Police state that the Leeds District Protocol for the management of unauthorised encampments does not contain a requirement to notify local ward members when Section 61 is to be used. The police believe however that this would be good practice for a number of reasons. This practice could be incorporated in a future review of the protocol however it must be understood that the decision whether or not to use the Section 61 power will remain an operational one for the police alone to take. The responsibility could rest with a member of the Gypsy Traveller Service or the local NPT Inspector (particularly when out of office hours), which the police could agree locally. The notification on each occasion of the presence of unauthorised encampments to local members should be a matter for LACK to resolve internally. The police agree also that the protocol should be applied consistently across the 3 police divisions but that this can be best dealt with through locally arranged inputs utilizing the skills and knowledge of the Traveler Liaison Officer. The police would also like to add to the recommendation that we should also take the opportunity to promote clear understanding of the protocol amongst all the Leeds ward members.

2.12 Recommendation 12

That the Director of Environment and Neighbourhoods be asked to review and expand the information pack for use by residents and Members where unauthorised encampments occur on private land.

The Director of Environment and Neighbourhoods agrees to this recommendation and will ensure that the information currently available for Members and for residents is updated and expanded to cover all relevant aspects of unauthorised encampments on private land. This will be completed by April 2011.



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 14th March 2011

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) Last Revised 24/02/11

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
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
Variances against Departmental Budget	To receive a report on variances against departmental budget for 2010/11 for period 10.	The Board agreed in September 2010 to receive regular updates on variances against the departmental budget for the main vote heads.	PM
New Strategic Plan 2011-2015	To consider a report on the City Priority Plans and Corporate Plans	This was deferred from the November 2010 meeting due to uncertainty over the budget announcement.	DP
EASEL Recommendation Tracking	To consider a report on progress in implementing the Board's inquiry report	The Directorate is changing the nature, governance and programme for East Leeds regeneration quite significantly and it would be of limited use to take another report at this time.	MSR
Inquiry which reviewed gypsies & travellers site provision in Leeds	To receive the formal response of the Executive Board and the Director to the Board's final report	The Board approved this report in January 2011	MSR

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) Last Revised 24/02/11

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 11 th April 2011		Reports required by 23 rd March 2011	
Contract to Place Clean Media Advertisements in the City Centre	To consider a joint report from the relevant Directorate's on this matter.	The Board on 14 th February 2011 agreed the request for scrutiny from Councillor Monaghan of this matter and asked for a more detailed joint officer report which includes legal services input, setting out the views of all the relevant Council Departments regarding all the issues involved. <i>The Board asked for this report at its meeting on 14th March 2011 but the Directorate's were unable to meet the deadlines for this meeting</i>	RFS
Inquiry into Intelligence Gathering and Sharing	To consider the Board's final report and recommendations following its inquiry of this matter	Terms of Reference were approved for this inquiry on 14 th February 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
Dog Control Orders	To consider the outcome of the discussions regarding the introduction of a voluntary licensing scheme	The Board in February agreed that officers, in consultation with the dog walkers look at the introduction of a voluntary licensing scheme for dog walkers, allied to a code of conduct & a public campaign, & include their findings in the above report back to the Board.	DP

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) Last Revised 24/02/11

Key:

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Inquiry Approved for new Municipal Year to consider			
Review the Refuse Collection Route Rationalisation Programme (Agreed by the Board on 14th February 2011)			
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
Vacant Housing	To consider a report on vacant housing	To determine whether the Board wishes to undertake a review of this matter	RP

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EXECUTIVE BOARD

FRIDAY, 11TH FEBRUARY, 2011

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

Councillors J Dowson and R Finnigan – Non-Voting Advisory Members

159 Late Items

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) A revised version of the report entitled, 'The Future of Mental Health Day and Accommodation Services' (Minute No. 163 refers).
- (b) Copies of the equality impact assessments which had been undertaken in respect of the proposals detailed within agenda item 17 entitled, 'The Future of Mental Health Day and Accommodation Services' and agenda item 18 entitled, 'Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre. (Minute Nos. 163 and 162 refer respectively).

160 Declaration of Interests

Councillor Murray declared a personal interest in the item relating to the Outcomes for Looked After Children in the Care of Leeds, as his wife was employed within the Children's Services Department as an Independent Reviewing Officer (Minute No. 171 refers).

161 Minutes

RESOLVED – That the minutes of the meeting held on 5th January 2011 be approved as a correct record.

