



---

## SCRUTINY BOARD (HOUSING AND REGENERATION)

---

Meeting to be held in the Civic Hall, Leeds on  
Tuesday, 29th January, 2013 at 10.00 am

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

---

### MEMBERSHIP

#### Councillors

B Atha	-	Kirkstall;
D Collins	-	Horsforth;
J Cummins	-	Temple Newsam;
P Grahame	-	Cross Gates and Whinmoor;
M Iqbal	-	City and Hunslet;
S Lay	-	Otley and Yeadon;
V Morgan	-	Killingbeck and Seacroft;
D Nagle	-	Rothwell;
J Procter (Chair)	-	Wetherby;
C Towler	-	Hyde Park and Woodhouse;
G Wilkinson	-	Wetherby;
Mr G Hall	-	Co-opted Member

---

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

---

**Agenda compiled by:**  
**Stuart Robinson**  
**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
**Tel: 24 74360**

**Principal Scrutiny Adviser:**  
**Richard Mills**  
**Tel: 24 74557**

# A G E N D A

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

3

### **LATE ITEM**

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

### **DECLARATION OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS**

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 of the Members' Code of Conduct.

5

### **APOLOGIES FOR ABSENCE**

6

### **MINUTES OF THE PREVIOUS MEETING**

1 - 6

To confirm, as a correct record the minutes of the meeting held on 18<sup>th</sup> December 2012.

The Acting Deputy Chief Executive and Director of Resources, Mr Alan Gay has been invited to attend for this item to update Members on progress with regard to Minute 75 (a) following the Scrutiny Board's recommendation that all officers owning development land or prospective development land in the City of Leeds or shares in companies involved in its development of such land should be required to register their interests in a register held by the Chief Executive's Office which was open to the public on demand.

7

### **REVIEW OF THE ALMO MANAGEMENT ARRANGEMENTS - CONSULTATION**

7 - 40

To consider a report of the Head of Scrutiny and Member Development on the review of the ALMO Management arrangements.

8		<p><b>GOOD PRACTICE GUIDE TO PRE APPLICATION ENGAGEMENT</b></p> <p>To consider a report of the Director of City Development on the final draft of the Good Practice Guide to Pre Application Engagement for consideration of the Scrutiny Board.</p>	41 - 52
9		<p><b>EXPLANATION OF SECTION 106 AFFORDABLE HOUSING BENCH MARK PRICES</b></p> <p>To consider a report of the Director of City Development responding to the request from Scrutiny Board (Housing and Regeneration) to provide a detailed explanation of how the price at which the affordable housing units (required as part of a Section 106 (S106) agreement) are expected to be sold at to a Registered Provider (RP) is arrived at in Leeds.</p>	53 - 60
10		<p><b>UPDATED PROGRESS ON PREDICTING EMPTY PROPERTY TRENDS</b></p> <p>To consider a report of the Head of Scrutiny and Member Development updating the meeting on progress on predicting empty property trends.</p>	61 - 72
11		<p><b>WORK SCHEDULE</b></p> <p>To consider a report of the Head of Scrutiny and Member Development on the Board's work programme.</p>	73 - 140
12		<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Tuesday 26<sup>th</sup> February 2013 at 10.00am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30am)</p>	

# Agenda Item 6

## SCRUTINY BOARD (HOUSING AND REGENERATION)

TUESDAY, 18TH DECEMBER, 2012

**PRESENT:** Councillor J Procter in the Chair

Councillors B Atha, D Collins, J Cummins,  
M Iqbal, V Morgan, D Nagle and  
G Wilkinson

Mr G Hall – Co-opted Member

**70 Chair's Opening Remarks**

The Chair welcomed everyone to the December meeting of the Scrutiny Board (Housing and Regeneration).

**71 Late Item**

There were no formal late items of business to consider, however the Chair agreed to accept the following as supplementary information:-

- Executive Board - Minutes of a Meeting held on 12<sup>th</sup> December 2012 - Appendix 3 refers (Agenda Item 10) (Minute 79 refers)

The document was not available at the time of the agenda despatch, but subsequently made available to the public on the Council's website.

**72 Declaration of Disclosable Pecuniary and Other Interests**

There were no disclosable pecuniary and other interests declared at the meeting.

**73 Apologies for Absence**

Apologies for absence were received on behalf of Councillors P Grahame, S Lay and C Towler.

**74 Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 27<sup>th</sup> November 2012 be approved as a correct record.

**75 Matters Arising from the Minutes**

a) Brownfield Sites (Minute 67 refers)

The Chair referred to the above issue and reported that he would be meeting shortly with Mr Alan Gay, Director of Resources and Acting Deputy Chief Executive on the Board's recommendation that all officers owning development land or prospective development land in the City of Leeds or shares in companies involved in its development of such land should be required to register their interests in a register held by the Chief Executive's Office which was open to the public on demand.

It was agreed to invite Mr Gay to the next meeting on 29<sup>th</sup> January 2013 to update the Board on progress in implementing this recommendation.

## **76 Regeneration Staffing Position**

Referring to Minute 66 of the meeting held on 27<sup>th</sup> November 2012, the Director of City Development submitted a report on the staffing position in relation to the Regeneration Unit of the City Development Directorate.

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

- Mr Martin Farrington, Director, City Development
- Mr Adam Brannen, Programme Manager, City Development

The Director of City Development highlighted the rationale behind the recent decision to move the Regeneration Division to the City Development Directorate. He stated that he was anxious to develop much closer working relationships and operational efficiencies with other services in his Directorate including asset management, planning, highways and economic development.

In summary, specific reference was made to a number of issues including:

- The concerns expressed that the reduced staffing levels within the Regeneration Division could affect the progress in relation to the development of Brownfield sites in the city  
*(The Director of City Development responded and indicated that there had been no substantive changes to staffing levels in recent months and that bringing forward brownfield sites for redevelopment was a priority. He made reference to EASEL and the current economic climate and the consequential need to have a mix of housing developers in East Leeds that would share the risk. He reported that he would be taking a report to the Executive Board in January 2013 on a revised strategy for delivering Brownfield sites in the light of current market conditions, including EASEL)*
- Clarification of the current staffing levels within the Regeneration Unit  
*(The Programme Manager responded and informed the meeting that with flexible working arrangements there were currently 23.8 Fte posts within the Regeneration Division)*

### **RESOLVED-**

- a) That the contents of the report be noted.
- b) That the Director of City Development submit a report on the revised strategy for delivering brownfield sites in the city including those in East and South East Leeds (EASEL) for consideration at either the January/February 2013 Board meeting.

## **77 Former Residential Properties Utilised for Non-Residential/Community Office Purposes**

Referring to Minute 38 of the meeting held on 25<sup>th</sup> September 2012, the Chief Officer Statutory Housing submitted a report updating Member on progress in relation to a piece of work undertaken to assess the number of residential Council properties which are being used for non-residential, community or office purposes.

Appended to the report was a copy of a list of properties being used for non-residential, community or office purposes for the information/comment of the meeting.

Mr John Statham, Head of Housing Partnerships, Environment and Neighbourhoods was in attendance and responded to Members' queries and comments.

In summary, specific reference was made to a number of issues including:

- To note that since the initial report on this issue the number of residential properties being used for office/community/non-residential purposes had increased from 49 to 55 units. It was suggested that a further property should be added to the list known as Gipton Access Point, Coldcotes Drive and that one and two Lakeland Court and 7 Queensview be removed from the list as they were no longer potential residential properties having been made into communal areas or too small  
*(The Head of Housing Partnerships agreed to action these)*
- The view that officers should be contacting appropriate lease holders now with a view to identifying alternative suitable premises in order to bring as many premises back into residential use and not wait until the leases are due to expire  
*(The Head of Housing Partnerships responded and supported this approach wherever possible)*

**RESOLVED**-That the contents of the report and appendices be noted and welcomed.

(Councillor M Iqbal joined the meeting at 10.40am during discussions of the above item)

## **78 Quarter 2 Performance Report 2012/13**

The Assistant Chief Executive (Customer Access and Performance)/ Directors of Environment and Neighbourhoods and City Development submitted a report summarising the performance against the strategic priorities for the council and city related to Housing and Regeneration Scrutiny Board.

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

- Appendix 1– Performance Reports for 2012/13 Quarter 2 City Priority Plan Priorities relevant to the Board
- Appendix 2 – Directorate Priorities and Indicators

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

- Mr Paul Maney, Head of Strategic Planning, Policy and Performance, City Development
- Ms Maggie Gjessing, Housing Investment Manager, City Development
- Mr George Munson, Energy and Climate Change Manager, Environment and Neighbourhoods

The Head of Strategic Planning, Policy and Performance introduced the report and outlined key areas of good performance and highlighted the specific challenges brought out in the report.

The Housing Investment Manager updated the meeting and referred to paragraph 3.3 of the report and stated that within the allocated timeframe, a revised year end target of 400 not 500 new affordable homes would be met. She added further that the department did produce a forecast for the year which was as accurate as they could make it, but it was partially dependent on market led activity and partially on the housing association programmes which were agreed over the comprehensive spending review period (2011-15) for delivery.

In summary, specific reference was made to a number of issues including:

- Clarification if the department had undertaken a unit cost analysis for installing Solar PV panels on 10,000 Council homes as opposed to the delivering the Wrap Up Leeds scheme  
*(The Energy and Climate Change Manager responded and confirmed that work had been undertaken in this area. It was considered on balance because of changes in Government subsidies that it was currently more cost effective to improve insulation in the home and other measures rather than install solar panel)*
- Clarification of the subsidy changes for Solar panels and their maintenance
- The concerns expressed about the slowness of affordable housing completions and that the information submitted to the Board in this regard was inaccurate  
*(The Head of Strategic Planning Policy and Performance responded and outlined the report clearance procedures which had resulted in the information contained within the report being out of date)*
- The concern that the Council does not insist that draft Heads of Terms for Section 106 agreements were submitted with an applicant's planning application  
*(The Head of Strategic Planning Policy and Performance responded and agreed to follow up this issue with the Chief Planning Officer)*

**RESOLVED** –That the contents of the report and appendices be noted.



**79 Work Schedule**

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

Appended to the report was a copy of the following documents for the information/comment of the meeting:

- Scrutiny Board (Housing and Regeneration) Work Schedule for 2012/2013 Municipal Year (Appendix 1 refers)
- Forward Plan of Key Decisions – 10<sup>th</sup> September 2012 - 3<sup>rd</sup> December 2012 (Appendix 2 refers)
- Executive Board – Minutes of a Meeting held on 12<sup>th</sup> December 2012 (Appendix 3 refers)

The Principal Scrutiny Adviser, Scrutiny Support presented the report and responded to Members' queries and comments.

**RESOLVED -**

- a) That the contents of the report and appendices be noted.
- b) That the Executive Board minutes and Forward Plan be noted.
- c) That the work schedule be approved as now outlined.

**80 Date and Time of Next Meeting**

Tuesday 29<sup>th</sup> January 2013 at 10.00am in the Civic Hall, Leeds (Pre meeting for Board Members at 9.30am)

(The meeting concluded at 11.20pm)

This page is intentionally left blank

## Report of Head of Scrutiny and Member Development

### Report to Housing and Regeneration Scrutiny Board

Date: 29<sup>th</sup> January 2013

### Subject: Review of the ALMO Management Arrangements - Consultation

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## 1 Introduction

- 1.1 The Executive Board on 9<sup>th</sup> January 2013 considered the attached report of the Assistant Chief Executive (Customer Access and Performance) on a review of the ALMO Management Agreements.
- 1.2 The Executive Board at that meeting received assurances that measures would be introduced to ensure that response levels to the consultation exercise were maximised and that the implementation of the new arrangements would be done on an all-party basis, once the new arrangements had been determined. In addition, the Board received clarification on the status of the Tenant Management Organisations and considered the role of Scrutiny in the consultation process.
- 1.3 The Executive Board noted the progress made so far on the review and agreed that the following two options be taken forward to the next stage for consultation:
  - i) a move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; OR
  - ii) a move to all services being integrated within direct council control with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members

## 2 Consultation

- 2.1 Members of the Scrutiny Board are asked to consider and comment on the consultation arrangements.

## 3 Invitation

- 3.1 The Assistant Chief Executive (Customer Access and Performance), Mr James Rogers and the Executive Member, Neighbourhoods, Planning and Support Services, Councillor Peter Gruen have been invited to attend for this item.

#### **4 Recommendations**

4.1 The Scrutiny Board is asked to comment on the proposals and identify its role in the consultation process and what, if any, further scrutiny the Board wishes to undertake.

#### **5. Background papers<sup>1</sup>**

5.1 None used

---

<sup>1</sup>The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Report of Assistant Chief Executive (Customer Access and Performance)**

**Report to Executive Board**

**Date: 9 January 2013**

**Subject: Review of the ALMO Management Agreements**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. Earlier this year a review was initiated to consider whether changes should be proposed in regard to the delivery of housing management services across Leeds. The review covered both the delivery aspect of the service, predominantly provided by the three ALMOs, but also the strategic landlord and other related functions provided by the Environment and Neighbourhoods directorate. The review has involved extensive engagement work with key stakeholders, including ALMO Chief Executives, Elected Members, Staff (both LCC and ALMOs) ALMO Boards, Area Panels and the Leeds Tenants Federation. The Review has concluded that two options for the future delivery of housing management services should be consulted upon before a final decision is taken. The two options being:
  - Move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; or
  - Move to all services being integrated within direct council management with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.
2. However, a final decision will not be made until the next stage of consultation has been carried out and a full test of tenant opinion has taken place.
3. There is no doubt that housing management and the overall service provided to tenants is in a much better position now than it was 10 years ago and whatever the outcome of the review, there is no desire to return to the old style of housing management that existed pre 2003. Any future model must aim to

retain the strengths of existing arrangements whilst recognising the need to resolve the key operational issues this review has identified, against a backdrop of acute social and economic pressures. Most importantly, tenants and local delivery have to be central to our thinking if we are to offer tenants the best council housing to meet our ambition to be the best city in the UK.

4. Any savings generated from budgets across the ALMOs or council services as an outcome of this review will be reinvested into front-line housing services for the benefit of tenants.
5. An extensive period of public consultation is proposed with tenants, leaseholders and other key stakeholders during January to March 2013. This will include a full test of tenant opinion to ascertain tenants' views, so that they – along with any other feedback which is gathered during the consultation and any further information which becomes available on the options - can be taken into account in making a final decision.
6. The outcome of the second stage of consultation will be reported to Executive Board in Spring 2013 with a decision expected at that time on the arrangements to be adopted for the future management of housing services across Leeds.
7. **Recommendations**

Executive Board is requested to note progress on the review and agree that the following two options to be taken forward to the next stage for consultation:

- i) a move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; or
- ii) a move to all services being integrated within direct council control with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.

## **1. Purpose of this report**

- 1.1 This report sets out the background to the review of housing management services in Leeds and presents Executive Board with options on the future delivery of housing management in the city with a proposal to consult on two options.

## **2. Background information and Context of the review**

- 2.1 The context within which the ALMOs were formed and developed was significantly different in 2003 than it is now. The previous government made it conditional that to be in receipt of decency funding, councils should either enter a stock transfer arrangement or set up arms-length organisations. Leeds opted for the arms-length model. At that time, the government set a limit on the maximum size of ALMOs at 12000 properties, which was crucial to the original decision to establish six ALMOs within Leeds in February 2003. This allowed Leeds to apply for funding from the government to bring council housing up to the decent homes standard, bringing in an additional £450m as part of an £850m programme of investment.
- 2.2 In 2006 Leeds undertook a review of its housing management arrangements and reduced the number of ALMOs to three. The main drivers for this change were financial viability and falling stock numbers. The housing service in Leeds is, therefore, currently provided by three ALMOs (namely East North East Homes, West North West Homes and Aire Valley Homes) supported by a client and other related services within the Environment and Neighbourhoods directorate. All three ALMOs were judged in 2010 as being 2 star performing under the Audit Commission performance assessment arrangements.
- 2.3 This period saw a step change in housing conditions, moving from 50% of homes meeting the decency standard at the beginning of the period, to over 96% meeting the standard at its completion.
- 2.4 In November 2010, Executive Board agreed to retain the three ALMO model and agreed two key reforms: the creation of a Strategic Governance Board (SGC) – to provide a more coordinated approach to decision making; and, the development of a Shared Service Centre (the ALMO Business Centre Leeds) to maximise efficiencies. These changes have since been implemented and the review aims to build on these improvements to ensure we have the best arrangements in place to meet the changing policy context and the needs of council tenants in 2013 and beyond.
- 2.5 Since the last review, there has been unprecedented change to both the economic and policy context in which we operate. Significant economic and social pressures face public services; we are experiencing ever increasing customer expectations; and, a comprehensive programme of change from the coalition government means the landscape that local government and its partners are operating in is now undergoing rapid change.
- 2.6 The Audit Commission was abolished and the national performance management framework for housing management is no longer in place. Decency funding has also now come to end, being replaced with a new self-sustaining Housing Revenue Account (HRA). The latter reform was not in place when the housing management arrangements were last looked at and

this removes the financial incentive that was previously in place for retaining an ALMO based model.

- 2.7 The current management agreements have not been through a fundamental review since they were introduced in 2003 and are out of date in parts. The lack of clarity around roles and responsibilities identified in the management agreement has, in some part, contributed to the current confusion around accountability. The management agreement will need to be fully reviewed if the outcome of this review, following consultation, is to retain an arms-length approach to housing management.
- 2.8 Executive Board, at its meeting on 17 October 2012, agreed an extension to the existing management agreements of up to one year (i.e. up to January 2014) in order to allow a full review to take place. A decision needs to be made in early 2013 about how Council housing is to be delivered and managed from 2013/14 onwards.
- 2.9 While the Belle Isle Tenant Management Organisation (BITMO) does not fall within the scope of this review, there could potentially be an impact in terms of the support they receive from the current ALMO arrangements. This support would need to be built into any new arrangements to ensure there will be no impact on BITMO service delivery.

### **3. What does this mean for the people of Leeds?**

- 3.1 The council is landlord to 70,000 tenants in 58,000 homes. Additionally there are 1724 leaseholders.<sup>1</sup> Overall, council housing accounts for 18% of the city's housing stock. Council housing represents one of the council's largest assets, and it is very important for the council and tenants that these assets are managed and maintained effectively. The end of the decent homes programme, alongside a climate of ever reducing public sector finances, means that there is now even more pressure on the council to ensure that we have the most suitable arrangements in place to make best use of our limited resources to enable the delivery of the best possible service for Leeds tenants.
- 3.2 If we are to maximise investment in the housing stock for tenants then we need to look at where savings can be realised elsewhere in our housing management arrangements in order to reinvest such savings in our stock and broader housing management service to tenants.
- 3.3 An important finding of the review is to ensure tenants are central to any new provision of housing management in the city. It is important that tenants lie at the heart of any future model, and the excellent work developed by the ALMOs in engaging and involving their tenants' needs to be retained in whatever future model is adopted. Tenants will be involved throughout the process, and the Leeds Tenants Federation has been involved in the Project Board from the outset to ensure their views are taken on board.

---

<sup>1</sup> 1697 in ALMO properties and 27 in BITMO properties.



#### **4. Aims of the Review/Outcomes for tenants**

- 4.1 The outcome of the review is to ensure the most effective management arrangements are in place to deliver a high quality, efficient service that offers value for money to customers particularly given the current economic and social pressures facing public services. There are a number of key drivers behind the review:
- a need for clarity around decision making, governance and accountability arrangements;
  - a need to offer a consistent and improved service for tenants;
  - the end of government decency funding and the move to a self-funding HRA places even more importance on having a cost effective/value for money service in order to maximise investment in the city's housing stock, and;
  - the current management agreement is outdated and needs to be reviewed.
- 4.2 A significant aspect of the review was to consider the effectiveness of current governance and accountability arrangements. The review has also focused on outcomes for customers and the requirement to ensure customer focused service delivery and tenant satisfaction. Value for money is also a key consideration, particularly how we can continue to invest in the housing stock following the end of the decent homes programme and how we best respond to the financial challenges facing the public sector more generally.
- 4.3 The aims of the review are, therefore, to secure:
- clear accountability and governance;
  - improved service/outcomes for customers (increased tenant satisfaction);
  - value for money;
  - contribution to wider council objectives/priorities, and;
  - a core offer for tenants i.e. consistency of service/ maintenance/ management etc.
- 4.4 These key aims have been used as the criteria in relation to considering and evaluating potential options for change.