ADULT HEALTH AND SOCIAL CARE

162 Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre

The Director of Adult Social Services submitted a report regarding proposals to decommission the counselling and support service known as the 'Leeds Crisis Centre', as part of a wider review of Council provided mental health services. The Director referred to the recent emails circulated by individuals expressing concern at the proposal, a petition which had been submitted and to the equality impact assessment carried out in relation to the proposal. In her detailed introduction to the report, the Director responded to the points raised in the emails and also to the petition.

John Lawlor, Chief Executive of NHS Leeds addressed the meeting and responded to Members' questions.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the proposal to decommission the Leeds Crisis Centre be approved.
- (c) That the joint approach with NHS Leeds to managing customer and referrer expectations be endorsed, and it be ensured that appropriate signposting / redirection to existing services which can meet the needs of the population be provided.
- (d) That the joint work with NHS Leeds to relocate staff with a planned closure date of June 2011 be noted.
- (e) That having approved the decommissioning of the service provided by Leeds Crisis Centre (as detailed at resolution (b) above), the premises at Spring Road be declared surplus to the requirements of Adult Social Care and handed to Corporate Property Management for disposal.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both voted against the decisions taken within this minute)

163 The Future of Mental Health Day and Accommodation Services

Further to Minute No. 140, 15th December 2010, the Director of Adult Social Services submitted a report detailing proposals with regard to the reconfiguration of in-house mental health day services in Leeds, the undertaking of a recommissioning exercise for day service provision and proposing a review of options regarding the future provision of the supported accommodation services.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

A revised version of the report which contained amendments to paragraphs 3.1.8, 3.2.5 to 3.2.6 and 7.3 to 7.8 was tabled at the meeting for Board Members' consideration.

RESOLVED -

- (a) That the contents of the submitted report be noted.
- (b) That approval be given to the reconfiguration of the directly provided mental health day services along the lines envisaged in the i3 service model, which will consolidate buildings based services on one site, enabling cost efficiencies whilst also delivering a modernised and enlarged community focused service. (Paragraphs 3.1.1 to 3.1.11 of the submitted report refer).
- (c) That in order to assist the process detailed at resolution (b) above, approval be given to beginning a personalised consultation with service users on how their needs are best met within the new service model, with appropriate levels of consultation with staff and Unions following and with service changes to be completed between July and September 2011 in order to allow time to arrive at individual agreements with service users over their future needs and that there be no closures until alternative services are available and in place. (Paragraphs 3.2.1 to 3.2.5 of the submitted report refer).
- (d) That approval be given to the establishment of a Stakeholder Involvement Group as described in paragraph 3.2.5 of the submitted report, which will meet regularly as implementation is put under way.
- (e) That a further report in relation to how the service model has been implemented and how service users have moved into their new support arrangements be submitted to Executive Board in November 2011.
- (f) That approval be given to the decommissioning of existing mental health day services across the internal and third sectors, and that approval also be given to the tendering of new, modernised services across the care pathway (as detailed within the 'i3 Project Final Report'), which are fit for purpose, with this beginning in February 2011. (Paragraphs 3.4.1 to 3.4.5 of the submitted report refer).
- (g) That approval be given to the consideration of options for the future provision of supported accommodation services in line with Best Value, with a further report and recommendations being submitted to Executive Board in July 2011. (Paragraphs 3.5.1 to 3.5.3 of the submitted report refer).

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the decisions taken within this minute)

RESOURCES AND CORPORATE FUNCTIONS

164 Financial Health Monitoring 2010/2011 - Third Quarter Report

The Director of Resources submitted a report outlining the financial position of the authority after nine months of the financial year in respect of revenue

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th March, 2011

expenditure and income projected to the year end. In addition, the report also highlighted the latest position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

RESOLVED –

- (a) That the projected financial position of the authority after nine months of the financial year, together with the level of reserves carried forward to 2011/2012, be noted.
- (b) That approval be given to the release of £500,000 from Housing Revenue Account reserves in order to offset the pressure as a result of the Lifetime Homes PFI project not proceeding.

165 Revenue Budget 2011/2012 and Capital Programme

(A) Revenue Budget and Council Tax 2011/2012

Further to Minute No. 119, 15th December 2010, the Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2011/2012, on the Leeds element of the Council Tax to be levied in 2011/2012 and on Council House rents for 2011/12, which had been prepared in the context of the Council's initial budget proposals agreed by Executive Board in December 2010 and the Local Government Finance settlement.