#### **5. What do we want to see in a future housing management offer**

- 5.1 There can be no doubt that whatever the outcome of the review, there is no desire to return to the old style of housing management service that existed pre 2003. The introduction of the ALMO model has successfully enabled significant investment in the Council's housing stock and the delivery of the government's decent homes standard; we have also seen improved responsiveness to local issues; increased the involvement of tenants in the decisions of the business; improved overall performance in areas such as rent collection and untenanted properties; led to agreement with tenants about service standards; enabled improved environmental standards on estates; and have secured increased tenant satisfaction. There is no doubt that housing management and the overall service provided to tenants is in a much better

position now than it was 10 years ago. Any future model must aim to retain the strengths of existing arrangements whilst recognising the need to resolve the main operational issues this review has identified, against a backdrop of acute social and economic pressures.

## **5.2 Principles for housing management**

5.2.1 With this in mind, the potential options for how we structurally arrange our future housing management offer are explored in section 7. However, there are a number of agreed principles and outcomes that we would wish to see in place whichever model is chosen. These being:

- a) the best quality housing service should be delivered to all Council tenants;
- b) there should be clear accountability in decision making;
- c) services should provide value for money;
- d) services should be informed by, and be responsive to, local need;
- e) there should be consistency in policy direction;
- f) there should be no or minimal duplication of front line services;
- g) services should draw on the best expertise available.

5.2.2 The need to ensure tenants remain at the heart of what we do is vital in any future arrangements, and echoes the general direction of travel across the council towards a more locality focused approach to service delivery where possible.

5.2.3 The council's approach to locality working has been developed over time as we have striven to be more local in our understanding, thinking, decision making and service delivery arrangements. In 2011, new locality working arrangements were introduced which brought about changes to area management teams, with the appointment of three Area Leaders and Area Leadership Teams and the creation of new area-based support teams. This is also echoed in the national policy context, where government is driving its localism agenda. The council would therefore be keen to ensure housing management continued to be delivered on a local basis whichever model is chosen by this review.

5.2.4 Any savings generated from budgets across the ALMOs or council services as an outcome of this review will be reinvested into front-line housing services for the benefit of tenants.

## **5.3 Closer integration versus core service delivery**

5.3.1 Over recent years the services provided by the three ALMOs have diversified and been developed to take a local lead to develop holistic services within communities through a partnership approach rather than delivering only the traditional core housing management services such as tenancy management and repairs and maintenance management. ALMOs therefore now deliver a range of services beyond the core remit of housing management, much of which has made a strong contribution to the quality of life within the area. This approach has been strongly advocated in the submission to the review from the ALMOs, with any new arms-length arrangements being tasked with running more services and integrating them with existing delivery. The ALMOs

believe such an approach will deliver savings and greater efficiency while improving service standards.

- 5.3.2 The alternative to greater integration of ALMO and council services is for council services to come together, allowing housing management teams to focus only on core activities, such as good quality lettings; tenancy management and support; resident involvement; the management of repairs; improvements and adaptations; void management; and rent collection and arrears management. This is advocated in the Environment and Neighbourhoods submission to the review team. It is felt that this approach will ensure that tenants receive the best possible service in terms of how their housing is managed, while at the same time delivering cost savings and greater efficiencies.
- 5.3.3 These are two very different approaches which will need to be considered as part of the further work whichever model is adopted. Further work will be done to consider this issue before reporting back to Executive Board in the Spring of 2013.

## **6. Findings of the Review / Key issues identified**

### **6.1 Stakeholder Feedback**

- 6.1.1 There has been extensive interaction with a range of stakeholders through participation in workshops, face-to-face discussion, telephone conversations and use of questionnaires.
- 6.1.2 As part of the engagement phase we invited key stakeholders to make a submission to the review team detailing their thoughts on how future housing management should be delivered. Two Formal submissions were received, a joint proposal from the ALMO Chief Executives/Chairs, and one from Environment and Neighbourhoods. There was significant agreement between the proposals in both submissions around what characterises a successful housing management operation - notably around retaining 3 strong local delivery elements, having a single and clear governance structure, and retaining a mixed provision of in-house and external repairs and maintenance services – but also some clear differences, most importantly around whether in-house or arm's length management offered the best method or giving tenants the best possible service. A full summary is available as a background document.
- 6.1.3 Valuable feedback concerning strengths, weaknesses and best practice has come from these interactions and has been taken into account in the formulation of this report.
- 6.1.4 While there was a range of opinions expressed as to what a future housing management service should look like and how it should function, there was a clear sense from the majority of stakeholders that the status quo (i.e. the retention of a 3 ALMO model) was not considered a sustainable option for the future and that change was indeed necessary.
- 6.1.5 From analysis of the outcomes from the stakeholder engagement phase, formal submissions made to the team, and research undertaken by the review team, including analysis of performance indicators, a number of strengths

have been identified which need to be recognised, and weaknesses highlighted which need to be addressed.

## **6.2 Strengths and areas that should be retained in any future model**

6.2.1 There has been a clear improvement in both housing decency and tenant involvement since the introduction of the ALMO model in 2003, and there are a number of key successes that have been demonstrated. They include:

- a) Delivery of an £850m decency programme;
- b) Reduced the number of properties that didn't meet the national decent homes standard from 50% to 3.9%, and;
- c) Improved performance in a number of areas including rent collection, reducing arrears, and reducing the number of untenanted properties.

6.2.2 Under the old Audit Commission inspection regime, all 3 ALMOs were judged to be 2 star out of a possible 3 and were deemed to have promising prospects for improvement. However, with the abolition of the Audit Commission and associated inspection regime, coupled with the end of decency funding and associated HRA reforms as well as significant changes to the economic and policy context in which we operate, the relevance of existing arrangements have to be brought into question.

6.2.3 Our findings suggest a number of key areas that any future housing management model should include:

- a) A local delivery focus to ensure services are responsive to tenant needs. The original campaign to move housing management to the ALMOs was entitled 'Going Local' and in part, acknowledged the shortcomings in a centrally run, unresponsive system of an old style housing management department. Any future model of housing management should therefore seek to preserve and strengthen locally responsive services that reflect the diverse nature of the city;
- b) Effective services tend to be those developed locally in response to local needs and reflecting the local conditions in which those needs arise. It is extremely important that any future delivery model retains the capacity to respond to and reflect the diverse conditions across the different areas of the city.
- c) Engagement – ALMOs have been successful in engaging with tenants. Area Panels are seen as a positive way of engaging with tenants and general opinion was that they should stay in any future model. The ALMO Board structure includes independent members, elected members and tenants, which opens up the decision making structure and is a positive development that should be retained. There is a high level of satisfaction in the Area Panel model – although it needs to be recognised that this is inconsistent across the 3 areas.
- d) Innovation and creativity emerges locally and should be harnessed to inform/improve services. Any model must retain the freedom, flexibility and capacity to respond to and reflect the diverse local conditions across the city; and build on the creativity and local knowledge of tenants and other stakeholders.

- e) From a customer point of view “easy access to people that know and people you trust” is important and should be retained in any future model.

### **6.3 Weaknesses/Issues raised**

There are also a number of weaknesses that have been identified during the review process, and a number of issues that need to be addressed by any proposed changes:

#### **6.3.1 Governance and Accountability:**

- a) Current arrangements are imprecise – presenting a risk and possible reputational issue to both LCC and to the ALMOs. There is sometimes a lack of clarity concerning who takes responsibility when there is a service failure and sometimes strategic direction and prioritisation is not always as clear as it might be. This is of particular concern where the reputation of the council is at stake.
- b) While changes over the last few years, notably the introduction of a Strategic Governance Board – to provide the ALMOs with connectivity into the council and enable the council to influence ALMO decision making – have seen improvements, they have not been as successful as originally envisaged.
- c) This has led to a number of ambiguities and confusion in the role of the ALMOs and council. The ALMO Boards make decisions on contracts, which Leeds City Council is largely accountable for, as well as the council being responsible for advising on and supporting some procurement arrangements. These unclear responsibilities and accountabilities contributed to the problems we have faced in respect to some contractual arrangements, most notably around repairs and maintenance.
- d) If Executive Board chooses ultimately to retain an arm’s length model, any management agreement should seek to clarify these roles more clearly than they currently are.

#### **6.3.2 Lack of Consistency – across the 3 ALMOs**

- a) There is a need to have a more consistent housing management service across the city, either through a single delivery model, or a sustained effort for joint working and exchange of best practice across the three ALMOs – and with other service providers.
- b) The 2010 review of ALMOs noted significant duplication across the three organisations and variation in service standards and service priorities across the city. This has been emphasised during the stakeholder engagement. On the whole the level of service experienced by tenants is very much dependent on which ALMO area you live in. In the current context this is increasingly difficult to justify. It has made it very difficult to agree a common standard of service and can be a source of frustration, particularly to members, but also staff and tenants, and other service providers. The establishment of a Strategic Governance Board has assisted in the sharing of best practice and collaboration across the 3 ALMOs, but the lack of decision making powers means problems remain. In any new model, a balance needs to be struck between ensuring minimum

citywide standards with the need to retain a locality focus to deliver locally responsive services.

- c) Inconsistency in decision making has also emerged as a key weakness of the current model. The 3 ALMOs have different approaches to decision making, with the level of delegation from the Board varying significantly.
- d) There has also been inconsistency in the approaches taken to investment decisions across the 3 ALMOs, resulting in the lack of an overarching asset management strategy for the whole stock. With the changes to a self-funding HRA this will become even more critical in the future.
- e) Practices and procedures to address these issues must be central to any new model which will need to determine a Leeds model for core standards whilst allowing for variation in delivery to accommodate the views of different communities.

### **6.3.3 Duplication of costs**

- a) A key criticism of those consulted about current arrangements relates to not only the perceived duplication of staff between the ALMOs but also the need for the council to also have staff employed on the client side. Some of the duplication in the support services functions across the ALMOs has already been addressed through the creation of a single ALMO Business Centre (ABCL), which has realised savings in the region of £1.6m. Nevertheless there continues to be some double handling, particularly in the area of property services, and there is a suggestion that more savings can and should be derived from support services as part of any future work. There also remain three sets of senior management and headquarters costs. A decision will need to be made on the cost-benefit of having 3 separate companies and the associated costs.
- b) There has also been an issue raised with duplication of resources and overlap between council services and the ALMO activities, including for example, work on antisocial behaviour, environmental services and health and wellbeing initiatives.

### **6.3.4 Delivery of wider council objectives**

Council desired outcomes are defined in the Performance Framework; but individual ALMOs are responsible for service delivery – and there appears to be three differential set of services. Formal arrangements put in place to link ALMOs into the council strategy and policy development functions have not been as successful as envisaged. These arrangements lead to differential engagement with the council's strategic vision and plans, thereby losing the opportunity to influence and play a key role on the creation of strong, healthy communities. This can also lead to tensions between city aspirations and local decision making.

### **6.3.5 Provision of Leeds City Council Services**

The ALMOs currently operate a range of Service Level Agreements (SLA) with LCC services. As a result there is unnecessary time and cost incurred through separately negotiating and managing SLAs (e.g. Health & Safety; Customer Contact Centre arrangements).

### 6.3.6 Repairs and Maintenance

Perceived failures in service delivery created by issues in specification, procurement, contract transition and contract management. The overwhelming message from the engagement work undertaken was one of dissatisfaction with the current arrangements in Aire Valley Homes and West North West Homes and the perception that tenants were getting a poor level of service. Whilst in reality performance figures are on the rise, the deep reputational distrust of the contractor amongst tenants may be difficult to recover from. This is sharply contrasted in ENEH where satisfaction with maintenance/repairs was high and staff/area panels spoke extremely positively of their in-house team. Any future option needs to address this issue.

## 7. Options Appraisal

7.1 During the review process we tested a number of potential models against the aims of the review with a view to making a recommendation on the most appropriate model to ensure the city has the right arrangements in place to deliver a high quality, efficient service that offers value for money to Leeds Council tenants. The following options were considered:

- The continuation of current the 3 ALMO model;
- A move to a single company model with a retained locality delivery structure and strengthened governance arrangements;
- A move to all services being brought in-house with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members, and;
- Full or partial stock transfer.

7.2 It is important to note that these are high level strategic options for delivery of housing management. Within each option there are a number of possible methods for how they are structured (i.e. cooperative arrangements) which will need to be explored during the design phase of any future model.

7.3 An initial options appraisal exercise has been made undertaken using an assessment against the following criteria:

- Clear Accountability and Governance arrangements;
- Improved service/outcomes for customers;
- Value for Money (and financial viability);
- Ability to contribute to wider council objectives/priorities;
- Core offer. I.e. consistency of service/ maintenance/ management etc.

7.4 The assessment of the four options are summarised below.

## **7.5 Option 1: Maintain the current 3 ALMO model**

### **Key features of the model:**

#### **7.5.1 Governance**

- a) Three distinct delivery organisations established as 3 separate companies, with 3 Chief Executives and Boards/Chairs responsible for decision making within respective their areas.
- b) Strategic Governance Board - an advisory body chaired by the Executive Member with responsibility for Housing charged with agreeing key high level strategies and agreeing policy framework and direction. This Board also offers a formal arrangement through which the ALMOs are able to meet with the Council to discuss the development of key Council strategies such as the Housing Strategy.
- c) Management agreement (2003) [in need of fundamental review to strengthen clarity around respective roles and responsibilities].
- d) Below the ALMO Board are a number of Area Panels. The ALMO Boards delegate some responsibilities and resources to these Panels and receive feedback from the Panels on preferences for the future direction of services.

#### **7.5.2 Local Delivery**

- a) Three local service delivery vehicles that enable flexibility of local service delivery and is responsive to the needs of individuals and local communities.
- b) A local infrastructure of face-to-face service outlets within the three ALMOs providing an access point for customers.
- c) Area Panels represent a forum where local residents make decisions that affect the services and conditions in their area. Each Area Panel is made up of tenants, some of which will be members of a Tenants, Residents or Community group, a Board Member and Ward Councillors. Each has an annual budget for environmental and improvement projects and a budget to support activities that benefit the tenants and/or the community in which they live. They also monitor performance and are consulted on new policies and practices before they become part of the service.

#### **7.5.3 Support Services:**

- a) ALMO Business Centre Leeds (ABCL) implemented June 2012 to deliver efficiencies and savings and reduce duplication in delivery of back office functions including HR, Finance, Marketing & Communications and Performance, Improvement and Governance, Asset Management services and Housing Services.

#### **7.5.4 Benefits of this model:**

- a) Provides a strong, local delivery structure;
- b) Increased tenant involvement in decision making;
- c) ALMOs are responsive to local needs;



d) Overall performance has improved since creation of ALMOs – though this has levelled off in recent times and there are issues particularly around maintenance and repairs.

#### **7.5.5 Disadvantages/possible risks with this model:**

a) There is a lack of clarity around governance and accountability which is of concern to the council. Overall governance controls have not been sufficiently effective.

b) Inconsistency in service provided to tenants across the three organisations;

c) Duplication of costs with council services i.e. around antisocial behaviour, environmental services etc;

d) May not be sustainable in the longer term if stock levels reduce further through right to buy initiatives;

e) Was not supported by vast majority of stakeholders engaged throughout the review.

7.5.6 It should also be noted that Housemark data produced in Sept 2012 shows that comparatively the current ALMO model for delivering housing services offers value for money across a range of comparators within a peer group of ALMOs. Other evidence referenced in the HRA Business Plan 2012 indicates that comparative cost benchmarking identified Leeds to be an average spender on management functions but low spending on direct revenue maintenance.

#### **7.6 Option 2: Moving to a single arm's length organisation.**

7.6.1 The option to develop a single arm's length organisation will build on some of the arrangements ALMOs have already put in place and offers a number of advantages. This option builds on a number of aspects raised in the Environment and Neighbourhoods, and joint ALMO submissions to the review team, and moves towards addressing issues around governance and consistency in service provision, as well as delivering cost savings and efficiencies over the existing 3 ALMO structures. The key to making this model work is the retention of a strong local service delivery model which was advocated by both the ALMO submission and the Environment and Neighbourhoods submission.

7.6.2 In addition to efficiencies delivered through removing duplication between the existing ALMO functions and the council, this model would make cost savings by reducing senior management costs. 2 chief executive posts would be lost along with a number of senior management positions across the 3 ALMOs. These savings would be partially offset by the need to strengthen local housing management in the 3 areas. The Housing partnerships function within Environment and Neighbourhoods would also be retained in its current format.

#### **Key features of the model:**

##### **7.6.3 Governance**

a) Establishment of a single arms-length management organisation with a single Chief Executive and Board. This would set strategic policy direction for the management of council housing, agree investment plans and

oversee performance. This allows a single conversation between council and ALMO.

- b) Establishment of a new Housing Management Advisory Board between the Council and the new organisation, building on the success of the Strategic Governance Board to help agree the policy and operating framework and set strategic direction for the service. This would enable the council to set a consistent policy direction to ensure consistency of service across the city where this was considered appropriate.
- c) Area Panel functions would be retained and strengthened to ensure that tenants remain fully involved and engaged in the work of the single ALMO, and in turn allow the organisation to be responsive to local needs.
- d) A new management agreement would be agreed that set clear roles and responsibilities to ensure greater accountability.

#### **7.6.4 Local Delivery**

- a) The strong focus on tenant engagement and involvement in housing management created by the current ALMOs would be retained and strengthened.
- b) Continue with three locally based housing management delivery teams that mirror existing ALMO arrangements reporting to a single Chief Executive and Board. This would minimise impact on frontline housing services and allow services to remain locally responsive.
- c) The new ALMO could retain an in-house repairs/maintenance capacity, based around the model developed within East North East Homes, but balanced with a more mixed provision. How this is configured and managed will need to be reviewed in implementation phase. The problems experienced with current contractual arrangements, have supported the argument for having more in-house capacity available in this model. Whichever model is chosen, more work will be needed at the implementation stage to develop the best model for repairs/maintenance provision moving forward.
- d) Creation of a forum to agree a citywide tenant engagement strategy and deliver an effective partnership between the new ALMO and Leeds Tenant Federation.
- e) Further work is needed to explore how wider services beyond core housing management activity (including environmental services, work on anti-social behaviour etc) could best be delivered within any new arrangements. The joint ALMO submission favours a model where the arm's length organisation would take on a wider range of services to be integrated into existing delivery; the submission from Environment and Neighbourhoods looks at the opposite approach whereby the housing management teams focus efforts on core activities to enable the focus to be on improving our housing management, with other services being delivered through council resources. These are two very different approaches which will need to be considered as part of the further work whichever model is adopted.

### 7.6.5 Support Services

There are 2 options for how support services could be configured under this option:

- a) The ABCL be retained and integrated into the new arm's length organisation, but the council, through the management agreement and Housing Management Advisory Board, would seek to drive further efficiencies and cost savings. This could also include taking on additional roles to achieve better value for money.
- b) The ABCL and support services within Environment and Neighbourhoods be combined to provide a single support service which would be provided to the newly constituted ALMO through a SLA. This option would deliver savings over and above those that can be delivered by a single arm's length organisation alone.

Creating an in-house support services function which would then be bought in by the new ALMO would help address the issue of duplication of resources with the Authority.

### 7.6.6 Benefits of the Single company model:

- A single Board and Chief Executive allowing a consistent service, single management agreement and clear governance;
- Offers ability to set city wide policy standards with a locality focus where required;
- Offers cost savings over retaining status quo;
- Provides a single conversation between council and ALMO;
- Would retain a local focus through strengthened local management and area panels based around existing arrangements.
- Retaining a company structure could allow the organisation to explore new and innovative ways of delivering services, including trading both within and outside the council;
- More sustainable in the longer term. Whilst the number of council houses sold through right to buy has stagnated in recent years, future incentives resulting in an increase in stock being sold could make the current 3 ALMO model financially unviable.

### 7.6.7 Disadvantages/possible risks with this model

- With the retention of a separate company structure there could still be issues re: accountability;
- Will involve set up costs in creating new organisation and branding, although these could be kept to a minimum;
- Retains potential for duplication of services and limits scope for efficiencies and further cost savings;
- Could be perceived by tenants as losing local delivery focus – though this is mitigated through retaining local service delivery arrangements. Will need to be carefully communicated to tenants if this option is pursued.