The report noted that where appropriate, a full equality impact assessment had been undertaken in respect of the budgetary proposals and associated decisions which had been presented for consideration, and in response to Members' enquiries, the Board was provided with details of the formal assessment process and how that process had influenced the submitted proposals.

On behalf of the Board, the Chair paid tribute to all those officers and Members who had been involved in the preparation of the 2011/12 budget setting process and thanked them for their efforts. In addition, the Chief Executive paid tribute to all of those employees who had, or were due to leave the employment of the Council as part of the Early Leavers Initiative. In doing so, the Chief Executive thanked them for their many years of loyal service and acknowledged their vast experience.

RESOLVED –

- (a) That Council be recommended to approve the Revenue Budget for 2011/2012 totalling £582,228,000, as detailed and explained within the submitted report and accompanying papers, with no increase in the Leeds element of the Council Tax for 2011/2012.
- (b) That with respect to the Housing Revenue Account, Council be recommended to:
 - (i) approve the budget at the average rent increase figure of 6.84%;
 - (ii) increase the charges for garage rents to £6.49 per week;

Draft minutes to be approved at the meeting
to be held on Wednesday, 9th March, 2011

- (iii) increase service charges in line with rents (6.84%).
- (c) That the Director of Resources be authorised to make minor changes for the purpose of clarification, with such changes being highlighted within the subsequent report to Full Council.

(B) Capital Programme Update 2010-2014

The Director of Resources submitted a report setting out the updated Capital Programme for 2010-2014, which included details of forecast resources for that period.

The report noted that the capital programme outlined a plan for future capital expenditure and highlighted that as more detailed information became available in terms of how of such expenditure would potentially impact upon services, buildings and people, then directorates would undertake equality impact assessments as part of the rationale in determining specific projects from capital budgets.

RESOLVED –

- (a) That the following be recommended to Council:
 - (i) That the capital programme, as attached to the submitted report, be approved;
 - (ii) That Executive Board be authorised to approve in year amendments to the capital programme, including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
 - (iii) That the proposed Minimum Revenue Provision policies for 2011/2012, as set out within paragraphs 5.5 and 5.6 of the submitted report, and as explained within Appendix F be approved.
- (b) That the capital strategy, as attached at Appendix D to the submitted report be agreed.
- (c) That the list of land and property sites shown in Appendix E to the submitted report be disposed of in order to generate capital receipts for use in accordance with the capital strategy.
- (d) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments in order to ensure that the programme is affordable.

(C) Treasury Management Strategy 2011/2012

The Director of Resources submitted a report setting out the Treasury Management Strategy for 2011/2012 and outlining the revised affordable borrowing limits under the prudential framework. The report also provided a review of strategy and operations in 2010/2011.

RESOLVED –

- (a) That approval be given to the initial treasury strategy for 2011/2012, as set out within Section 3.3 of the submitted report, and that the review of the 2010/2011 strategy and operations, as set out within Sections 3.1 and 3.2 of the submitted report, be noted.
- (b) That Council be recommended to set borrowing limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.4 of the submitted report.
- (c) That Council be recommended to set treasury management indicators for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.5 of the submitted report.
- (d) That Council be recommended to set investment limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.6 of the submitted report.
- (e) That Council be recommended to adopt the revised Treasury management policy statement.

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

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both abstained from voting on the decisions referred to within parts (A) and (B) of this minute)

DEVELOPMENT AND REGENERATION

166 Draft Interim Affordable Housing Policy 2011

The Acting Director of City Development submitted a report detailing the outcomes arising from the Economic Viability Assessment (EVA) which tested the viability of implementing affordable housing targets across Leeds, in addition to presenting for approval for the purposes of public consultation, a Draft Interim Affordable Housing Policy, which had been informed by the EVA.

Members emphasised the importance of a flexible policy which could adapt to changes within the housing market, with reference being made to the policy being further considered by the Board should the need arise.

RESOLVED –

- (a) That the publication of a Draft Interim Affordable Housing Policy, as appended to the submitted report, and which had been informed by the Economic Viability Assessment, be approved.
- (b) That a four week public consultation exercise be undertaken on the Draft Interim Affordable Housing Policy.

- (c) That the outcomes from the public consultation exercise be reported back to Executive Board, along with any further recommendations for changes to the draft policy.