- Potential upheaval in service delivery while changes are being implemented. Again this should be mitigated through retaining local delivery arrangements. Particular concern needs to be paid to implementation of changes during time when impact of welfare reforms will be felt by tenants.
- 7.6.8 If option 2 is chosen, consideration should be given to establishing a longer term management agreement to provide continuity of service and allow the new organisation a reasonable length of time to achieve the aims set out in this review.
- 7.7 Option 3: Direct delivery – integrate housing management within council’s Environment and Neighbourhoods directorate.**
- 7.7.1 In this model Leeds City Council would dissolve the existing ALMOs and integrate the management of its housing stock within direct council control. Leeds City Council would be the sole landlord for its housing stock, taking over responsibility for all ALMO functions, including overall management, engagement with tenants and responsibility for any repair work needed (although all or aspects of this this could still be contracted out.)
- 7.7.2 It is important to note that this option does not suggest a return to the pre-ALMO model of housing management. There is a general recognition that housing management is in a much better position now that pre 2003. This option would therefore build on the strengths and successes of the ALMO model and its evolution and would be based on the agreed principles.
- 7.7.3 This option addresses most of the issues raised throughout the review, notably around governance and accountability, inconsistency in service provision, avoiding duplication, and creating a better fit with wider council objectives.
- 7.7.4 In addition to efficiencies delivered through removing duplication between the existing ALMO functions and the council, this model would make cost savings by reducing senior management costs in both the ALMOs and within the council.
- 7.7.5 In this option the council would look to amalgamate support services from ALMOs/ABCL and Environment and Neighbourhoods to deliver cost savings and increased efficiencies. By applying similar ratios to back office services as currently applied within the council there would be a significant cost saving. There would be an additional cost saving of around £500,000 above and beyond Option 2 through not having to maintain the company arrangements and related client function. Further financial analysis is needed to explore any further savings that could be made in this regard.

**Key features of the model**

**7.7.6 Governance:**

- a) Establishment of a new Housing Management Board chaired by the Executive Member with responsibility for housing. This would set strategic direction for the management of council housing, agree investment plans and oversee performance. This would retain a mix of political, independent and tenant members.

- b) Decision making on all housing functions would be delegated to the Director of Environment and Neighbourhoods. The Housing Service would likely consist of 2 elements – Statutory Housing and Council Housing, with a chief officer role for both areas.
- c) A Chief Council Housing Officer would be responsible for the whole management of council housing. This would also mean that there would be no need for a separate strategic landlord function, creating further efficiencies.
- d) Area Panel functions would be retained and strengthened to ensure that tenants remain fully involved and engaged in the work of the ALMO, and in turn allow the ALMO to be responsive to local needs. They would also be linked into Area Committees to offer a greater role for elected members.

#### **7.7.7 Local Delivery**

- a) The strong focus on tenant engagement and involvement in housing management created by the ALMOs would be retained and strengthened;
- b) Continue with three locally based housing management delivery teams that mirror existing ALMO arrangements managed by three senior officers reporting directly to the Chief Council Housing Officer. This would minimise impact on frontline housing services and maintain ability to be responsive to local needs. Close interaction with Area Panels and Area Committees will be developed.
- c) Local housing management will focus on core activities. Interagency arrangements for tackling antisocial behaviour will be retained. Other key functions could transfer to other parts of the authority. E.g. environmental management.
- d) The council will retain some in-house repairs/maintenance capacity, based around the model developed within East North East Homes, but balanced with a more mixed provision. How this is configured and managed will need to be reviewed in implementation phase. The problems experienced with the current contractual arrangements, have supported the argument for having more in-house capacity available in this model. Whichever model is chosen, more work will be needed at the implementation stage to develop the best model for repairs/maintenance provision moving forward.
- e) The council would look to provide better joined up working with other key council services, including adult social care and children’s services.
- f) Creation of a forum to agree a tenant engagement strategy and deliver an effective partnership between the council and Leeds Tenant Federation;
- g) Further work is needed to explore how wider services beyond core housing management activity (including environmental services, work on anti-social behaviour etc) could best be delivered within any new arrangements. The joint ALMO submission favours a model where the arm’s length organisation would take on a wider range of services to be integrated into existing delivery; the submission from Environment and Neighbourhoods looks at the opposite approach whereby the housing management teams focus efforts on core activities to enable the focus to be on improving our

housing management, with other services being delivered through council resources. These are two very different approaches which will need to be considered as part of the further work whichever model is adopted.

#### **7.7.8 Support Services**

The ABCL and support services within Environment and Neighbourhoods will be combined to provide a single support service across the directorate based on the existing ratios applied within the council.

#### **7.7.9 Benefits of this model**

- Removes issues around governance and accountability;
- Much clearer and simpler decision making process;
- Allows the development of a single set of city wide standards offering a consistent service to all tenants;
- Offers cost savings over retaining status quo;
- Offers savings in the region of £500,000 above and beyond Option 2 (from both council and ALMO budgets);
- Retains a local focus through strengthened local management and area panels and through developing closer links with councils well developed locality management approach;
- Avoids duplication of resources;
- More sustainable in the longer term. Whilst the number of council houses sold through right to buy has stagnated in recent years, future incentives resulting in an increase in stock being sold could make the current 3 ALMO model financially unviable.

#### **7.7.10 Disadvantages/possible risks with this model:**

- Could be perceived by tenants as losing local delivery focus – though this is mitigated through retaining local service delivery arrangements. Will need to be carefully communicated to tenants if this option is pursued.
- Potential upheaval in service delivery while changes are being implemented. Again this should be mitigated through retaining local delivery arrangements. Particular concern needs to be paid to implementation of changes during time when impact of welfare reforms will be felt by tenants;
- Will result in implementation costs in year 1 which needs to be balanced against potential savings.

### **7.8 Option 4: Full/Partial Stock transfer**

7.8.1 Housing stock transfer to a registered social landlord is a well-established process of achieving high levels of investment in a local authority's housing stock.

7.8.2 The value, or purchase price, of the housing stock is known as the tenanted market valuation (TMV) which is based upon 30 year projections of income from rents and service charges, together with spending on management, services, repairs, major works and improvements. These projections are then

discounted to their net present values, reflecting the value of money over time, to provide the final valuation.

7.8.3 Transfer of the Leeds stock is not a viable option for Leeds because the TMV is likely to be negative. This would require a substantial dowry from the government for a whole stock transfer to succeed, as the investment and management cost over 30 years cannot be funded from rental income generated.

7.8.4 This view, that stock transfer is not a viable option, is supported by the following:

a) CLG funding for stock transfer dowries, known as gap funding, is no longer available and whole stock transfer would be unaffordable without it.

b) CLG grant for councils to repay the HRA debt is likely to be less generous in the future.

c) The previous Government's consultation paper on the reform of the HRA suggested that overhanging debt will be left with an Authority after the transfer of its housing stock, making the transfer of housing stock not financially viable, as the Council would be left having to resource residual housing debt but without a revenue stream to fund this. We are currently awaiting guidance from Government in respect of stock transfer but there is no indication that their position will change significantly.

d) Additional disadvantages are that the Council would lose strategic control over the use of the stock and would not be able to exercise any influence in the governance of the transferred organisation to ensure that policies and strategies match council priorities.

## **8. Financial Implications**

8.1 An important driver for the review was the extent to which any changes could deliver financial savings in back office or overhead costs from council, housing service, ABCL and ALMO budgets to free up resources that could be reinvested in front-line services for council tenants or investment in the council's housing stock.

8.2 Looking at the options considered, savings arise from three principal areas:

- A reduction in senior management costs moving away from three separate organisations to one (whether that is a single arms-length body or integration into the council). Such savings arising are estimated to be up to £600k and would apply to both options 2 and 3.

- A reduction in support costs building on the £1.6m savings already achieved through the development of the ALMO Business Centre Leeds (ABCL). Estimated additional savings could be between £1.4m and £2.4m depending on the support services model ultimately agreed. Further work is necessary to test the assumptions made in reaching these figures. The greater savings would be made through integrating the ABCL with existing support services in Environment and Neighbourhoods thus reducing managerial overheads – as indicated in the report this could apply for options 1, 2 and 3.

- If option 3 is adopted, additional savings would accrue from the removal of costs associated with maintaining a separate company arrangement as well as additional savings in not requiring a client side function. The estimated savings in this regard are estimated at around £500k.

8.3 Members should note that all of the above estimated savings are indicative and based on a number of assumptions which will need to be tested further, and are as such subject to further analysis and due diligence. When the outcome of the consultation is reported back to Executive Board, the report will include a clear and full financial analysis. Any savings generated from budgets across the ALMOs or council services as an outcome of this review will be reinvested into front-line housing services for the benefit of tenants. Implementation will be a major project and savings will need to be delivered over a 2/3 year period.

## **9. Next Steps**

9.1 Once Executive Board have taken a view on how they wish to proceed during the consultation stage consideration will need to be given to a wide range of other issues including, but not limited to:

- Issues around staff effected – particularly around costs of reducing staff and terms and conditions etc.
- Ensuring minimal impact on frontline services, particularly given timing of impact of welfare changes;
- Further work to assess cost of implementation;
- Further work on projected savings, particularly in light of budget plus work and to ensure we are not double counting etc;
- Further work to ensure we optimise links with other services (i.e. Children’s services and adult social care.);
- Explore further opportunities for greater integration and efficiencies;
- Further work around which services the new arrangements will be responsible for delivering.
- Equality impact assessment on new model;
- Rationalisation of assets;
- Support currently provided by ALMOs to BITMO will need to be designed into any future arrangements;
- Other matters as identified.

## **10. Corporate Considerations**

### **10.1 Consultation and Engagement**

10.1.1 The Communities and Local Government Department (CLG) published updated guidance for Councils considering the future of their ALMO housing management services in December 2011. The guidance suggests that in making any changes to their housing management arrangements, councils must take a proportionate approach to that which they took in taking the



original decision to move to ALMOs. In Leeds, the decision to create the 6 ALMOs in 2003 followed a full test of tenant opinion. This was also repeated in the move to 3 ALMOs in 2006. The Review has concluded that two options for the future delivery of housing management services should be consulted upon before a final decision is taken. The two options being:

- A move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; or
- A move to all services being integrated within direct council control with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.

10.1.2 As both of these options propose significant change to existing arrangements, a full test of tenant opinion will be undertaken prior to that decision being made final.

10.1.3 It is important to note that the test of tenant opinion is not binding on the council. The final decision on the future of housing management arrangements will be taken by Executive Board. However, the purpose of the consultation is to test tenant opinion on the preferred options so that they - along with feedback from other stakeholder groups, financial and performance information, and any further information which becomes available – can be considered in making the final decision.

10.1.4 While we will aim to keep the costs as low as possible, the consultation process is expected to cost up to £50,000.

10.1.5 During the first stage of the review we have sought to engage with key stakeholders through ALMO Boards, Area Panels and consultation sessions with elected members and staff. The views from this work have helped shape the options that have been developed. In Stage 2 of this review (January-March 2013) we will engage more widely on the option(s) developed and come to a preferred option, with particular focus on tenants and residents. A full consultation plan is attached at Appendix 1.

10.1.6 Consultation will seek to test the opinions of major stakeholders:

- Tenants, both as individuals and from representative groups
- ALMO boards;
- ALMO staff;
- Relevant Leeds City Council staff;
- Support services / contractors;
- Elected members;
- Trade Unions.

10.1.7 Communications over a major decision would be in the following phases:

- January 2012 - Announce Executive Board decision and publicise arrangements for consultation;
- Jan – March – Eight week public consultation period.

- March – April - Analyse and reflect on results. Write outcome of consultation and firm up final recommendations for Executive Board. Share results and Executive Board recommendation. Provide feedback to all stakeholders. Announce outcome. Inform stakeholders of decision and how their opinions informed it.

## **10.2 Equality and Diversity / Cohesion and Integration**

- 10.2.1 Following the decision by Executive Board equality screening will be undertaken on the options chosen to take forward, and if necessary a full impact assessment will be completed.
- 10.2.2 The Council will ensure that the consultation phase will be carried out in a fair, inclusive and effective way. This will be monitored by the Project Board and Consultation Sub-Group.
- 10.2.3 A further Equalities Impact Assessment will need to be carried out as part of the implementation/service design stage

## **10.3 Council policies and City Priorities**

- 10.3.1 Any outcomes from this review will need to meet the council's ambitions and priorities in the City Priority Plan, particularly those set out in the "best city to live in" section.

## **10.4 Resources and value for money**

- 10.4.1 The review aims to ensure Leeds has the right arrangements in place to deliver high quality, efficient services that offer value for money to Leeds' taxpayers and tenants.

## **10.5 Legal Implications, Access to Information and Call In**

- 10.5.1 This review and the recommendations being put forward take full account of the updated guidance for Councils considering the future of their ALMO housing management services published by the Communities and Local Government Department (CLG) in December 2011.

## **10.6 Risk Management**

- 10.6.1 A full risk analysis for this stage of the project has been completed. Further work will be needed at implementation stage. Particular focus will need to be placed upon mitigating the impact of any change at the same time as challenges posed by the implementation of welfare reforms.

## **11. Conclusions**

- 11.1 After assessing all of the available options against the set criteria listed in section 4, along with feedback from stakeholders and analysis of the potential cost savings identified the Review has concluded that options 2 and 3 for the future delivery of housing management services should be consulted upon in stage 2 of the review before a final decision is taken. In reaching this conclusion we have ruled out both status quo and stock transfer. Retention of the three ALMO model fails to address the majority of issues that have remained outstanding since the 2010 review of services,

and which prompted the current review. While a number of changes have been proposed through the review process, we are not satisfied that they will address issues/concerns to the same extent as Options 2 or 3. Full/partial stock transfer is not considered to be a financially viable option for the reasons detailed above.

- 11.2 Having a single structure, whether that be in-house or via a single company offers the strongest model most likely to address the outstanding issues that have emerged. It is important in whichever model is chosen, that we retain the local delivery arrangements in the existing areas. This will help mitigate any disruption to service delivery during implementation and retain a locally responsive service. A number of issues, such as delivery of maintenance and repairs, and whether the new structure adopts a wider delivery role or a focus on core activity will need to be explored further during the implementation phase.

## **12. Recommendations**

Executive Board is requested to note progress on the review and agree that the following two options be taken forward to the next stage for consultation:

- Move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; or
- Move to all services being integrated within direct council management with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.

## **13. Background documents<sup>2</sup>**

- ALMO Review Terms of Reference
- Stakeholder Feedback

---

<sup>2</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



## Housing Management/ALMO Review summary of stakeholder feedback

- **ALMO Boards and Chief Executives**

A formal joint submission was made to the review team which has been considered throughout the review. The submission from the ALMOs advocates the retention of an arms-length arrangement with a local delivery structure – therefore of the two options recommended for further consideration option 2 would be preferred.

- **Environment and Neighbourhoods, LCC**

A formal joint submission was made to the review team which has been considered throughout the review. The advocates the integration of the ALMO functions into direct council control, retaining a strong local delivery structure based on existing arrangements. Council services would be integrated with wider ALMO functions, allowing housing management teams to focus only on core activities to ensure tenants receive the best possible service.

There were a number of similarities between the submissions received, but some clear differences. These have been summarised below:

Joint ALMO Submission	Environment & Neighbourhoods Submission
Continue with three locally based housing management delivery teams that mirror existing ALMO arrangements reporting to a single Chief Executive and Board. This would minimise impact on frontline housing services and allow services to remain locally responsive.	
A single governance structure	
Some form of Housing Board	
Active involvement of tenants and independents in the decision making processes	
Mixed delivery repairs and maintenance services	
Greater clarity in decision making	
Reduced duplication	
Delivery of efficiencies	
The management of anti-social behaviour continues to be undertaken through existing interagency arrangements.	
Maintain the arms length model which gives the respective organisations the ability to trade and borrow money outside local government restriction. Preference to retain 3 company structures, but happy for further work on this to be undertaken.  Advocates expanding the role of the arms	Management of council housing in Leeds is integrated within direct council control and concentrates on core activity: good quality lettings; tenancy management and support; resident involvement; the management of repairs; improvements and adaptations; void management; and

length company to integrate their delivery with wider range of council services.

rent collection and arrears management. Other key functions transfer to other parts of the Authority eg estate resources to be combined with the street cleansing and enforcement staff employed in Environmental Action and transferred to their control.

- **LCC Elected members**

There was little appetite amongst the majority of elected members for retaining the current 3 ALMO model. It was felt that there was too much inconsistency, a general lack of accountability, and that the ALMOs were perceived by some to be difficult to engage with. All agreed that in any new model a locally responsive delivery model should be retained and strengthened. Integrated community service provision should be retained and provided with additional support if resources could be found.

It was also felt that Elected Members needed a greater involvement in scrutiny and performance management of housing management, as they are the local voice of the community and are often the first point of contact for tenants with complaints. Much greater scrutiny of housing management decisions is needed generally, however if there was greater ward member input into the strategic direction they could effectively scrutinise the decisions to ensure all local residents have the opportunity to benefit from the improved services and delivery mechanisms that are put in place.

Members were keen that strong tenant involvement was retained and strengthened. There was also support for elected tenant representatives to sit on Area Panels, Boards etc.

There was also some concern expressed from opposition councillors at the lack of all-party representation on Strategic Governance Board and felt that any future arrangements should reflect this.

- **ALMO Staff**

A mixed response about any future delivery model, but it was agreed that there were too many inconsistencies across the 3 ALMOs and those tenants should expect a consistent, good quality service wherever they lived in the city.

Staff enjoyed the localised approach to their work and generally as long as they were able to continue to operate in this way the overall structure/model was not as important to them. Local knowledge is vital in giving tenants a good service.

There was unanimous agreement in the dissatisfaction with the current repairs/maintenance arrangements within Aire Valley Homes and West North West Homes, and a general consensus that if staff could change things they would like to revert back to in-house provision of repairs and maintenance along the ENE model which was perceived to work very well.

Staff felt sometimes they were too target driven and the ALMOs need to remember they are dealing with people and their lives.

- **ALMO Managers**

A unanimous view that ALMOs provide a generic service meeting customer needs and based on trust and a strong customer relationship developed over many years. They offer customers a single well-informed point of contact to address a range of needs, some of which can be met by the ALMO structure and some of which must come from other providers with which the ALMO staff are a trusted facilitator. The knowledge and capability is largely locality based and the group felt this may be lost if the ALMO number was reduced.

Generic strengths to be retained in any remodelling included flexibility in the decision-making structure and the ability to make things happen quickly; knowledge and understanding to ensure that solutions are tailored to local needs and circumstances; outcome driven management, and the ability to represent local needs across a wide spectrum of stakeholders (Area Committees etc).

- **Area Panels**

The strength of Area Panels rests with the local tenant and other local representation, their knowledge of local needs and circumstances and their ability to marshal extra leverage via the ALMO to address local issues. They are a single, informed and trusted point of contact to address a range of local needs. Part of the relationship with the ALMO is community-based staff who have an understanding of local issues and links with providers of solutions. The fact that ALMO's interests and capability extend beyond just social housing and across a spectrum of community support was of high value to the Area Panels and to the tenants whose interests they represent.

There was some support for the ALMOs remaining in their current arrangement - but no strong feeling about remodelling provided it retained the freedom, flexibility and capacity to support the Area Panels in responding to local issues.

- **Trades Union**

A unanimous view to bring ALMO functions, including the ABCL, within council control, alongside related and complementary services. Perceived advantages include reduction in duplication of functions (and costs) (eg HR, finance, procurement); doing away with the differing models of ALMO independence and enables clear and consistent systems of accountability and governance to be established; enabling proper and consistent management of processes (HR and other) across the Council's domain (including housing services); exposing the function to Scrutiny; harmonising the application of Council staffing policy/strategy (eg ALMO recruiting whilst LCC is letting good staff go under ELI and redundancy); enabling consistent pan-city service levels; and negating the need for independent members except in a much as they might add value to the oversight of governance and audit issues for which purpose they can be co-opted.

Strengths to be maintained include tenant involvement, through the Area Panels, and the nature and breadth of community support they provide.

- **LCC Chief Officers**

A consensus view that the current three separate operating agreements with the ALMOs are high cost/high maintenance. A single Leeds model could be more cost-effective.

A single ALMO/in-house model would address current concerns about governance and accountability, consistency of service provision across the city, delivering value for money to tenants, joined up working and avoiding overlap and duplication. It would also facilitate alignment between ALMO services and those provided by other LCC service groups, reduce the current costs of negotiating and delivering three separate SLAs with the ALMOs, harmonise the specification and delivery of the Leeds Housing Strategy and housing growth and reduce the complexity and disproportionate high maintenance time/cost of the current financial management arrangements.

Care would need to be taken to retain the focus and ability to deliver on what we need at locally, the freedom and flexibility to operate effectively at a local level, and the single, local, well-informed and trusted local contact.



**Subject: Review of ALMOs**

**Context:**

The council is landlord to 58,000 homes, which makes up 25% of the city's housing stock. Leeds introduced six Arms Length Management Organisations (ALMOs) in February 2003 in response to the governments decent homes target. In 2006 Leeds undertook a review of the housing management arrangements and reduced the number of ALMOs to three. The main drivers of this change were financial viability and reducing stock numbers. The housing service in Leeds is therefore, currently provided by East North East Homes (ENE), West North West Homes (WNW) and Aire Valley Homes (AVH). All three were judged as 2star by the Audit Commission.