NEIGHBOURHOODS AND HOUSING

167 Housing Adaptations Strategy 2010 - 2013

The Director of Environment and Neighbourhoods, the Director of Children's Services and the Director of Adult Social Services submitted a joint report providing an update on the development and content of the Housing Adaptations Strategy for 2010-2013, outlining the recent developments in service delivery, whilst also presenting the strategy for formal approval.

Copies of the strategy had been circulated to Board Members for their consideration at the time of the agenda publication and despatch.

RESOLVED – That the Adaptations Strategy 2010 – 2013 be approved, and that officers be instructed to report back to Executive Board in due course on the progress made with the delivery of the related action plan.

168 Scrutiny Board Recommendations

The Chief Democratic Services Officer submitted a report providing a summary of the responses to a number of Scrutiny Board recommendations which had been received since the last meeting of Executive Board. The recommendations had arisen from the recent Scrutiny Board (Environment and Neighbourhoods) inquiry into gypsies' and travellers' site provision within Leeds.

The Executive Member for Neighbourhoods and Housing thanked the Scrutiny Board (Environment and Neighbourhoods) for the comprehensive inquiry it had undertaken on this matter.

Councillor Anderson, Chair of the Scrutiny Board (Environment and Neighbourhoods), attended the meeting in order to present the Board's findings.

The Board noted that recommendations 1, 2 and 4 of the inquiry report which had been made specifically to Executive Board were substantial recommendations, and therefore further work was required to be undertaken and reported back to the Board, in order to determine what action should be taken in response.

The report noted that if Executive Board undertook to proceed with recommendations 1, 2 and 4 of the Scrutiny Board's report, then a risk benefit analysis and an equality impact assessment should be undertaken as part of the implementation process.

RESOLVED –

- (a) That recommendations 1, 2 and 4 of the Scrutiny Board's inquiry report, as appended to the submitted report, be noted, with further work

being undertaken and reported back to the Board, in order to determine what action should be taken in response.

- (b) That recommendations 3 and 5 to 12 of the Scrutiny Board's inquiry report, together with the formal responses from the relevant Directors and Executive Board Members to the Board's recommendations be noted.

CHILDREN'S SERVICES

169 Introduction of the Newly Appointed Strategic Leader of Education Integration

The Board welcomed Simon Flowers to his first meeting of Executive Board following his recent appointment to the position of Strategic Leader of Education Integration on a temporary basis.

170 Deputation to Council - Friends of Allerton Grange regarding Allerton Grange Playing Fields - Community Access

The Director of Children's Services submitted a report in response to the deputation to Council on 17th November 2010 from Friends of Allerton Grange organisation regarding community access to Allerton Grange playing fields.

RESOLVED -

- (a) That the contents of the submitted report be noted.
- (b) That meetings with the Friends of Allerton Grange continue, and that subject to the outcome of the statutory process to create new primary provision in the area, if the proposal is agreed, to continue to engage with the Friends organisation through any subsequent design and planning stages.

171 Outcomes for Looked After Children in the Care of Leeds

The Director of Children's Services submitted a report summarising the progress made in respect of provision for Looked after Children in Leeds and identifying strategies which have supported improvement in those outcomes. The report also outlined the progress achieved with respect to regulated Fostering, Adoption and Residential services.

RESOLVED –

- (a) That the contents of the submitted report be noted, and that the Board recognise the improving outcomes for looked after children in Leeds in light of the fact that this matter remains one of the highest priorities for children's services and the city.
- (b) That the key role that Elected Members, as corporate parents, play in supporting work with looked after children be acknowledged, both through formal arrangements such as Fostering and Adoption Panels and at a local level through links with, for example, schools, children's homes and foster carers, and that this work continue to be supported and encouraged.

172 The Ofsted Inspection of Leeds City Council's Adoption Service 2010

The Director of Children's Services submitted a report providing details of the December 2010 Ofsted inspection of Leeds City Council's Adoption Service.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

RESOLVED – That the contents of the submitted report be noted, and that the key role played by adopters and the adoption service in improving outcomes for children and young people in Leeds be recognised.

173 Her Majesty's Inspectorate of Probation Inspection of the Leeds Youth Offending Service 2010

The Director of Children's Services submitted a report detailing the outcomes from Her Majesty's Inspectorate of Probation (HMIP) inspection of the Youth Offending Services (YOS) in Leeds.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

RESOLVED - That the contents of the submitted report be noted, in the context of the significant role that Youth Offending work plays in creating a safer, more prosperous city.