In November 2010 Executive Board agreed to retain the three ALMO model and agreed two key reforms; the creation of a Strategic Governance Board (SGC) – to provide a more coordinated approach to decision making, and a Shared Service Centre (SSC) to maximise efficiencies. These changes are now being implemented and the review aims to build on these improvements to ensure we have the best arrangements in place to meet the changing policy context.

The current management agreement between Leeds City Council and the three ALMOs expires on 31 January 2013. Since the last review was agreed in November 2010 there has been unprecedented change to both the economic and policy context. Significant economic and social pressures facing public services, ever increasing customer expectations and a comprehensive programme of change from the coalition government means the landscape that local government and its partners are operating in is now very different. Therefore it is now an appropriate time to take a step back and review existing management arrangements to ensure we have the right arrangements in place to deliver a high quality, efficient service that offers value for money to Leeds Council Tenants.

**Focus of Review:**

There are a number of key drivers behind the review which will need to be addressed. Part of the review will be to look at existing management arrangements and ensure that they are up to date, but also an opportunity to have a fresh look at the delivery model and structures to ensure we have the most effective model in place to deliver a high quality, efficient service. There is currently a perceived lack of clarity around decision making and accountability between the Council and the three ALMOs, specifically around who takes responsibility when there is a service failure. The review will therefore need to establish the level of autonomy (both in terms of finance and governance) to be embedded within any new management agreement/delivery arrangements. The review will focus on outcomes for customers

and there is a requirement to ensure customer focused service delivery and tenant satisfaction. The review will take an open minded approach, engaging with tenants, partners and staff, as well as exploring best practice in other areas to ensure the best outcome for Leeds tenants.

It is clear that these pressures and the changing housing policy context nationally, mean the factors driving the current housing need is very different to that facing Leeds when the original decision to move to ALMOs was made and will require a very different response. In the original review of the ALMOs in 2006 a key driver for change was to enable the council to meet the decency programme. Now that this programme has come to an end this is again another driver for a review of current housing service and options for how we move forward to ensure we maintain high levels of decency and secure the best possible outcomes for Leeds tenants as we strive to meet our ambition for Leeds to be the best city in the UK.

**Outcome:** Ensure the most effective management arrangements are in place to deliver a high quality, efficient service that offers value for money to customers particularly given the current economic and social pressures facing public services.

**Objectives:**

- Review and agree the best options to meet current and future housing management, maintenance and investment challenges, including clarification of the governance relationship with the Council.
- Develop effective locality arrangements to ensure there are sufficient localised delivery organisations that meet customer needs and aspirations in whichever model is chosen. This should ensure coherence and consistency across the City and help deliver the localism agenda. (Clear links into review of Area working arrangements)

**Project Management Arrangements:**

Sponsor: The Assistant Chief Executive (Customer Access and Performance)

Project support team: Martyn Long, supported by Elaine Rey and David Burton

Project Board: James Rogers (Chair), Liz Cook, John Statham, Mariana Pexton, Claire Warren (WNWH) (with input where possible from Cathy Clelland) Steve Hunt and Angelena Fixter (ENE Homes), Simon Costigan and Andrew Fieldhaus (AVH), Michael Hall (Leeds Tenants Federation), Richard Ellis (Finance), Gareth Wilce (Comms) and Martyn Long.

**Consultees/Stakeholders:**

- Executive Member
- Elected Members
- ALMOs (Staff and Boards)

- CLT and Chief Officers
- Resident Groups/Tenant Scrutiny Panels/Leeds Tenants Federation
- Local people (with focus on tenants) at stage 2

**Timetable:**

The review work will be progressed over a 4 month period from September to December 2012 with an options report being prepared for review by Executive Board in December. These options will then consulted upon, including a test of tenant opinion in Stage 2.

In light of this review there will be a need to extend the current management agreement to allow any new governance arrangements to be implemented. A report to this effect will be taken to Executive Board for consideration on 17 October 2012..

**Stage 1:**

Early September – Project scope agreed.

End September – Full financial cost analysis undertaken.

September-December - high level engagement work with stakeholders (ALMOs and tenant reps etc) to explore potential delivery models and options paper to take into Stage 2. Refresh management agreement to ensure it is up to date and fit for purpose and undertake extensive engagement work with tenants/ALMO staff and council officers.

17th October – Executive Board paper to request one year extension to the current management agreement to allow sufficient time for a robust review to be undertaken.

12<sup>th</sup> December – Executive Bard to receive options paper on proposed model(s) and implementation arrangements.

**Stage 2:**

January-March 2013 - further engagement/consultation work with the wider public to test the options and come to a preferred option, with particular focus on tenants.

April 2013 – Executive Board to sign off review recommendations and implementation plan.

April 2013 – December 2013 – Implementation of review recommendations

This page is intentionally left blank

**Report of Chief Planning Officer**

**Report to Scrutiny Board (Housing and Regeneration)**

**Date: 29 January 2013**

**Subject: Good practice guide to pre-application engagement**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary of main issues**

1. A guide was requested by the Scrutiny Board (Housing and Regeneration) which sets out the Council's expectations of developers of major schemes at the pre-application stage in relation to community and Ward Member engagement.
  
2. The draft guide has been before the Board previously, as Members initially wished for a more prescriptive guide, but upon the draft guide's second presentation, acknowledged that due to the wide variety of size, scale and impact of proposals a proportionate approach is more appropriate. However, the Board requested that a flowchart showing the steps developers should follow at the pre-application stage should be included and the revised draft guide with this addition is now presented to the Board.

**Recommendations**

3. Members are recommended to
  - I. note and comment on the draft guide as they feel appropriate

## **1 Purpose of this report**

- 1.1 The good practice guide to pre-application engagement has been revised to incorporate a flow chart which clearly shows the steps in the pre-application process and is presented to the Scrutiny Board for comment.

## **2 Background information**

- 2.1 The Scrutiny Board (Housing and Regeneration) requested that a good practice guide for developers of major schemes at the pre-application stage was produced.
- 2.2 The draft guide went before the Board in September 2012, where members commented that they would like a more prescriptive guide. The draft guide was amended and went back to Scrutiny in November. At this meeting members acknowledged that whilst it would be useful to be able to state at the outset in a public document the type and level of engagement needed on a proposal, each proposal is different and needs a bespoke approach according to the context, impact of the development and the communities involved. However, a simple flow chart has been incorporated to clearly show the steps the Council would expect developers to follow, starting at the earliest stage with contacting planning services and elected members.

## **3 Main issues**

- 3.1 Pre-application engagement with the local planning authority or communities is not mandatory. The government has not yet announced the thresholds for major developments where there will be a mandatory requirement to consult at the pre-application stage. Therefore, following the advice in the guide is voluntary, but is considered to be beneficial and more likely to achieve a successful outcome to a development proposal.
- 3.2 The guide is presented to the Board with the addition of a flow chart showing the steps the Council would wish developers to take at the pre application stage to ensure there is proper engagement with ward members, officers and the community.
- 3.3 Whilst a proportionate bespoke approach to the type and amount of engagement is advocated (in discussion with planning officers, ward members and developers), the guide also covers the principles of good engagement which can be applied to every development proposal. Crucially this includes ward member involvement at the earliest stage.
- 3.4 Although the primary focus of the guide is on major proposals, a section has been included to cover engagement on smaller schemes as all schemes irrespective of their size can benefit from talking to neighbours or communities and legitimate planning concerns taken into account.

## **4 Corporate Considerations**

### **4.5 Consultation and Engagement**

4.5.1 Members of the development industry, agents, developers, planning lawyers, Planning Aid and Civic Trust have been involved in discussions about pre-applications. The Executive Board Member for Neighbourhoods, Planning and Support Services has also been consulted.

### **4.6 Equality and Diversity / Cohesion and Integration**

4.6.1 Greater and more efficient engagement of the community is likely to result in more people being aware of development and planning issues and allows communities to have a greater input to what happens in the communities in which they live and work, aiding community cohesion. Communities have different needs and may require different approaches to engagement which takes this into account. Access, language and cultural needs of communities and individuals should be borne in mind when delivering community consultation.

### **4.7 Council policies and City Priorities**

4.7.1 The effective and expedient determination of planning applications contributes to the overall prosperity of the City and plays a key part in the regeneration and growth agenda. The service makes a key contribution to the delivery of housing growth, a priority in the City Priority Plan 2011-15.

### **4.8 Resources and value for money**

4.8.1 Pre-application engagement is the responsibility of the applicant who will fund and resource any activity. There are some resource implications for the council in advising about engagement and attending events in terms of staff time and expenses. Some of these costs for major schemes can be recouped from pre application charges for meetings with applicants.

### **4.9 Legal Implications, Access to Information and Call In**

4.9.1 There are no legal implications arising from the report

### **4.10 Risk Management**

4.10.1 This section is not relevant.

## **5 Conclusions**

5.1 Although the Government has pledged to introduce pre application consultation as a requirement for major applications, currently pre application engagement is not mandatory and therefore the information contained within the guide is advisory. The guide shows the steps the Council expects developers to follow at the pre-application stage and good practice engagement principles are included which can be applied to every development.

5.2 The guide also describes the standard requirements which would be suitable for most developments, but with a caveat to ask for more or less, depending on the context and impact of the scheme. The decision on what engagement should take place will be reached by ward member, officers in discussion with the developers and this will be in proportion to the scale and impact of the development.

5.3 Although the main focus of the guide is on pre-application engagement on major schemes a brief section on engagement on small scale applications has been included as talking to neighbours and others before an application is submitted will often save time, reduce risks and can result in a better scheme.

## **6 Recommendations**

6.1 Members are recommended to

- I. note and comment on the draft guide as they feel appropriate

## **7 Background documents<sup>1</sup>**

7.1 None

---

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



# Pre Application Engagement – A guide to best practice

## 1 Introduction

*Early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties. Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community.*

National Planning Policy Framework

Leeds City Council considers that pre-application involvement with communities and ward members is an important part of the development process and is especially valuable where it has been undertaken at an early stage. It can lead to more successful developments in a timely way and has benefits for all parties:-

### Developers

- It can provide more certainty in the process and helps avoid unforeseen issues arising
- Gain invaluable local knowledge to help shape the proposal
- Prevents inaccurate information about a development circulating
- It enables the development to evolve to become a scheme with local support thereby reducing the potential for refusal or delay
- There is less potential for recourse to the appeals procedure (delay & cost)
- The subsequent development is more readily accepted by the community and meets their needs and aspirations

### Communities

- Engagement allows communities to help shape proposals in a way that meets the needs and aspirations of the area and addresses the impact of a proposal
- It provides an opportunity to understand what is being proposed
- It provides a way of helping to address community needs and aspirations

Good community consultation allows views to be sought early on when there is scope for influencing proposals in response to the views expressed. Poor or rushed consultation may frustrate communities, increasing the number of objections and creating the potential for delay in determining the application which can ultimately lead to an appeal.

The Government has clearly signalled the importance of community involvement at the earliest of stages of an application with its intention to make pre-application engagement a mandatory requirement on larger planning applications. The size thresholds are still to be set, but it is expected to cover developments:

- over 1 hectare; and / or
- 200 residential units; and / or
- 10,000 square metres of new floor space

The council promotes a collaborative approach to developing meaningful community engagement programmes, which utilises ward members' expertise and local knowledge about the area and local communities, together with the views of Town and Parish Councils and community groups as appropriate. Therefore the starting point is to contact planning services, who will arrange ward member involvement at an early stage and through discussions, will provide assistance and advice on the timing, level and amount of engagement required for particular schemes

The Leeds Statement of Community Involvement asks for community involvement to take place on all major applications. A major planning application is defined as<sup>1</sup> :

- *Residential developments (including houses and flats) of 10 units or more on a site of 0.5 ha or more those of 10 or more residential dwellings*
- any development (including change of use) with a gross floor area of 1,000m<sup>2</sup> or more or a site area of 1 ha or more
- minerals applications (winning or working of minerals or the use of land for mineral working deposits)
- waste development (for the purposes of community involvement, only larger waste developments would fall into this category)

We also strongly encourage community involvement on all applications, irrespective of their size or scale, which are likely to be sensitive, have significant impact or likely to be of significant public interest.

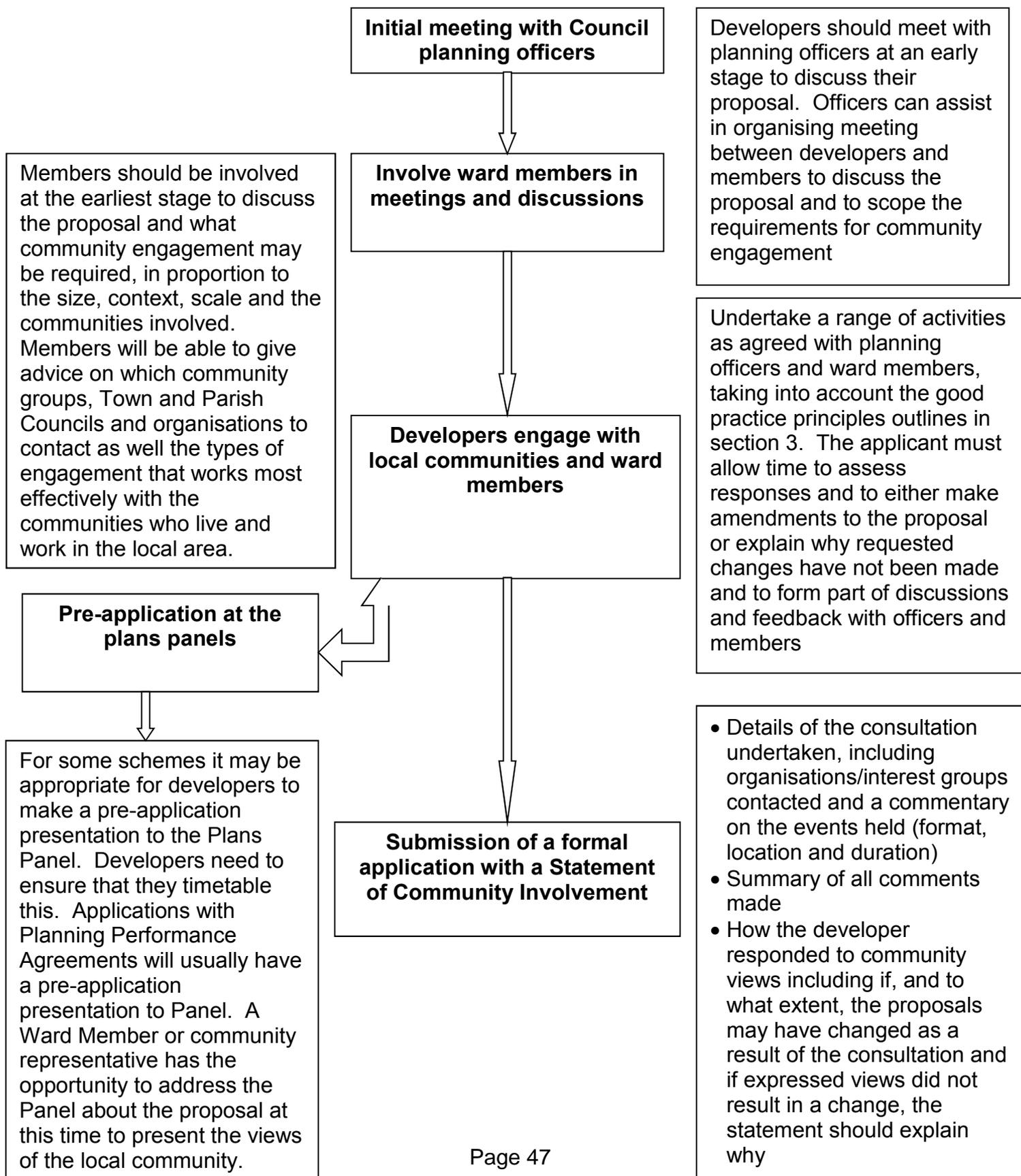
We recognise that any community involvement should be appropriate to the scale, context and complexity of the proposal. Equally the time spent and the resources used in consultation should be in proportion to the size and / or the impact of the proposed development.

---

<sup>1</sup> Town and Country Planning (Development Management Procedure) (England) Order 2010

## 2 Pre-application process

The chart below shows the steps that should be followed in the pre-application process.



### **3 Principles of good engagement**

Just as every proposed development is unique, the type, form and level of community involvement will be different, depending on the context of the site, the nature of the development, the communities involved and the likely impact of the development. However, there are some guiding principles to ensure that engagement is as effective and meaningful as possible.

#### **Timeliness**

Any community involvement should begin at an early stage, before a final scheme has been prepared, but at a point where there will be some clarity around the key planning and design issues. Realistic timescales are needed to ensure that involvement takes place when things can be influenced by the consultation.

There should be a clear published timetable for the consultation process so the community knows when there is the opportunity to participate. Sufficient time should also be allowed for considered and informed responses to the community's responses to be given by the developer, taking account of holiday periods.

#### **Transparency**

Developers need to be clear and up front with the community about the stage in the process that the development has reached and what constraints the development has which cannot be overcome. If there is no opportunity for changing a particular part of a proposal, then this needs to be made clear and the reasons provided.

Developers should provide feedback to the Town and Parish Councils, community groups and ward members following their responses and be able to demonstrate what changes have been made as a result of community comments. Where suggestions have not influenced the proposed development the developer should state why these suggestions have not led to a change.

#### **Understandable and inclusive**

Developers should recognise that communities have different needs and information should be relevant, accurate and understandable by the intended audience. Consideration should be given to alternate forms of communication, particularly where English is not the first language - information presented graphically and visually is often easier to understand than text. Developers should avoid jargon or technical terms; this can easily be a barrier to understanding.

Information needs to be clear so that the community have clarity about what they are being consulted on, what can be achieved, how they can participate and the timescales involved. Information that is unambiguous will help to dispel rumours and address local concerns head on.

The means of collecting community comments and responses should be set out and it should be stated clearly what will happen to such comments. Developers should allow responses to be made by a variety of means: letters, email, online and telephone as well as in person at public events.

For public events, venues should be within the locality, easy to find and to access and at times that allow interested parties to attend.

Developers should monitor and evaluate the engagement process on an ongoing basis to ensure that the consultation has received balanced and representative responses so that any unrepresented group can be specifically targeted if necessary.

## 4 Approaches to community consultation

Every development, no matter how large or small, can benefit from effective engagement. Talking to a neighbour before submitting an application for a house extension, listening to any views they may express and responding to comments always helps. This applies equally to a new supermarket or major residential development. However, the approaches used, the time taken and the resources invested in consultation will be different, and should be in proportion to the size and impact of the development.

Developers need to be mindful that whilst the standard requirements identified below are appropriate in the majority of cases, a proposal may warrant more, or less community involvement depending on the development. Context is the key, a small development may have an impact on its immediate neighbours or community and therefore more engagement would be needed. Conversely, a large scale development may not have a significant impact and fewer consultation activities may be needed. Whatever community engagement takes place should be proportionate to the proposal and this decision will be reached in conjunction with the ward members, the developer and the planning officer.

### Standard requirements

The council would expect developers to use some or all of the standard techniques, described in the next section, on proposals where there would be a low level of impact. Such schemes would require community engagement in proportion to the size, scale and context of the development. However, only informing the community about what is proposed is not sufficient as this is one way communication and adds little value in terms of communities having their say other than by objecting to the proposal.

As standard, the council expects at least:



This level of community involvement would be suitable for most smaller major schemes, as a guide, 10-199 residential, up to 9,999m<sup>2</sup> commercial, or larger majors where there is limited impact.

### **Additional engagement**

Additional requirements and more demanding engagement is required on schemes where there is significant impact on local communities and the area and where development takes place over an extended period of time. This type of engagement involves in depth collaboration at the earliest stage on the design and development of the proposed development. On very large or significant schemes, community forums may be set up which tap into local knowledge and networks and where a commitment to build up long lasting relationships with the community is made. High levels of commitment, time and resources are needed to make this approach meaningful, but the benefits are immeasurable in terms of community buy-in, reduced risk of challenge and delays.

The range of engagement activities would build upon the standard requirements, but depending on the impact and nature of the scheme would use additional methods. Developers, in conjunction with ward members and officers will reach agreement on the programme of community engagement, having assessed the impact of the scheme.

The Council would expect this approach in community-led proposals, on proposals where there will be a high level of community interest, large residential schemes of 200+ units, 10,000m<sup>2</sup>+ commercial or regeneration programmes.