174 Annual Standards Report - Primary Schools

The Chief Executive of Education Leeds submitted a report providing an overview of primary schools' performance as at the end of the 2009/10 academic year, and as demonstrated through statutory national testing and teacher assessment.

RESOLVED –

- (a) That the progress which has been made and the challenges which remain be noted, and that the implications of the revised Ofsted framework and the proposed raised floor standards be acknowledged.
- (b) That the future proposals for support, challenge, monitoring and intervention in Leeds, as outlined within the government white paper, 'The Importance of Teaching' be noted.
- (c) That a report be submitted to a future meeting of the Board regarding the strategies and partnerships being developed which are aimed at ensuring better opportunities and outcomes for the young people of Leeds.

175 Annual Standards Report - Secondary Schools

The Chief Executive of Education Leeds submitted a report summarising the progress made in relation to secondary school improvement in Leeds and providing a commentary on the challenges faced with respect to further improvement in the future.

RESOLVED –

- (a) That the progress which has been made and the areas which need further improvement be noted.

- (b) That the future provision of support, challenge and intervention required in Leeds to ensure that progress continues to be made, in light of the government white paper, 'The Importance of Teaching', be noted.

DATE OF PUBLICATION: 15TH FEBRUARY 2011

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 22ND FEBRUARY 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12noon on 23rd February 2011)