### **Smaller schemes**

Smaller schemes such as a change of use or a householder application require community consultation and these are set out in legislation and require that neighbours are notified by the local authority once an application has been submitted. However, talking to neighbours and showing them the plans before an application is submitted will often save time, reduce risks and can result in a better scheme.

## **5 Examples**

- Community involvement in the early stages of the development has led to the creation of a community forum for the Kirkstall Forge site to provide regular updates throughout the life of the project. Progress is further promoted through exhibiting at local events and via local media and the Kirkstall Forge website.
- During a public exhibition event for a residential site, developers invited public opinions on the number of units and number of affordable homes and the materials with which to build the houses. In both cases, the scheme was amended to reflect the community's view.
- Pre-application involvement for a residential development in Woodlesford was heavily influenced by local residents and the desire by the landowner to develop the land sympathetically and over a longer period of time than would normally be expected. A collaborative approach was taken on the design, with community input on a design code which would fix the style of properties and limit the nature and extent of materials to be used.
- The Armley Forum is used as a way of reaching a large number of residents in that area through the discussion of applications as part of the general meeting. This

keeps ward members and the community up to date with what is going on, at very low cost and resource input.

- Large scale schemes such as the East Leeds Extension and Thorp Arch have set up community consultative forums to help shape the proposal and facilitate effective communication and engagement.

**For more advice**

Developers are encouraged in the first instance to contact planning services for advice and information on community engagement;

Development Enquiry Centre  
Leonardo Building  
Rossington Street  
Leeds  
LS2 8HD  
Telephone 0113 2224409

This page is intentionally left blank





Agenda Item No:	
Report author:	Sarah Griffiths Robin Coghlan
Tel:	24 76244

**Report of :** Director of City Development

**Report to :** Scrutiny Board (Housing and Regeneration)

**Date:** 29 January 2013

**Subject:** Explanation of Section 106 affordable housing bench mark prices.

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

## Summary of main issues

1. This report responds to the request from Scrutiny Board (Housing and Regeneration) to provide a detailed explanation of how the price at which the affordable housing units (required as part of a Section 106 (S106) agreement) are expected to be sold at to a Registered Provider (RP) is arrived at in Leeds.

## Recommendations

2. Scrutiny Board are requested to note the information contained within this report.

## 1 Purpose of this report

- 1.1 The purpose of this report is to provide a detailed explanation of how the price at which an affordable housing unit is sold to a Registered Housing Provider (RP) as part of a S106 agreement in Leeds is calculated.

## 2 Background information

- 2.1 Affordable housing units delivered via a S106 agreement are without grant funding.
- 2.2 On all residential developments, of 15 units or more, the developer is required to provide a proportion of the development as affordable housing for social rent and submarket rent/sale.
- 2.3 The proportion of social rent and submarket housing is dependant on the area that the scheme falls within. Submarket housing can include shared ownership, discount for sale and properties let at a level below market rent.
- 2.4 Affordable housing policy comprises both the Informal Housing Policy 2008 and Supplementary Planning Guidance (SPG) (the SPG, Feb 2003 and SPG Annex July 2005, revision April 2012). An interim affordable housing policy was also approved by Executive Board and came into effect in June 2011, and lowered the affordable housing targets in 4 out of 5 housing market zones, as a result of an Economic Viability Assessment. The interim policy did not change the way the benchmark prices were calculated.
- 2.5 Under the conditions of the Section 106 (S106) agreement the developer is obliged to sell these affordable units to a RP at no greater than the benchmark prices which are set out in Planning Policy within the Supplementary Planning Guidance 3 (SPG3)(2003) Annex (2012).
- 2.6 The methodology for the setting of benchmark prices in Leeds has been in place for a number of years. Leeds has a separate calculation methodology for the benchmark price for a social rented unit, and that for a submarket affordable unit.
- 2.7 The current benchmark figures for 2012-13 are:

Property Type	Maximum Sale Price <b>Social Rent</b> per m2	Maximum Sale Price <b>Submarket</b> per m2
Houses	£520/sqm	£984/sqm
Flats	£520/sqm	£1,230sqm
Flats City Centre	£520/sqm	£1,476/sqm

- 2.8 It should be noted that Leeds' benchmark prices are designed to ensure that our affordable dwellings are genuinely affordable to households in need. A large proportion of households in Leeds are on low or very low earnings and it is important that the rents/prices of new affordable housing are reasonable for low earners and reasonable compared with the rents/prices of existing affordable housing in Leeds. Whilst suggestions from housebuilders (ie that they could provide more affordable dwellings if the level of affordability was reduced) might seem appealing, this should not be at the expense of putting the price of new affordable housing beyond the reach of low earning households.

### How the bench mark figures are calculated in Leeds

- 2.9 The **submarket benchmark** price (price per square meter) is determined via a calculation which uses average earnings of various household compositions in the

city and considers the price that a household with earnings in the lowest 25% could afford to purchase or rent.

2.10 The benchmark prices reflect the average earning of the past year and benchmark prices are updated yearly (every April) to reflect changes in average earnings.

2.11 The calculation is made up of a number of factors:

- Average household earnings: Using data from the Office of National Statistics, specifically the Annual Survey of Hours and Earnings, a calculation is undertaken to determine the average earnings for a typical household in Leeds. In this way the lower quartile earnings are established, which in 2011 was determined as earnings of £25,000 or less.
- It is assumed that a mortgage is affordable to an applicant if it is no more than 2.75 times their earnings.
- An applicant is expected to have a 5% deposit to purchase a house.
- Average dwelling sizes of 50m<sup>2</sup> (city centre flats); 60m<sup>2</sup> (flats elsewhere) and 75m<sup>2</sup> (houses) are utilised.

2.12 The average household income is then multiplied by 2.75 to arrive at the households potential to obtain a mortgage which is affordable and a figure to represent the 5% deposit is also applied. This results in a figure which represents the level at which a household with lower quartile earnings could afford to purchase a property. In 2011 this was just under £74,000. This figure is then divided by the three average house types (house, flat, and city centre flat) to provide an affordable price per square meter for each property type.

For example for 2012/13 submarket benchmark figures:

- An average house (75m<sup>2</sup>): £73,800 / 75 = £984 per m<sup>2</sup>
- An average flat (60m<sup>2</sup>): £73,800 / 60 = £1,230 per m<sup>2</sup>
- An average city centre flat (50m<sup>2</sup>) : £73,800 / 50 = £1,476 per m<sup>2</sup>

The price per square meter can then be applied to different property sizes. The developer is required to sell the submarket units to a RP at no greater than the submarket benchmark price.

2.13 The **social rent bench mark** figure of £520 per m<sup>2</sup> was previously arrived at in consultation with local housing associations and the Homes and Communities Agency, as a price which enables a RP to purchase the unit from a developer and then let and manage at a social rent. The developer is required to sell the social rented units at no greater than the social rent benchmark price or at a price that enables the RP to charge the social rent, although the price agreed is most often at the benchmark price.

### 3 Other Local authorities

3.1 The price at which an affordable housing unit should be sold to a RP is set by local, not national planning policy, hence there are a variety of approaches across other local authorities. Appendix One provides details of the methods used by other neighbouring local authorities in respect of transfer prices.

3.2 A number of local authorities have chosen to set benchmark figures. For example, Harrogate Borough Council and Craven District Council recently introduced a

similar transfer method to Leeds, using average earnings and average house prices to calculate a price per m<sup>2</sup> for all affordable housing. They have taken an average 2 bed property (at 70 sq m) and a transfer price of £77,000 (representing a 50% share of an average house price for this type of property plus a 10% deposit) to arrive at a calculation of £1,100 per sqm which is applied to the sale of both social rented and submarket units by a developer to a housing association.

- 3.3 Other benchmark methods applied by local authorities include, a percentage discount from the open market value. In Bradford housing associations pay (on average) a transfer price which represents a 35% discount from the open market value.
- 3.4 A number of local authorities have made the decision to allow negotiation on transfer prices to the RP and the developer. This gives the RP freedom to consider what price they are able to pay for the unit in order to re-provide it as either a social rented property, or an affordable property for rent or sale.

#### **4 Applying the benchmark prices.**

- 4.1 There are a number of submarket affordable housing models, for sale and rent including: shared ownership (part rent, part buy), discount for sale and submarket rent (up to 80% market rents).
- 4.2 Where the unit has been acquired by a RP as a submarket sale unit, they are required to sell this unit to an applicant who is unable to afford to purchase the property on the open market.
- 4.3 Housing associations can pass on the affordable housing unit they have purchased from the developer to an applicant in a number of ways:
  - Shared ownership lease based on the HCA Model. Using the open market value the RP offers for sale the unit to a applicant on a 25%, 50% or 75% basis. The applicant then pays a rent at a rate of up to 2.75% of the unowned share per annum to cover the RP mortgage costs for the remaining proportion it owns. The applicant can purchase further shares of the property at the open market value (eventually owning the property outright).
  - Shared ownership variance shared ownership lease. This is a variation on the above model, the RP sells the property to an applicant at the price they purchased it from the developer (plus 5% to cover costs). A calculation using the price paid, and the open market valuation is undertaken to establish what share of the property the applicant now owns. For example, if the RP purchased the property at £90,000 they may add £4,500 to the price to cover their costs they then sell the unit to an applicant at £94,500. If the market value of the property is £150,000 by purchasing the property at £94,500 the applicant owns 63% of the property. The applicant can purchase further shares from the RP on the open market (eventually owning the property outright).
  - Discount for sale model: the RP offers the unit to an applicant on either a 25%, 50% or 75% discount of the open market value. Alternatively the RP can sell the unit to the applicant at the price they paid the developer (plus 5% to cover costs), and a calculation is then undertaken to establish what discount this price represents of the open market value of the property. On a discount sale model, there is no rent to be paid on the unowned equity, a covenant is included the land sale to

ensure that the property is sold at the same percentage discount of the open market at point of sale.

- 4.4 The majority of housing associations in Leeds prefer to use the HCA shared ownership model and offer shares on a 25%, 50% or 75% rate. Obtaining a mortgage has become much more difficult, but in particular banks are now more reluctant to lend on a discount for sale model due to the assumed risks in maintaining the discounted covenant (in a time of falling house prices). As such, the discount for sale model is not a model widely used by RPs at present.
- 4.5 Where a RP has acquired properties for social rent, the rents charged by a RP are determined through the national rent regime.
- 4.6 To ensure that the property remains affordable for future applicants (not just the initial purchaser) conditions are included within the sale of all the affordable housing models. For example, if the property was purchased at a discount from the open market, it must be sold at the same percentage discount. Additional shares purchased by the applicant (in respect of a shared ownership property) are at the open market value. If a shared ownership property is sold by the applicant before they staircase out (purchase the remaining shares to own the property outright) it must be sold on to another applicant on a shared ownership basis.
- 4.7 Units remain affordable housing in perpetuity therefore either via a section 106 on the property (discount for sale model) or by recycling capital receipts from the sale of the property (staircase receipts) in to future affordable housing provision. Regulation by the HCA provides assurance that any stair casing receipts (such as on shared ownership units) are recycled by the RP into further affordable housing provision for the City.
- 4.8 Benchmark figures are set in planning policy Supplementary Planning Guidance (SPG) (the SPG, Feb 2003 and SPG Annex July 2005, revision April 2012). Benchmark figures are updated on an annual basis. The implementation of benchmark figures as part of planning applications is set within the section 106 agreement, which specifies the price which a developer should sell the affordable housing units to a Housing Association. Any breach of that condition is dependant upon the wording of the section 106 and enforcement of the section 106.
- 4.9 The importance of compliance with the conditions of the S106 agreement in terms of adherence to the benchmark prices has been stressed to RPs operating within the city. However, as a result of changes in the funding regime which requires RP to raise more finance against their own stock holdings, and RPs ability to charge the new affordable rent model, instances of RPs willing to compete to secure stock in higher value areas is now more common place.

## **5 Next Steps**

- 5.1 A review of current Supplementary Planning Policy which replaces the current SPG 2003 with a more up to date Supplementary Planning Document to align with the Core Strategy and the Draft Community Infrastructure Levy (CIL), is being undertaken. A draft SPD is currently being prepared and adoption of a final SPD is programmed to take place in late November 2013. As part of this process the methodology for benchmark figures will be examined.

## **6 Corporate Considerations**

### **6.1 Consultation and Engagement**

6.1.1 This report provides background information only and therefore no consultation has taken place.

### **6.2 Equality and Diversity / Cohesion and Integration**

6.2.1 There are no direct issues arising from this report.

### **6.3 Council Policies and City Priorities**

6.3.1 Increasing housing choice and availability are priorities for the Council, and ensuring affordable housing units are acquired on S106 schemes is a Planning Policy requirement.

### **6.4 Resources and Value for Money**

6.4.1 This report has no direct resource implications.

### **6.5 Legal Implications, Access to Information and Call In**

6.5.1 There are no legal obligations associated with this report.

### **6.6 Risk Management**

6.6.1 There are no risk management issues with this report.

## **7 Conclusions**

7.1 This report describes how affordable housing bench mark prices for the transfer of S106 affordable housing for social rented and submarket sale/rent to a RP in Leeds are calculated.

7.2 The submarket benchmark figure is established by calculating the price a applicant can purchase a property at (per sqm), using average household earnings, a mortgage multiple of 2.75 plus a 5% deposit and average dwelling sizes.

7.3 The social rent bench mark price represents a price (which has previously been agreed with the HCA and local housing associations) that a RP can purchase the property from the developer and ensure it is managed and let on a social rent.

## **8 Recommendations**

8.1 To note the contents of this report.

## **9 Background documents<sup>1</sup>**

9.1 None

---

<sup>1</sup>The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## Appendix one: Approach to affordable housing transfer prices by Local Authority

Local Authority	Transfer prices methodology
Wakefield District Council	Negotiation between the developer and the housing association. Approximately 50% of the open market value for those units purchased for shared ownership, and approximately 35-40% of open market value for those units purchased for rental units.
Sheffield City Council	Transfer price per m2 for each housing market area. This is based on what a RP could pay for a social rented unit and what is an affordable price in that area. Actual figure is a blended average based on a social and intermediate split. They are decided on a case by cases basis, and written into the Section 106 agreement thus governing what the RP pays per unit.
Bradford Metropolitan District Council	The cost of the affordable housing to a RP is calculated on a 35% discount of the open market valuation for the social rent or submarket unit.
Harrogate Borough Council and Craven District Council	A benchmark price of £1,100 per sqm has been introduced as the transfer price for all affordable housing units sold to a RP under a S106 agreement .
Rotherham Metropolitan Borough Council	Developers approach housing associations directly to negotiate. Currently social rented units in Rotherham are transferred at around 45% to 48% of the open market value, and shared ownership units at 55%.
City of York Council	Developers approach housing associations directly to negotiate, prices are not fixed.
East Riding of Yorkshire Council	Developers approach housing associations directly to negotiate on a basis of charging social or affordable rent (as specified in the S106) without grant.
Scarborough Borough Council	Have set guidelines in their SPD as to what level of transfer prices developers can expect from housing associations. These prices are based on what an applicant can afford to purchase/rent a property at and what a RP's can afford to purchase the property at, (having calculating the revenue stream which will determine their borrowing capacity). A table of indicative current prices that RPs are considered able to pay developers for a range of standard house types which are to be made available for social rent and affordable rent is outlined in their SPD. In the case of other Intermediate Affordable Housing products, such as low cost home ownership, developers are expected to sell the units to RPs at a prices which enables the RP to make these homes available at an affordable level.

This page is intentionally left blank



**Report of Director of Environment and Neighbourhoods**

**Report to Housing and Regeneration Scrutiny Board**

**Date: 29<sup>th</sup> January 2013**

**Subject: Updated progress on predicting empty property trends**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	No
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	No

**1 Purpose of this report**

1.1 The purpose of this report is to update the Housing and Regeneration Scrutiny Board on progress against recommendation 4 of the Safer Stronger Communities scrutiny inquiry into Private Rented Sector Housing.

**2 Background**

2.1 Recommendation 4 of the Scrutiny Board's report was that the Director of Environment and Neighbourhoods leads on undertaking an analysis of current housing market trends within the Leeds 6 postcode areas and for this to then be used to predict empty property trends within these areas over the next 2-3 years. That the findings from this work is brought back to Scrutiny by January 2013 for consideration.

**3 Director's Update**

3.1 A report of the Director of Environment and Neighbourhoods is attached on the progress which has been made in implementing this recommendation.

**4 Recommendations**

4.1 Housing and Regeneration Scrutiny Board is requested to note progress made against recommendation 4 from the Safer, Stronger Communities Scrutiny report into the Private Rented Sector Housing (2012).

## **Background documents<sup>1</sup>**

4.1 None

---

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Report of Director of Environment and Neighbourhoods**

**Report to Housing and Regeneration Scrutiny Board**

**Date: 29<sup>th</sup> January 2013**

**Subject: Analysis of current housing market trends within the Leeds 6 postcode areas**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	No
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	No

**Summary of main issues**

1. Safer, Stronger Communities Scrutiny Board's April 2012 report into the private rented sector recommended that consideration of current market trends in the Leeds 6 area be considered and used to help predict future empty property trends.
2. Leeds 6 has been the traditional student market for the city over the last few decades. The 1990's saw an increase in the numbers of students, due to Government policy of encouraging more people into higher education, resulting in an expansion of the market out of its traditional areas of Hyde Park etc to Far Headingley, Meanwood, Burley and Kirkstall. There has also been an increase in purpose built student accommodation in and around the city centre as well as a migration of students to accommodation within the city centre.
3. However with changes in demand for places, increases in tuition fees and increased availability of new purpose built student accommodation a change in this area has been seen in the last few years, which has led various parties to express concern regarding the potential increase in empty properties in the area.
4. Unipol recently commissioned re'new to undertake a housing market assessment of inner north west Leeds. The findings of this report confirm there is a potential for the demographics of the area to change, affecting not only the housing market but also signalling a need to consider the way in which other services are provided in the area, not just by the Council but also by other partners such as the Police.

5. Since May 2012 the Council has been monitoring the level of long term empty properties within the Leeds 6 area as a result of the concerns raised by the Safer, Stronger Communities Scrutiny Board. This has shown that the level of voids within the monitored area has been below the city average for the monitoring period and is currently at a rate of 0.92% as of December 2012 (230 empty properties out of 24927 properties within the monitored area of Leeds 6).

## **Recommendations**

6. Housing and Regeneration Scrutiny Board is requested to note the progress made against recommendation 4 from the Safer, Stronger Communities Scrutiny report into the Private Rented Sector (2012)

### **1 Purpose of this report**

- 1.1 The purpose of this report is to update the Housing and Regeneration Scrutiny Board on progress against recommendation 4 of the Safer Stronger Communities scrutiny enquiry into Private Rented Sector Housing.
- 1.2 Recommendation 4 was
  - 1.2.1 That the Director of Environment and Neighbourhoods leads on undertaking an analysis of current housing market trends within the Leeds 6 postcode areas and for this to then be used to predict empty property trends within these areas over the next 2-3 years
  - 1.2.2 That the findings from this work is brought back to Scrutiny by January 2013 for consideration.

### **2 Background information**

- 2.1 The Safer Stronger Communities Scrutiny Board carried out an investigation into the Private Rented Sector in 2011 and published its report in April 2012.
- 2.2 The Board made a number of recommendations which were endorsed by the Executive Board. One general progress report has been given to the Housing and Regeneration Scrutiny Board.
- 2.3 The report noted that there is natural churn within the housing market which made monitoring trends difficult. The Board expressed concern regarding the traditional student market and the prediction of future trends of empty properties. It was recommended that current market trends be determined and future demand and the likely trends for empty properties be predicted.
- 2.4 The Board requested a specific update on this recommendation by January 2013.

### **3 Main issues**

- 3.1 Leeds 6 has traditionally been the home for students in Leeds whilst studying at its further education institutions. Under the previous Government's expansion of numbers in further education the traditional student market expanded from the pre

1919 stock close to the Universities into Far Headingley, Meanwood, Kirkstall, and Burley to take up the increased number of students entering further education.

- 3.2 There was also an expansion of new purpose built accommodation to deal with this increased demand for places which become available around 2005. This expansion of purpose built accommodation close to the city centre as well as new markets becoming available in the expansion of city centre living has led to students migrating from the further reaches of Leeds 6 back to the city centre and the pre 1919 properties close to the Universities.
- 3.3 These changes in student demand and location preference has meant neighbourhoods in Inner North Leeds are in transition. There has been an increase in demand in the area from young professionals but the perception is that this demand alone will not be sufficient to take up the available rental properties.
- 3.4 Recently there have been concerns expressed by the local community and representatives of the private rental market who have indicated that the market is changing due to increases in fees, new built student accommodations, migration to alternative areas by the traditional student market and potential reduction in student numbers. Concern has been expressed that the increasing numbers of empty properties is blighting the Leeds 6 area.
- 3.5 Unipol commissioned re'new to carry out a Housing Market Assessment of Inner North West Leeds. The report published in July 2012 has been attached as part of the background papers. The report illustrates the changes within the Leeds 6 area
- 3.6 Due to the concerns that have been expressed around the Leeds 6 market it was agreed to monitor the level of voids within the area as we have previously done for areas such as Beeston Hill, Holbeck and Harehills. In discussion with colleagues in Regeneration, Planning, Private Sector Housing and re'new an area was agreed which covers the Leeds 6 market. This area, a map of which has been attached as part of the background papers, has been monitored since May 2012. As of the end of December 2012 the long term void rate within this area was found to be 0.92% compared to the city average of 2.1%. The 0.92% equates to 230 long term empty properties out of a total of 24,927 within the monitored area.
- 3.7 Presently it is hard to determine what affect that the "churn" in the Leeds 6 area may have in the future. Last year saw student numbers remain buoyant due to the lower tuition fee levels. This year the Universities have reported that student numbers have shown a very slight decrease with numbers of applicants generally remaining high. However the affect of the increase in tuition fees is difficult to predict on the future housing markets in Leeds 6 and the implications are unlikely to be seen for at least a couple more years.
- 3.8 Informal discussions with landlords in the area indicates that many of them are adopting a "wait and see" approach. Whilst a number are reviewing their portfolios, in most cases no decisions have as yet been made. Discussions also revealed landlords are considering the opportunities which this transition brings in

terms of newer markets away from the traditional niche student market which has dominated Leeds 6 to allow them to diversify their business opportunities.

- 3.9 It is important to continue to monitor the potential change in the Leeds 6 market as it will not just affect housing issues but wider service provision across the Council and partners. Depending upon how or if the demographics of the area change then it could affect how services like education, cleansing etc operate as well as changes for partners such as the police in how it could affect their neighbourhood policing approach. Area Management have brought together a number of partners with a view to considering these issues and how services may need to change to meet changing demographics with Leeds 6. It is proposed that the Council and its partners create a process to allow these changes to be considered and to determine how they will impact on services and the market and to review service provision accordingly.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Through the Area Management proposals above stakeholders and partners will be engaged and consulted with, with a view to determining any necessary changes to service provision which may be required by the Council and partners.

### **4.2 Equality and Diversity / Cohesion and Integration (EDCI)**

- 4.2.1 The work of the Empty Property Team and the Empty Property Strategy have both been subject to EDCI assessments. Any new strategy, action plan or new service provision which may result from the work coordinated by Area Management will be subject to EDCI assessment(s).

### **4.3 Council policies and City Priorities**

- 4.3.1 The work will continue to contribute to Council priorities across a number of themes, not just empty properties.

### **4.4 Resources and value for money**

- 4.4.1 Currently the Council and partners are providing services within Leeds 6 to address the issues faced by this community. It is essential that any potential changes in this area are determined to enable appropriate resources and services to be provided to the Leeds 6 area. This will ensure that the service provision meets the new needs of any new emerging community.

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 Officers will continue to operate within their existing powers and to work with partners to address current and emerging issues affecting Leeds 6.

- 4.5.2. The Executive Board decision was eligible to call in.

### **4.6 Risk Management**

- 4.6.1 The Council's normal risk management procedures have been and continue to be applied.

## **5 Conclusions**

- 5.1 There have been changes to the housing market in Leeds 6. The outer areas have seen a contraction of the traditional student market. There has been a rise in purpose built student accommodation and city centre living. Students have migrated towards the city centre away from Far Headingley, Meanwood and Kirkstall.
- 5.2 Currently the market has yet to determine how this change and the rise in tuition fees, and subsequent reduction in students numbers will affect the Leeds 6 market. Recent monitoring of the Leeds 6 market shows the long term empty property rate is below the city average at 0.92%. It is proposed to continue to monitor this trend to determine what, if any, affect the potential changes to the area may have on the void rate.
- 5.3 Any changes to the existing housing market and the demographics of the area will affect the current service provision in the area. The Council and its partners will need to consider the potential changes and the affect that these will have on the delivery of existing current services.

## **6 Recommendations**

- 6.1 Housing and Regeneration Scrutiny Board is requested to note progress made against recommendation 4 from the Safer, Stronger Communities Scrutiny report into the Private Rented Sector (2012)

## **7 Background documents<sup>1</sup>**

- 7.1 Safer, Stronger Communities Inquiry report into the Private Rented Sector (2012)
- 7.2 December's monitoring report on the level of empty properties and associated map to show the area being monitored.
- 7.3 Assessment of Housing Market Conditions and demand trends in Inner North West Leeds – re'new/Unipol July 2012

---

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

This page is intentionally left blank



## AREA PROFILE REPORT FOR LEEDS 6 DECEMBER 2012

Total number of domestic properties within the target area – 24927

230 properties currently empty. This represents a 0.92% void rate

96.09% (221) of the currently empty property has been void for over 12 months

3.91% (9) of the currently empty property has been void for over 6 months but less than 12 months

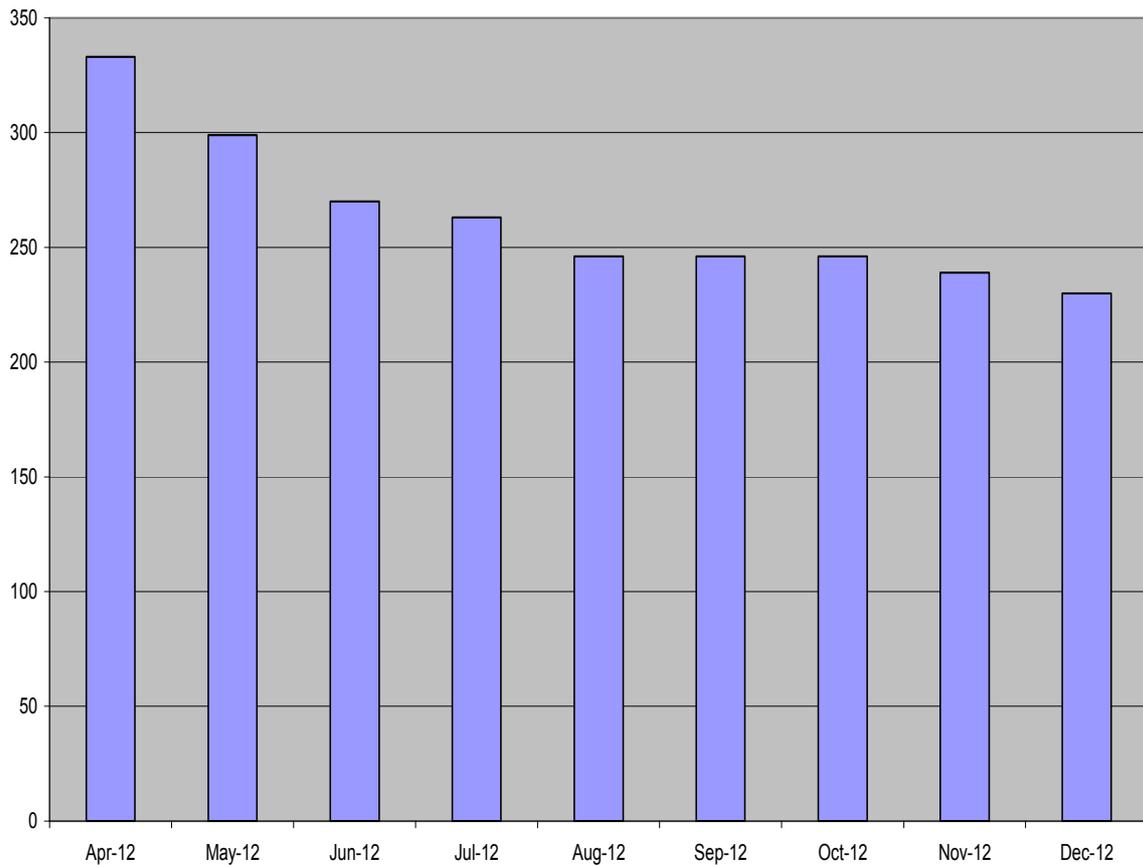
Empty property that is owned by LCC – 0.43% (1)

Empty property that is owned by Housing Associations - 0.87% (2)

Empty property known to be owned by private landlords – 85.65% (197)

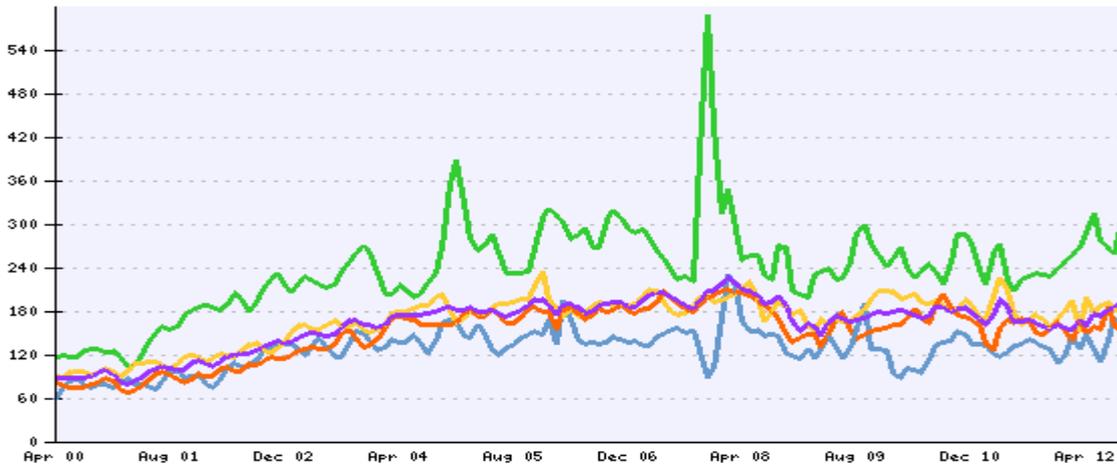
Empty property in other private ownership – 13.04% (30)

EMPTY PROPERTY TRENDS WITHIN LEEDS 6



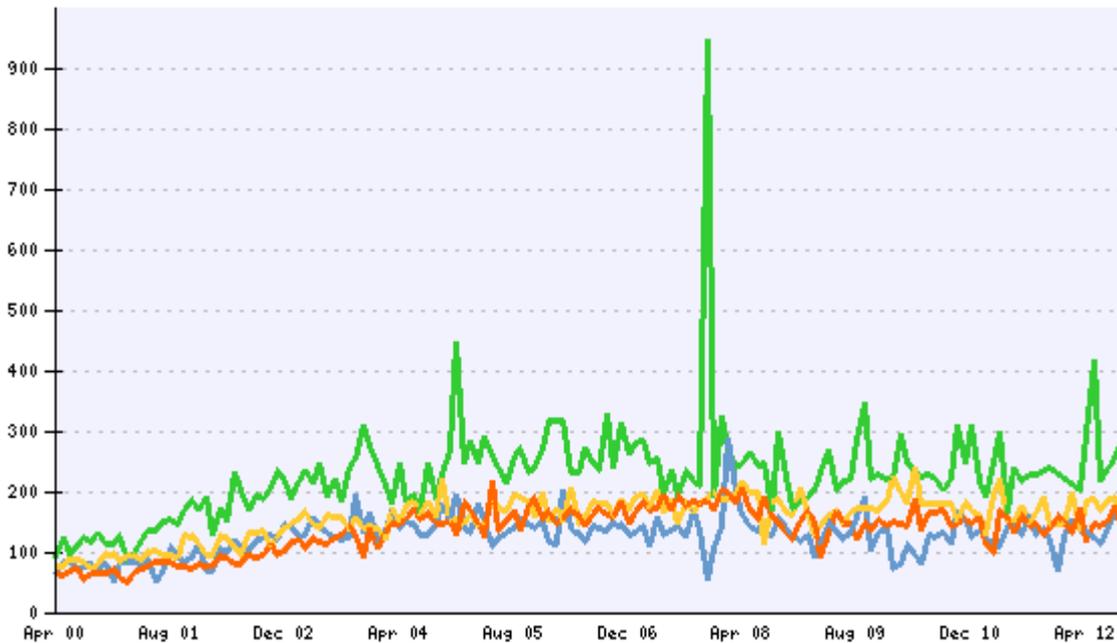
## House Prices Report for LS6 - April 2000 to September 2012

### Average Property Selling Prices in LS6 (£000's)



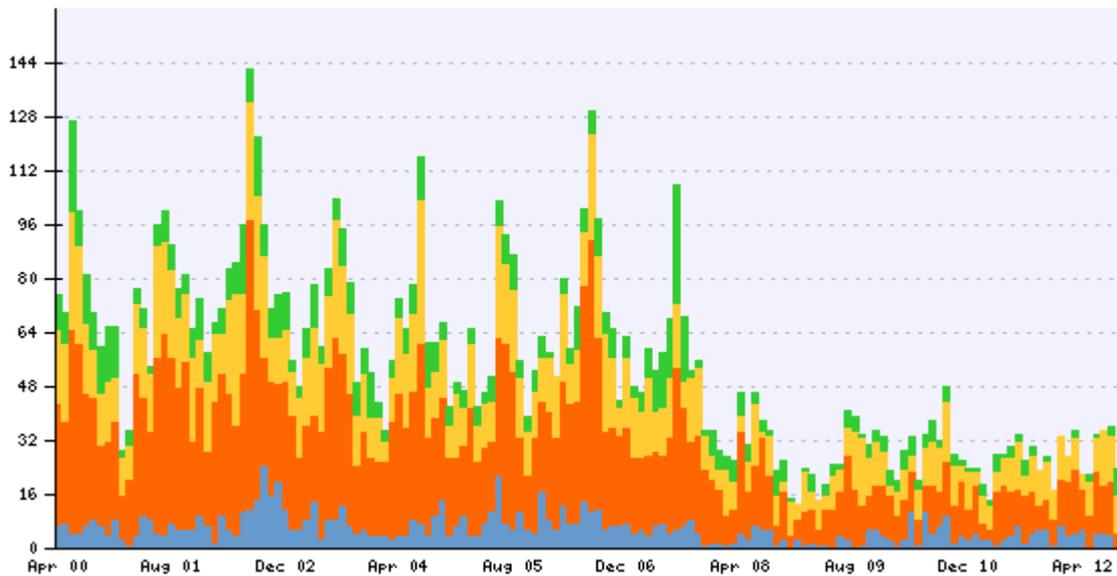
	Apr 2000	Sep 2012	Change
Detached	£114,629	£307,688	+168%
Semi	£93,553	£162,636	+74%
Terraced	£84,259	£126,200	+50%
Flat	£60,236	-	-
All	£88,792	£203,396	+129%

### Median Property Selling Prices in LS6 (£000's)



	Apr 2000	Sep 2012	Change
Detached	£92,247	£288,500	+213%
Semi	£75,995	£160,500	+111%
Terraced	£65,000	£140,000	+115%
Flat	£67,000	-	-

## Number of Properties Sold in LS6



	Apr 2000	Sep 2012	Change
Detached	10	8	-20%
Semi	22	11	-50%
Terraced	36	5	-86%
Flat	7	0	-100%

## LS6 Market Rent Summary

### Summary of Properties for Rent in LS6

Total properties for rent in LS6:	2,184
Properties for rent in LS6 listed in the last 14 days:	562
Average* property rents in LS6:	£698 pcm
Median* rent:	£451 pcm
Average Time on Market (ToM) in LS6*:	74 days

### Properties for Rent in LS6 by Price

	No. of properties	Average ToM*
Rent under £250 pcm	66	62 days
£250 to £500 pcm rent	1,121	46 days
£500 to £1,000 pcm rent	514	125 days
£1,000 to £2,000 pcm rent	405	94 days
£2,000 to £5,000 pcm rent	78	47 days
Rent over £5,000 pcm	0	-

### Property Rents in LS6 by Number of Bedrooms

No. of properties	Average rent	Median rent	Average ToM
-------------------	--------------	-------------	-------------

One bedroom	325	£478 pcm	£477 pcm	86 days
Two bedrooms	245	£564 pcm	£565 pcm	91 days
Three bedrooms	359	£582 pcm	£520 pcm	97 days
Four bedrooms	406	£732 pcm	£748 pcm	75 days
Five bedrooms	320	£895 pcm	£995 pcm	53 days

## Property Rents in LS6 by Type

	No. of properties	Average rent	Median rent	Average ToM
Room	72	£311 pcm	£310 pcm	114 days
Flat	501	£676 pcm	£524 pcm	79 days
House	905	£875 pcm	£724 pcm	101 days

**Report of Head of Scrutiny and Member Development**

**Report to Housing and Regeneration Scrutiny Board**

**Date: 29<sup>th</sup> January 2013**

**Subject: Work Schedule**

Are specific electoral Wards affected? <span style="float: right;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</span> If relevant, name(s) of Ward(s):
Are there implications for equality and diversity and cohesion and integration? <span style="float: right;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</span>
Is the decision eligible for Call-In? <span style="float: right;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</span>
Does the report contain confidential or exempt information? <span style="float: right;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</span> If relevant, Access to Information Procedure Rule number: Appendix number:

**1 Purpose of this report**

1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the current municipal year.

**2 Main issues**

2.1 A draft work schedule is attached as appendix 1 which incorporates issues identified for inclusion at the last meeting. The work schedule has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

2.2 Also attached as appendix 2 is a list of the Council's forthcoming key decisions. A copy of the latest minutes of the Executive Board meeting are attached as appendix 3.

**3 Recommendations**

3.1 Members are asked to:

- a) Consider the draft work schedule and make amendments as appropriate.
- b) Note the Council's forthcoming key decisions and the latest minutes of the Executive Board meeting.