**FORWARD PLAN OF KEY DECISIONS
Environment and Neighbourhoods**

1 March 2011 – 30 June 2011

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 March 2011 to 30 June 2011

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)
ALMO and BITMO City Wide Domestic and Commercial Electrical Testing Programme Key decision to approve new contract	Director of Environment and Neighbourhoods ()	1/3/11	With ALMO's and BITMO	Proposed new contract	Director of Environment and Neighbourhoods paul.m.clarke@leeds.gov.uk
Award of contracts under the Skilled For Success Programme To award contracts with an approximate value of between £40k - £325k per contract. The tendering opportunity is within £500k	Director of Environment and Neighbourhoods ()	1/3/11	Procurement Unit	Report to award contracts with delegated decision notification will be submitted in January 2010	Director of Environment and Neighbourhoods stephen.boyle@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 put in place a Framework Agreement for a period of 2(+1+1) years for the provision of Housing Related Support for Young People</p> <p>Authorisation to put in place a Framework Agreement for a period of 2(+1+1) years for the provision of Housing Related Support for Young People</p>	<p>Director of Environment and Neighbourhoods ()</p>	<p>1/3/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>ENE Consultation Services roll out</p> <p>To authorise the award of the area wide repairs and maintenance service for East North East Homes to Construction Services</p>	<p>Director of Environment and Neighbourhoods ()</p>	<p>1/3/11</p>	<p>n/a</p>	<p>n/a</p>	<p>Steve Hunt steve.hunt@leeds.co.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>Request to enter into a 3 (+1+1) year Supporting People contract with Leeds Housing Concern to provide the Single Homeless Women's Service at a contract value of approx. £530,500 per annum</p> <p>Approval to enter into a 3 (+1+1) year Supporting People contract with with Leeds Housing Concern to provide the Single Homeless Women's Service at a contract value of approx. £530,500 per annum</p>	Director of Environment and Neighbourhoods ()	1/3/11	n/a	Report to be presented to Delegated Decision Panel prior to decision being taken	Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
ALMO / BITMO Wide Quality Gas Audits Key decision to approve new contract	Director of Environment and Neighbourhoods ()	1/3/11	With ALMO's / BITMO	Proposed new contract	Director of Environment and Neighbourhoods paul.m.clarke@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)
ALMO/BITMO performance indicator targets for 2011/2012 To approve the detail of the Strategic Landlord Performance Indicator Targets for 2011/2012	Director of Environment and Neighbourhoods ()	1/3/11	With the ALMO's and BITMO	None	Simeon Perry simeon.perry@leeds.gov.uk
To approve the annual Partnership agreement and annual grant funding To approve the annual Partnership agreement and annual grant funding	Director of Environment and Neighbourhoods ()	1/3/11	With Leeds Tenant Federation	Report with Leeds Tenant Federation Partnership Agreement, Service Plan as annexes	Director of Environment and Neighbourhoods simeon.perry@leeds.gov.uk
City wide Almo properties for Abestos Removal Key decision to approve new contract	Director of Environment and Neighbourhoods ()	1/3/11	With ALMO's	Proposed new contract	Director of Environment and Neighbourhoods paul.m.clarke@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)
Property Exchange with Leeds Federated Housing Association Approval of proposal to exchange 15 properties owned by LFHA in the Garnets demolition area for miscellaneous LCC owned properties of an equivalent value.	Executive Board (Portfolio: Neighbourhoods and Housing)	9/3/11	Ward members, AVH	The report to be issued to the decision maker with the agenda for the meeting	sue.morse@leeds.gov.uk
Domestic Energy Efficiency Report 2010 To adopt the report	Executive Board (Portfolio: Environmental Services)	9/3/11	N/A	Domestic Energy Efficiency Report to be issued for February committee cycle	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
Advice Agency Grant Allocations 2011/12 Approval of grant allocations to advice agencies including Leeds CAB, Chapeltown CAB and Harehills and Chapeltown Law Centre for 2011/12.	Director of Environment and Neighbourhoods ()	16/3/11	Consultation with advice agencies involved, relevant Officers and Members.	Equality Impact Assessment, Regeneration Management Team report	Director of Environment and Neighbourhoods julie staton@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)
Infrastructure Support Fund Grant Allocations 2011/12 Approval of grant allocations for the Infrastructure Support Fund to organisations to enable them to deliver practical infrastructure support services to the wider voluntary sector for 2011/12.	Director of Environment and Neighbourhoods ()	16/3/11	Consultation with current infrastructure providers, questionnaire to wider sector in partnership with Leeds Infrastructure Consortium to establish future infrastructure service priorities, consultation with relevant Officers in LCC and NHS and with Executive Member.	Equality Impact Assessment, Regeneration Management Team report.	Director of Environment and Neighbourhoods Julie.staton@leeds.gov.uk
Assistance to Vulnerable Private Homeowners through equality secured loans funded through unsupported borrowing Approval for a scheme of unsupported borrowing to finance equality secured loans	Executive Board (Portfolio: Neighbourhoods and Housing)	30/3/11	n/a	The report to be issued to the decision maker with the agenda for the meeting	andy.beattie@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)
Delegation of Services to Area Committees To consider and agree additions to the Area Committee Function Schedule of the Constitution, proposing the delegation of environmental services to Area Committees	Executive Board (Portfolio: Neighbourhoods and Housing)	30/3/11	Programme of consultation currently being undertaken with all members	The report to be issued to the decision maker with the agenda for the meeting	Helen Freeman helen.freeman@leeds.gov.uk
ALMO/BITMO Penalty/Incentive Scheme To approve the detail of the Strategic Landlord Performance Management Penalty/Incentive Scheme.	Director of Environment and Neighbourhoods ()	1/4/11	With the ALMO's and BITMO	None	Simeon Perry simeon.perry@leeds.gov.uk
Restructure of Environmental Services To agree an amended structure for Environmental Services in the Environment and Neighbourhoods Directorate	Director of Environment and Neighbourhoods ()	1/4/11	Consultation with members, Staff and Trade Unions	n/a	Helen Freeman helen.freeman@leeds.gov.uk

<p>Request to invoke the second 12 month extension period to the existing Supporting People service level agreement with Leeds City Council Adult Social Care Mental Health for the Mental Health Housing Support Team Service at a cost of £732,544.85 for t</p> <p>Authorisation to invoke the second 12 month extension period to the existing Supporting People service level agreement with Leeds City Council Adult Social Care Mental Health for the Mental Health Housing Support Team Service at a cost of £732,544.85.</p>	<p>Director of Environment and Neighbourhoods ()</p>	<p>1/5/11</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
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NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Resources and Corporate Functions	Councillor Keith Wakefield
Development and Regeneration	Councillor Richard Lewis
Environmental Services	Councillor Thomas Murray
Neighbourhoods and Housing	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Green Group	Councillor Ann Blackburn
Advisory Member	Councillor Jane Dowson
Advisory Member	Councillor Richard Finnegan

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

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	23 rd February 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Council Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	
Children & Young People's Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Crime and Disorder Reduction Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods
Development Plan documents	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Local Transport Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Youth Justice Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Licensing Authority Policy Statement	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Corporate Governance)
Leeds Strategic Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Health and Wellbeing Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care
Economic Development Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Climate Change Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Leeds Housing Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Environment

NOTES:

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council (a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

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