**4. Background papers<sup>1</sup>**

4.1 None used

<sup>1</sup>The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

This page is intentionally left blank

**Scrutiny Board (Housing and Regeneration) 2012/13 Municipal Year Revised 11.01.13 Appendix 1**

<b>Area of review</b>	<b>Schedule of meetings/visits during 201213</b>		
	<b>June</b>	<b>July</b>	<b>August</b>
<b><i>Consultation Major Changes to Housing Policy</i></b>		Initial Paper on decision of Executive Board and Proposed Changes including draft tenancy strategy consultation	Working Group comprising all Members of the Board to submit its comments on the proposals
<b><i>Development of Brown field Sites</i></b>		Initial Paper from Director of City Development	
<b><i>Development of Guidance/protocol for Developers</i></b>		Initial Paper from Director of City Development	
<b><i>To be determined</i></b>			
<b>Briefings</b>	Equality Improvement Priorities SB 18/06/12 @ 10 am	Response to queries Q3 performance reports Consultation Section 106 agreements Community Infrastructure Levy	
<b>Budget &amp; Policy Framework Plans</b>		Report on Housing Revenue, General Fund Regeneration and Capital Programme Period 2	
<b>Recommendation Tracking</b>		Recommendation Tracking Private Rented Sector Housing	
<b>Performance Monitoring</b>	Quarter 4 performance report SB 18/06/12 @ 10 am		

Page 75

Scrutiny Board (Housing and Regeneration) 2012/13 Municipal Year Revised 11.01.13 Appendix 1

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
<b>Consultation Major Change to Housing Policy</b>	Consider a summary of the responses received from all consultees on the proposals with a view to making any recommendations the Scrutiny Board wishes to make before Executive Board considers the matter in November	Recommendations to Executive Board	Executive Board consider a proposed new Housing Policy
<b>Development of Browfield Sites</b>			
<b>Development of Guidance/protocol for Developers</b>		Board to consider guidance/protocol	
<b>Council houses being used as offices and the Directorate's approach to the disposal of property in general</b>	To consider a report of the Director of Housing on Council houses being used as offices including the Directorate's approach to the disposal of property in general	To consider a list of non Council owned land that are brownfield sites that have been declared not viable and the reasons why they are not viable and what has been offered to move those sites forward for development	
<b>Briefings Inquiry Report Recommendation Private Sector Housing Recommendation</b>		Recommendation 1 Private Sector Housing Report back on outcome of adopting a more proactive and targeted integrated management approach in addressing those areas of the city that have greater housing and environmental needs. Report on SHLAA Process & Membership	Recommendation 3 That a progress report on the delivery of the Empty Properties Action Plan be brought back to Scrutiny before December 2012.
<b>Budget &amp; Policy Framework Plans</b>		+	Budget report to half year month 6
<b>Recommendation Tracking</b>		Housing Growth	Affordable Housing by Private Developers
<b>Performance Monitoring</b>	Quarter 1 performance report SB 10/09/12 @ 10 am		

Page 76



Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
<b>Development of Guidance/protocol for Developers</b>		To consider a final draft of the good practice guide to pre-application engagement	
<b>Affordable Housing Variations in Bench Mark Figures</b>		To consider a report of the Director of Environment and Housing variations in bench mark figures between authorities concerning affordable housing	
<b>Delivery of Brownfield Sites</b>	Update on <i>Council houses being used as offices and the Directorate's approach to the disposal of property in general</i> implementation of action plan		Revised strategy for delivery of brownfield sites in the city including EASEL
<b>Strategic Housing Land availability Assessment(SHLAA)</b>		To consider a report on completion of the review of the SHLAA process and Membership	
<b>Community Infrastructure Working Group</b>	At the 30 <sup>TH</sup> October Board meeting the Working Group was established but deferred to allow officers the opportunity with consultants to develop the position Check on progress	To arrange a meeting of this Working Group	
<b>Briefings Inquiry Report Recommendation Private Sector Housing Recommendation 4</b>		That the Director of Environment and Neighbourhoods report back on the findings from work undertaken analysing current housing market trends within the Leeds 6 postcode areas and for this to then be used to predict empty property trends within these areas over the next 2-3 years.	
<b>Performance Monitoring</b>	Quarter 2 performance report SB 10/12/12 @ 10 am		

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
<i>Consultation Major Change to Housing Policy</i>			
<i>Development of Brown field Sites</i>		6 month update on disposal of Council owned brownfield sites	
<i>Development of Guidance/protocol for Developers</i>			
<i>Council houses being used as offices and the Directorate's approach to the disposal of property in general</i>			
<b>Critical friend to the Strategic Partnership Board</b>	To consider the outcome of the workshops organised by Leeds Initiative responding to the questions set out in the constitution		
<b>Briefings</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 11/03/13 @ 10 am		

Page 78

## EXECUTIVE BOARD

WEDNESDAY, 9TH JANUARY, 2013

**PRESENT:** Councillor K Wakefield in the Chair

Councillors A Carter, S Golton, J Blake,  
M Dobson, P Gruen, R Lewis, L Mulherin,  
A Ogilvie and L Yeadon

### 145 Exempt Information - Possible Exclusion of the Press and Public

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

(a) Appendix 2 to the report entitled “Council Brownfield Land Programme” referred to in Minute No. 153 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information within the Appendix contains details relating to the financial and/or business affairs of the authority as it relates to the anticipated values attached to the sites prior to marketing, which if disclosed to the public would, or would be likely to, prejudice the future commercial interests of the Council during any subsequent open market disposal exercise.

### 146 Late Items

The Chair admitted to the agenda, the following late items of business:

(a) A report entitled, ‘Local Government Finance Settlement 2013/14 and 2014/15’ (Minute No. 150 referred). It was deemed appropriate that this matter be considered by the Board as a matter of urgency in order to ensure that the Board received at the earliest opportunity the latest information on the Provisional Settlement which was announced on 19<sup>th</sup> December 2012.

Additionally the Board was in receipt of the following supplementary documents:

- a) Natural Resources and Waste Development Plan Document – Inspector’s Report. The comments made by the Scrutiny Board (Sustainable Economy and Culture) at the meeting held 20<sup>th</sup> December 2012 were submitted for consideration (Minute 154 refers)
- b) Council Brownfield Land Policy – Site Plans relating to each of the sites detailed within Appendix 1 of the submitted report were submitted to assist Members consideration of the item (Minute 153 refers)
- c) Reform of Adult Social Care and Support – An additional recommendation was submitted for Members consideration (Minute 161 refers)

### 147 Minutes

Draft minutes to be approved at the meeting  
to be held on Friday, 15th February, 2013

**RESOLVED** – That the minutes of the previous meeting held on 12<sup>th</sup> December 2012 be approved as a correct record

## **RESOURCES AND CORPORATE FUNCTIONS**

### **148 Monthly Financial Health Report - Month 8**

The Director of Resources submitted a report presenting the Council's projected financial health position for 2012/2013 after eight months of the financial year.

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

### **149 Leeds City Region Business Rates Pool - update**

Further to minute 88 of the meeting held 17<sup>th</sup> October 2012, the Director of Resources submitted a report providing an update on the development of the Leeds City Region Business Rates Pool. The report set out the financial context of the Pool following publication of the Local Government Finance settlement on 19<sup>th</sup> December 2012 and sought approval for Leeds to continue to be a member and act as lead authority for the LCR Pool.

In response to a Members' enquiry, the Board noted the response regarding the decision of Craven, North Yorkshire and Selby authorities not to join the LCR Pool

**RESOLVED** – That agreement be given for Leeds to continue as a member of the Business Rates Pool that has been designated for the Leeds City Region and as lead authority for the Pool. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw before 16<sup>th</sup> January 2013

### **150 Late Item - Local Government Finance Settlement 2013/14 and 2014/15**

The Board considered the report of the Director of Resources on the main features of the Provisional Local Government Finance Settlement which was announced by Government on 19<sup>th</sup> December 2012. The report outlined the implications for Leeds and contained underlying data which had only become available during the days following publication of the Provisional Settlement and too late for inclusion within the agenda for this meeting.

The Board received an update on the outcome of a meeting held between the Leader of Council, the Director of Resources and the Parliamentary Under-Secretary for London, Local Government and Planning, on 8<sup>th</sup> January 2013 in respect of Leeds' provisional financial settlement.

It was reported that the DCLG had now acknowledged that an error had been made in the calculation of the "Spending Power" figures as reproduced in paragraph 3:9 of the report and that clarification was awaited on this and several other issues from the Department.

A formal response was being prepared by officers to the Settlement in order to inform the final budget proposals to be considered by Executive Board on 15<sup>th</sup> February 2013 and to be recommended to Council on 27<sup>th</sup> February 2013

Responding to a Members' enquiry, clarification was provided on how the figures within the Settlement compared to the funding which had been anticipated for Leeds.

The concerns of the Board were noted in respect of the Settlement and it was proposed that an all-party letter be sent to the Minister detailing the concerns of the Council over the contents of the Provisional Settlement for Leeds.

**RESOLVED** – That the contents of the report and the intention for the Leaders of the Political Groups to write a joint letter to the Minister setting out the concerns of the Council over the contents of the Provisional Settlement for Leeds, be noted

## **ENVIRONMENT**

### **151 Proposed Improvements to Golden Acre Park Bakery Cafe**

The Executive Board considered the report of the Director of Environment and Neighbourhoods outlining proposals to develop the café at Golden Acre Park with the addition of a conservatory and Changing Places toilet facility, in partnership with a business sponsor and Adult Social Care

**RESOLVED** - That the contents of the report be noted and that support be given to the principle of a sponsorship agreement with Franklin Windows Ltd for the creation of a conservatory to the existing café at Golden Acre Park

## **DEVELOPMENT & THE ECONOMY**

### **152 East Leeds Extension and East Leeds Orbital Road**

The Director of City Development submitted a report on the emerging proposals for development of the East Leeds Extension and its relationship to the delivery of a new East Leeds Orbital Road. The report also sought consideration of the Council's approach to the infrastructure requirements for the proposals.

Receipt of a late representation was noted, the contents of which were addressed during the Boards' consideration of the matter.

The Board noted the experience which had been gained in obtaining central government support for such schemes through the delivery of the East Leeds Link Road project. Emphasis was placed upon the importance of other infrastructure improvements which were required in the area to ensure that future developments were sustainable. In conclusion the Board highlighted the need to progress this initiative as a priority.

**RESOLVED –**

Draft minutes to be approved at the meeting  
to be held on Friday, 15th February, 2013

- a) That the release of funding of £150,000, necessary for the Council to undertake feasibility work on the East Leeds Orbital Road, be supported;
- b) That approval be given for the principle of the Council taking a leading role in the delivery of the East Leeds Orbital Road and other infrastructure requirements and to formally engage with the landowners about the delivery process;
- c) That the potential for the Council to use its Compulsory Purchase Order powers in the event that land requirements for the East Leeds Orbital Road cannot be secured via negotiation be noted;
- d) That a further report on the outcome of the Feasibility Study be received in due course;
- e) To request that the Director of City Development liaises with appropriate government departments to identify the support that could be made available to facilitate the delivery of infrastructure in the East Leeds Extension to support housing growth.

### **153 Council Brownfield Land Programme**

The Director of City Development submitted a report setting out proposals for the Council to establish a Brownfield Land Programme in order to stimulate and encourage the development of new housing on Leeds City Council unallocated brownfield land.

Copies of site plans illustrating those sites identified in Appendix 1 of the report were circulated to Board Members prior to the meeting.

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

#### **RESOLVED –**

- (i) That approval be given to the establishment of a Brownfield Land Programme based on the principles set out in the report and incorporating those sites listed at Appendix 1 of the submitted report;
- (ii) That approval be given to the ring-fencing of all capital receipts arising from the sale of the sites listed in Appendix 1 to the Brownfield Land Programme;
- (iii) That approval be given for capital receipts arising from disposal of the remaining EASEL Phase 1 development sites to be incorporated into the Brownfield Land Programme;
- (iv) To note the intention to progress the acquisition of two remaining owner-occupied properties on the Askets and subject to the need for these to enable full development, to undertake a marketing exercise for disposal of the site;
- (v) That the re-allocation of uncommitted sites from the former Affordable Housing Strategic Partnership to the Brownfield Land Programme be approved;
- (vi) To note the initial potential for institutional investment in the development of rented housing and that further discussion with third

- parties will be undertaken to establish the potential for this as a route for supporting housing growth in the city;
- (vii) That a further report presenting an evaluation of the performance of the policy be presented to the Board within 12 months

## **NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES**

### **154 Natural Resources and Waste Development Plan Document - Inspector's Report**

The Director of City Development submitted a report on the Natural Resources and Waste Development Plan Document, including the Inspectors Report which, following independent examination of the Plan, concluded that the Plan Document was “sound”. The Board was requested to make a recommendation to full Council that the Plan be adopted.

A copy of the full Inspectors Report was attached to the report for Members consideration. The Board was also in receipt of comments made by Scrutiny Board (Sustainable Economy and Culture) during its consideration of the DPD at the meeting held 20<sup>th</sup> December 2012.

Reference was also made to a letter of representation received from a member of the public in respect of one site located in east Leeds.

**RESOLVED** - That the Board notes the contents of the Inspector’s Report, including his recommendations and reasons, and recommends to full Council that the Natural Resources and Waste Development Plan Document (the Submitted DPD and Post Submission Changes) pursuant to Section 23 of the Planning and Compulsory Purchase Act 2004 as presented to this meeting, be adopted

(The resolutions referred to within this minute were not eligible for Call In, as the Development Plan Document which incorporates the Natural Resources and Waste Development Plan Document, is part of the Budgetary and Policy Framework. Therefore, the ultimate determination of such matters are reserved to Council, in line with the Council’s Budget and Policy Framework Procedure Rules)

### **155 Review of the ALMO Management Arrangements**

The Executive Board considered the report of the Assistant Chief Executive (Customer Access and Performance) setting out the background to the review of housing management services in Leeds initiated earlier in the year and presenting options for the future delivery of housing management in the city, prior to a wider consultation on the future direction.

The review covered both the delivery aspect of the service, predominantly provided by the three ALMOs; and also the strategic landlord and other related functions provided by the Environment and Neighbourhoods directorate. Extensive engagement work had been undertaken with key stakeholders and the review had concluded that two options for the future

delivery of housing management services should be consulted upon including a full test of tenant opinion, before a final decision is taken. The two options being:

- a) Move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; or
- b) Move to all services being integrated within direct council management with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members.

The Board received assurances that measures would be introduced to ensure that response levels to the consultation exercise were maximised and that the implementation of the new arrangements would be done on an all-party basis, once the new arrangements had been determined. In addition, the Board received clarification on the status of the Tenant Management Organisations and considered the role of Scrutiny in the consultation process.

**RESOLVED** – That the progress made so far on the review be noted and that the following two options be taken forward to the next stage for consultation:

- i) a move to a single company model (e.g. a single ALMO) with a retained locality delivery structure and strengthened governance arrangements; OR
- ii) a move to all services being integrated within direct council control with a retained locality delivery structure and strengthened governance arrangements to include tenants and independent members

## **156 Development of New Council Houses**

The Directors of City Development and Environment & Neighbourhoods submitted a joint report on the progress made towards the delivery of new Council homes over the next three years utilising Housing Revenue Account (HRA) resources. The report sought approval for the sites contained within the shortlist at Appendix 1 of the report in order to progress the proposals to the next stage of the scheme.

The Board discussed the details of the site selection and property type as outlined in the report. Responding to the comments made in respect of the use of commuted sums for the provision of Affordable Housing to assist delivery of the initiative; the Director of City Development undertook to provide a written response to the Member in question on this issue. In addition, the Board noted the comments made on the need for this initiative to have regard to provision of older peoples' housing and that a report on this issue was scheduled to be submitted to the next meeting.

**RESOLVED** –

- i) That approval be given to the proposals to progress the development of the HRA new build programme towards final site selection from the shortlist provided at Appendix 1, and through to the design and construction phases.



- ii) That approval be given to delegate the development of HRA new build programme to the Directors of City Development and Environment & Neighbourhoods, in consultation with the Executive Member for Development and the Economy and the Executive Member for Neighbourhoods, Planning and Support Services.
- iii) That approval be given to an injection of £1.38m of commuted sums which were previously earmarked for affordable housing and remain unallocated, bringing the total resource to £10.88m

## **CHILDREN'S SERVICES**

### **157 Response to Deputation - Allerton Fields**

The Director of Children's Services submitted a report setting out the response to the Deputation brought to the full meeting of Council on 12<sup>th</sup> September 2012 by the "Friends of Allerton Grange" group in respect of the Allerton Fields site. The response included proposals to transfer the site from Children's Services to the Environment and Neighbourhoods Directorate and outlined the ongoing discussions between the Directorates regarding the ownership and future maintenance of the site.

A copy of the full deputation speech made to Council was included within the report for Members consideration.

#### **RESOLVED –**

- a) That the response to the Deputation in respect of Allerton Fields and the ongoing discussions between the Council Directorates regarding future ownership and maintenance of the site be noted
- b) That the transfer of the Allerton Fields site from Children's Services to the Environment and Neighbourhoods Directorate be agreed.

### **158 Expression of Interest - University Technical College for Leeds**

The Board considered the report of the Director of Children's Services on the submission of an Expression of Interest to the Department for Education for the establishment of a University Technical College (UTC) for Leeds with Leeds City Council being proposed as one of the main partners in this new Academy.

A copy of the Expression of Interest made on 16<sup>th</sup> November 2012 was attached for Members reference along with a copy of the response from the Parliamentary Under Secretary of State for Schools. The report sought the Boards support for the Council having a central role in any further developments in the future.

Responding to a Members' query regarding potential sites for the UTC, the Board received confirmation that a final schedule of sites would be provided once discussions with partners and stakeholders' had concluded.

In conclusion, the comments made on the need for the project to be progressed as a priority were noted, whilst the Board acknowledged the need

for the Council to work alongside the most appropriate partners in order to ensure the initiative was sustainable.

**RESOLVED -**

- a) That the content of the report be noted
- b) That support be given for the Council to broker discussions at the highest level to explore the potential for the development of UTCs in Leeds and helping partners move forward any proposals at pace.

**159 The Development of All-Through Schools at Carr Manor and Roundhay - Lessons Learned**

Further to minute 224(d) of the Executive Board meeting held 7<sup>th</sup> March 2012, the Director of Children's Services submitted a report advising Members of the lessons learned following the report taken to Scrutiny Board (Children's and Families) on 27<sup>th</sup> September 2012 in respect of the all-through school developments at Carr Manor and Roundhay. The report set out the history of the two Basic Need projects and detailed the recommendations of the Scrutiny Board.

Members noted the work undertaken by Scrutiny Board (Children and Families) and expressed thanks to Councillor J Chapman, Chair of Scrutiny Board (Children and Families) who was in attendance at the meeting.

**RESOLVED –**

- a) That the recommendations made by Scrutiny Board (Children and Families) at its meeting held 27<sup>th</sup> September 2012 be noted; and
- b) That the lessons learned from the Carr Manor and Roundhay projects and the changes in procedure which have been implemented, be noted

**ADULT SOCIAL CARE**

**160 Dementia Friendly Cities**

The Director of Adult Social Services and the Director of Public Health submitted a joint report providing an overview of what is meant by the term "dementia-friendly" communities and advising the Board of the work undertaken so far in Leeds to develop a plan for a dementia-friendly Leeds.

Members commented on the growing demand for services and the important role played by volunteers and families in service provision, whilst also noting the work being undertaken in related areas by the Health and Wellbeing Board and Healthy Leeds Partnership.

**RESOLVED -**

- a) To note the progress made on local strategy and actions to improve the experience of living with dementia in Leeds, including the significant investment from local NHS transformation funds
- b) That a commitment to dementia-friendly Leeds be affirmed and that support be given to the request for local strategic partners to support the formation of a Leeds Dementia Action Alliance

Draft minutes to be approved at the meeting  
to be held on Friday, 15th February, 2013

- c) That the Board supports the initiative to lead and prioritise this commitment within all areas of Executive responsibility
- d) That all Strategic Directors be requested to develop a proposal which identifies appropriate front-line staff to have dementia-awareness training, and the associated costs.

**161 Reform of Adult Social Care and Support**

The Director of Adult Social Services submitted a report providing a summary of the Government's plans for the development of social care and support in England and a summary of the current position in Leeds in respect of the proposals set out in the "Better Lives for Leeds" strategy.

In addition to the report, the Board considered an additional recommendation proposed by the Executive Member for Adult Social Care.

Reflecting on the increasing demand for services, the Board noted the importance of maximising care provision in local communities.

**RESOLVED –**

- a) That the contents of the report be noted, particularly the requirements that will be made of adult social care services in the future consequent to the passage of the relevant legislation
- b) That cross party support be given to the introduction of a new funding model for Adult Social Care Services which is adequately resourced and able to provide long term sustainability for the sector
- c) That cross-party support be given to the "Show Us You Care" campaign initiated by the Local Government Association and that support be given for the proposal to write a letter to local MPs and to raise local awareness of the issue

**DATE OF PUBLICATION:** 11<sup>TH</sup> JANUARY 2013

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 18<sup>TH</sup> JANUARY 2013 (5.00P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 21st January 2013)

This page is intentionally left blank



## **LIST OF FORTHCOMING KEY DECISIONS**

10 September 2012– 10 January 2013

## **What is the ‘List of Forthcoming Key Decisions’?**

The ‘List of Forthcoming Key Decisions’ is a list of the key decisions the Authority intends to take from 10<sup>th</sup> September 2012 onwards. The document is updated as often as required. Details of each key decision will be available to the public at least 28 clear days before the decision is due to be taken.

## **What is a ‘Key Decision’?**

A key decision, as defined in the Council’s Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising one or more wards.

Article 13 of the Council’s Constitution provides more details about which decisions will be treated as key decisions.

## **What does the ‘List of Forthcoming Key Decisions’ tell me?**

This document gives information about:

what key decisions are due to be taken by the authority  
when those key decisions are likely to be made  
who will make those decisions  
what consultation will be undertaken  
the documents that will be considered by the decision maker, where these can be accessed, and how other documents which may become available to the decision maker at a later date can be requested

## Who takes key decisions?

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

## Who can I contact?

The contact details of a lead officer are provided for each key decision listed in the Plan. In addition, the last page of this document gives a complete list of all Executive Board members. If you are unsure how to make contact, please ring Leeds City Council on 0113 222 4444 and staff there will be able to assist you.

## How do I get copies of the documents being considered by the decision maker?

This document lists the documents (meaning any report or background papers, other than those only in draft form) which will be taken into consideration by the decision maker in relation to any key decision.

The agenda papers for Executive Board meetings<sup>1</sup>, and the documents being considered by officers taking key decisions<sup>2</sup>, are available five working days beforehand on the Council's website (using the links below) and from the following address:

Governance Services, 4<sup>th</sup> Floor West, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 39 52194 / Fax: 0113 3951599

Email: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk)

If you wish to obtain copies or extracts of any other listed documents you should contact the lead officer for the particular key decision named within this document. Other documents relevant to the key decision may be submitted to

---

<sup>1</sup> <http://democracy.leeds.gov.uk/ieListMeetings.aspx?CId=102&Year=2012>

<sup>2</sup> <http://democracy.leeds.gov.uk/mgDelegatedDecisions.aspx?bcr=1&DM=4>

the decision maker at any time before the decision is made. If you wish to receive details of those documents as they become available, please contact the lead officer for the particular key decision named within this document.

Sometimes the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

### **Where can I see a copy of the ‘List of Forthcoming Key Decisions’?**

This document can be found on the Leeds City Council website.

### **About this publication**

For enquiries regarding this document please e-mail: [cxd.corporategovern@leeds.gov.uk](mailto:cxd.corporategovern@leeds.gov.uk) or telephone: 0113 39 51712.

Visit our website [www.leeds.gov.uk](http://www.leeds.gov.uk) for more information on council services, departments, plans and reports.

This publication can also be made available in Braille or audio cassette. Please call: 0113 22 4444.

If you do not speak English and need help in understanding this document, please phone: 0113 22 4444 and state the name of your language. We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।



(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की ज़रूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिए) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹر پریٹر) سے رابطہ کریں گے۔

**LIST OF FORTHCOMING KEY DECISIONS**

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Contract with Leeds Community Healthcare Request to waive Contracts Procedure Rule 13 and enter into a new contract with Leeds Community Healthcare.	Director of Children's Services	1/10/12	n/a	Waiver Report	Paul Bollom, Head of Commissioning and Market Management, Children's Services  paul.bollom@leeds.gov.uk
Framework Agreement for the Procuring of fixed play ground equipment including MUGAs, teen shelters and skateboard BMX equipment Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1 <sup>st</sup> March 2012 with the option to extend for a further 2 years if so required.	Director of Environment and Neighbourhoods	1/10/12	Parks and Countryside, Procurement Unit.	Tender Returns	Neil Evans, Director of Environment and Neighbourhoods  neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Implementing a new children's services structure through the restructure of existing provision To take one or more decisions in connection with the proposals for the new structure including the restructure of existing provision.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Staff, Trade Unions</p>	<p>Delegated Decision Report and relevant structure charts</p>	<p>Nigel Richardson, Director of Children's Services  nigel.richardson@leeds.gov.uk</p>
<p>Troubled Families Programme Approval of initial spending profile for Troubled Families programme. Approximately £2.3 million will be made available to Leeds from the DCLG in 2012/13 to work with families to positively impact on a range of issues including worklessness, crime, anti-social behaviour and school attendance.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Consultation on the direction of travel of the troubled families programme, including an outline of an options appraisal for spending have been presented to Corporate Leadership Team, Children's Service Leadership Team, Children's Trust Board, Safer Leeds Executive and the Troubled Families Programme Board.</p>	<p>Programme Board Mandate, Troubled Families Financial framework, Options Appraisal (to follow)</p>	<p>Jim Hopkinson, Head of Service - Targeted Services  jim.hopkinson@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Youth Contract: Support for 16-17 year olds who are not in education, Employment or Training To approve £815k of fully funded expenditure into the Children's Services 12-13 budget.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Elected Members</p>	<p>Funding Letter</p>	<p>Ken Morton, Head of Service - Young People &amp; Skills  ken.morton@leeds.gov.uk</p>
<p>Youth Inclusion Projects, Inclusion Service, Substance Misuse Treatment To agree the waiver of Contract Procedure Rule 13 to enter into contracts for the provision of: Youth Inclusion Projects; Inclusion Services; and Substance Misuse Treatment.</p>	<p>Director of Children's Services</p>	<p>1/10/12</p>	<p>Children's Services Directorate, Procurement Unit, Chief Officer Concerned</p>	<p>Proposals from the existing contracted providers</p>	<p>Iain Dunn, Strategic Category Manager  iain.dunn@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Inclusion Support for Disabled children, young people and parent carers Request to award a 3(+1+1) year contract from 1<sup>st</sup> April 2013 for the provision of the Leeds Inclusion Support Service to the successful bidder following competitive tendering exercise</p>	<p>Director of Children's Services</p>	<p>1/11/12</p>	<p>Extensive consultation with stakeholders, including disabled children and their families has been undertaken. Further consultation will take place with providers as part of the procurement exercise. Regular briefings will take place for the Executive and Lead Member for Children's Services.</p>	<p>Delegated Decision Report</p>	<p>Paul Bollom, Head of Commissioning and Market Management, Children's Services  paul.bollom@leeds.gov.uk</p>
<p>Rugby Union World Cup 2015 To approve the contract with Rugby Union World Cup 2015 to act as host city.</p>	<p>Director of City Development</p>	<p>15/11/12</p>	<p>Executive Member for Leisure.</p>	<p>Delegated decision report</p>	<p>Catherine Blanshard, Chief Libraries, Arts and Heritage Officer, Learning and Leisure  catherine.blanshard@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Oulton and Woodlesford Design Statement (NDS) Approval of the Oulton and Woodlesford Design Statement (NDS) to enable it to be formally adopted as a Supplementary Planning Document (SPD) within the Leeds Development Framework.	Chief Planning Officer	19/11/12	The document has undergone significant local consultation which has shaped the aspirations within it. A representations statement and EIA will be published alongside the NDS.	Oulton and Woodlesford NDS	Steven Wilkinson, Senior Planner FPI  steven.wilkinson@leeds.gov.uk tel: 0113 3978078
Education Funding Agency Grant Agreement The signing of the grant agreement with the Education Funding Agreement to fund the maintained schools 6 <sup>th</sup> form provision, bursaries and post 16 SILC provision.	Director of Children's Services	21/11/12	Procurement Unit, Legal Services	Grant agreement	Iain Dunn, Strategic Category Manager  Iain.Dunn@leeds.gov.uk tel: 07891 271662
White Rose Fostering Framework Contract The award of the contracts for the White Rose Fostering Framework Contract	Director of Children's Services	21/11/12	Procurement Unit, Legal Services	Grant Agreement	Iain Dunn, Strategic Category Manager  Iain.dunn@leeds.gov.uk Tel:07891 271662

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Bill Payment Services for Leeds City Council Request to invoke Contract Procedure Rule 8.5 and enter into a non approved framework agreement for Bill Payment Services for Leeds City Council.	Director of Resources	27/11/12	None	Recommendation report to Revenues and Benefits Chief Officer / Director of Resources to appoint a preferred supplier	Andrew Cameron, Executive Officer, Support Services, Leeds Benefits and Revenues  andrew.cameron@leeds.gov.uk
Proposed Changes to the Letting Board Code To approve the proposed changes to Letting Board Code.	Chief Planning Officer	30/11/12	Consultation period held from 19 September 2012 to 17 October 2012.	The Letting Board Code: Guidance for Landlords on the erection of residential letting boards in inner north west Leeds (Draft September 2012)	Ryan Platten, Community Planning Officer - Inner North West Area  ryan.platten@leeds.gov.uk, 0113 247 8027

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Exercise of Option to Purchase Agreement - Land at Freely Lane, Bramham</p> <p>Approval is sought to:</p> <ol style="list-style-type: none"> <li>1) Trigger an option to purchase agreement to acquire third party owned land to support the sale and redevelopment of Bramham House, a Council owned property; and</li> <li>2) Give authority to incur expenditure of approx £270k in connection with the land purchase.</li> </ol>	Director of City Development	1/12/12	Executive Member for Development and the Economy, Ward Members, and Bramham Parish Council have already been consulted.	Design and Cost Report	<p>Martin Blackett, Senior Surveyor</p> <p><a href="mailto:martin.blackett@leeds.gov.uk">martin.blackett@leeds.gov.uk</a></p>



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Fire Safety Works in Schools 2012-13 Approval to Phase 2 of a programme of fire safety works at schools at an estimated cost of £758,000. This work is to commence during the financial year 2012-13 and approval is sought to incur expenditure. The design of this phase of the programme is underway.</p>	<p>Director of Children's Services</p>	<p>1/12/12</p>	<p>Consultation regarding individual works has been and will continue to be undertaken with the individual schools. There is no requirement for resident or public consultation as these are internal building adaptations that will not require a formal planning application or impact the local community</p>	<p>Design and cost report</p>	<p>Charlotte Foley, Lead Officer for the Built Environment  charlotte.foley@leeds.gov.uk Tel: 2143936</p>
<p>Highway Maintenance vehicle replacement programme To approve the replacement of 21 vehicles operated by the Highway Maintenance Operational DSO</p>	<p>Director of City Development</p>	<p>1/12/12</p>	<p>Executive Member for Development and the Economy, Director of Resources</p>	<p>Design and Cost Report</p>	<p>Russell Martin, Highway Maintenance Manager - Ring Road Middleton  Russell.martin@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Kendal Carr, Holborn Court and Cockcroft House Sheltered Housing - Request for approval for Permanent Suspension of Lettings and Disposal Approval to close 3 x Sheltered Housing Schemes.	Director of Environment and Neighbourhoods	1/12/12	Informal and formal consultations have and continue to be undertaken with customers, Ward councillors, E&N, and Local Housing Performance staff, stakeholders.	WNWhL Executive Decision Panel Report	Jeffrey Dembickjy, Senior Project Officer, ALMO Business Centre Leeds  jeff.dembickjy@abcl.org.uk
Leeds Local Implementation Plan supporting document for the West Yorkshire Local Transport Team Report requesting authority for approval of the supporting document for Leeds setting out details of the strategy and implementation proposals for Leeds included in the West Yorkshire Local Transport Plan.	Chief Officer (Highways and Transportation)	1/12/12	The document sets out issues and proposals that have been consulted on as part of the Local Transport Plan preparation process which has included Members and stakeholders	Delegated decision report	Andrew Hall, Acting Head of Transportation Services  andrew.hall@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance.</p>	<p>Chief Planning Officer</p>	<p>1/12/12</p>	<p>Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and Other bodies</p>	<p>Report and Morley Conservation Area Appraisal and Management Plan</p>	<p>Philip Ward, Conservation Officer  phil.ward@leeds.gov.uk</p>
<p>New Farnley Village Design Statement (VDS) Approval of the New Farnley Village Design statement so that it can be formally adopted as a Supplementary Planning Document (SPD) within the Leeds Development Framework.</p>	<p>Chief Planning Officer</p>	<p>1/12/12</p>	<p>The document has undergone significant local consultation which had shaped the aspirations within it. A representations statement and EIA will be published alongside the VDS.</p>	<p>New Farnley VDS</p>	<p>Gareth Read, Planning Assistant  gareth.read@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Request to implement a framework contract arrangement for provision of Supervised Consumption service in Pharmacies Request to implement a framework contract arrangement for provision of Supervised Consumption service in Pharmacies.	Director of Environment and Neighbourhoods	1/12/12	None	Delegated Decision Report	Neil Evans, Director of Environment and Neighbourhoods  neil.evans@leeds.gov.uk
Roundhay Road Highway Improvements Following extensive consultation in 2011, approval of TRO proposals and scheme to be implemented.	Chief Officer (Highways and Transportation)	1/12/12	Gipton & Harehills Ward Members, members of the public, local businesses and residents whose frontages are impacted by the proposals.	Delegated Decision report	Lisa Martin, Trainee Engineer  Lisa.S.Martin@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Seek permission to award contract for the Mental Health Housing Support and Recovery Service following identification of successful organisation through the completion of a competitive tender exercise</p> <p>Authorisation to award a contract for the Mental Health Housing Support and Recovery Service to the successful organisation following completion of the competitive tender exercise.</p>	Director of Environment and Neighbourhoods	1/12/12	<p>Consultation has taken place during 2010 and 2011 with existing service providers, strategic partners, service users and commissioners around the proposals arising from the review of services and the tender proposal. Approval has been obtained from elected Members through previous delegated decision processes and the Supporting People Commissioning Body.</p>	<p>Report to be presented to Environment and Neighbourhoods Delegated Decision Panel</p>	<p>Debbie Forward, Head of Commissioning</p> <p>debbie.forward@leeds.gov.uk</p>
<p>The Use of £763k of CLG funding (Regional Homeless Money) to deliver sub regional homeless priorities</p>	Director of Environment and Neighbourhoods	1/12/12	Ward Members	Report to DDP	<p>Rob McCartney, Head of Housing Support</p> <p>rob.mccartney@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Travel Plan SPD Approve Travel Plan Supplementary Planning Document as adopted part of the Local Development Framework.	Chief Planning Officer	1/12/12	The draft SPD has gone through significant internal consultation and a full statutory external consultation. Amendments have been made to the SPD as a result of these conditions.	The report to be issued to the decision maker with the agenda for the meeting	Nathan Huntley, Senior Highways Engineer  nathan.huntley@leeds.gov.uk
Contract Amendment for the reallocation of Major Adaptations works from Morrison Facilities Services to East North East Homes Approval for amendment to two contracts for the reallocation of Major Adaptations works for West North West Homes Leeds and Aire Valley Homes Leeds from Morrison Facilities Services to East North East Homes DLO	Director of Environment and Neighbourhoods	6/12/12	Consultation with Legal Services and ALMOs	None	Tom Finch, Programme Manager  tom.finch@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Extension of contract with North East Specialist Learning Centre (NE SILC) for the provision of short breaks for disabled children Invocation of Contract Procedure Rules 25.1 to extend the contract with NE SILC for the provision of short breaks for disabled children until 31<sup>st</sup> March 2014. This contract started on 1<sup>st</sup> April 2012 and is for 12 months, with the option to extend by a further two 12 month periods.</p>	<p>Director of Children's Services</p>	<p>Not before 10th/12/12</p>	<p>None</p>	<p>Extension report</p>	<p>Paul Bollom, Head of Commissioning and Market Management, Children's Services  paul.bollom@leeds.gov.uk</p>
<p>Collection of Local Taxation Approval of Council Tax and Business Rates write offs for period 1<sup>st</sup> April 2012 to 30<sup>th</sup> September 2012.</p>	<p>Director of Resources</p>	<p>1/13</p>	<p>Financial Management Group</p>	<p>Report on values and types</p>	<p>David Levitt, Corporate Debt Manager  david.levitt@leeds.gov.uk Tel: 0113 2475026</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Procurement of a Painting Contractor to be used by East North East Homes Leeds using a Framework Agreement</p> <p>The Director or Environments and Neighbourhoods is to be asked for approval to use a Procurement Framework Agreement to procure a commercial Painting Contractor to be used by ENEHL to deliver an internal (to communal areas) and external painting programme over the period 2013/14 to 2016/17.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/13</p>	<p>Decision supported by Housing Contracts Board</p>	<p>Report to Director of Environments and Neighbourhoods</p>	<p>Steve Hunt, Chief Executive - East North East Homes Leeds (ENEHL)</p> <p>Tel: 247 6009</p>
<p>Procurement Waiver to appoint YHA as managing agents to oversee the refurbishment and new build at Cottingley Springs.</p> <p>Procurement Waiver to appoint YHA as managing agents to oversee the refurbishment and new build at Cottingley Springs</p>	<p>Director of Environment and Neighbourhoods</p>	<p>2/1/13</p>	<p>With Ward Members</p>	<p>Report to DDP</p>	<p>Rob McCartney, Head of Housing Support</p> <p>rob.mccartney@leeds.gov.uk</p>



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Assisi Place Extra Care Housing Scheme To approve the recommendation to invoke Contract Procedure Rule 31.1 to waive Contract Procedure Rule 13 to award a contract to Methodist Homes Association to provide the care and support service to 45 housing tenancies for older people residing in the Assisi Place extra care housing provision, at a cost of £302,895 per annum.</p>	<p>Director of Adult Social Services</p>	<p>3/1/13</p>	<ol style="list-style-type: none"> <li>1. Future Housing Options for Older People Project Board</li> <li>2. The Health and Social Care Executive Board Member</li> <li>3. Adult Commissioning Board</li> </ol>	<p>DDP report to the Director, 29th April 2010 DDP report, 3rd January 2013</p>	<p>Susan Gamblen, Commissioning Manager for Older People's Services</p> <p>susan.gamblen@leeds.gov.uk, 0113 24 76088</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Award of contract to Leeds Partnership Foundation Trust for the care and support services to adults with learning disabilities To invoke Contract Procedure Rule 31.4 (to allow waiver of Contract Procedure Rule 13).</p>	<p>Director of Adult Social Services</p>	<p>3/1/13</p>	<p>Department of Health requirement for 2011/12. The following boards were advised of the requirement:</p> <ul style="list-style-type: none"> <li>• Council Executive Board Report 2009</li> <li>• Joint Commissioning Strategic Board April 2009</li> <li>• Leeds Learning Disability Partnership Board 19 June 2009</li> </ul>	<p>Report to the Director of Adult Social Services</p>	<p>Janet Wright, Joint Commissioning Manager</p> <p>janet.wright@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Procurement of a local healthwatch organisation for Leeds - to be known as Healthwatch Leeds Approval to award the Healthwatch Leeds contract to the successful bidding organisation / consortium following a procurement exercise.</p>	<p>Assistant Chief Executive (Customer Access and Performance)</p>	<p>3/1/13</p>	<p>Consultation has been undertaken with a range of stakeholders including the general public, service users, carers, patients, Elected Members, the Leeds LINK, voluntary and community organisations, equality and diversity groups and communities, peer led organisations, NHS Commissioners and Providers, children and young people, Children's Services.</p>	<p>Report to the Director of Adult Social Services</p>	<p>Janet Somers, Consultation &amp; Involvement Officer  janet.somers@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>S106 Greenspace funded enhancements to Queen's Park, to include two play areas, Multi-Use Games Area, landscaping, paths and detention pond Approval is sought to inject and spend £289,484.63 section 106 green space monies in capital scheme 16750 to fund major enhancement works at Queen's Park, Pudsey.</p>	<p>Chief Planning Officer</p>	<p>4/1/13</p>	<p>Ward Member and public consultation is complete.</p>	<p>DCR, EIA</p>	<p>Chris Bolam christopher.bolam@leeds.gov.uk Tel: 0113 247 8087</p>
<p>Belle Isle Tenant Management Organisation (BITMO) contribution to Belle Isle Capital Programme 2012/13 Approval from the Director for BITMO to contribute £600,000 to additional capital elements.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>Not before 7th/1/13</p>	<p>BITMO Board, local Ward Members.</p>	<p>Delegated decision report</p>	<p>Christopher Simpson, Chief Executive, Belle Isle TMO christopher.simpson@belleisletmo.co.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Update of Contaminated Land Inspection Strategy and Cost Recovery Policy To approve the updated Contaminated Land Inspection Strategy and Cost Recovery Policy.	Chief Planning Officer	7/1/13	A draft version of the Strategy has been sent out for consultation and no significant changes have been required.	The revised Contaminated Land Inspection Strategy and Cost Recovery Policy	Stella Keenan, Contaminated Land Officer  stella.keenan@leeds.gov.uk, 0113 24 78154
2nd Stage Housing Services Restructure Approval from the Director for Housing Support and Housing Partnership restructure.	Director of Environment and Neighbourhoods	8/1/13	Affected staff, Trade Unions.	Delegated Decision Report	Liz Cook, Chief Officer Housing Services  liz.cook@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>A strategic review of the Leeds " Youth Offer"</p> <p>To delegate a budget from April 2013 to Area Committees so that they can commission activities (places to go, things to do for young people) which engage young people.</p> <p>To restructure the Youth Service and end their 'generalist' role within the overall Youth Offer, to have a clearly defined delivery role, which better meets more targeted need, whilst enshrining the significance of professional youth work.</p> <p>To determine if resource available for youth work which meets more targeted need should be subject to competition</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>9/1/13</p>	<p>A consultant has conducted an elected member led review engaging with over 40 stakeholders sessions with elected members, young people, staff and voluntary and community faith partners.</p> <p>The principles and propositions from the review will be widely circulated with responses fed into the review.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Ken Morton, Head of Service - Young People &amp; Skills</p> <p>ken.morton@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Accessing Department of Health (DOH) funding to deliver Extra Care Housing To approve the final two submissions to the DOH bids in line with the 18<sup>th</sup> January 2013 deadline and to delegate detailed development to the Director of City Development in conjunction with the Director of Environment and Neighbourhoods and the Director of Adult Social Care.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>9/1/13</p>	<p>Lead Members and effected ward members to be consulted on the proposals detailed in the report in December 2012.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Janey Haigh, Project Officer  janey.haigh@leeds.gov.uk      Tel: 0113 2474491</p>
<p>Council Brownfield Land Programme To establish a brownfield land programme using receipts ring fenced from the sale of identified Council-owned sites.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>9/1/13</p>	<p>Executive Members for Development and the Economy and Neighbourhoods, Planning and Support Services.</p>	<p>The report to be issued to the decision maker with the agenda for the the meeting</p>	<p>Adam Brannen, Programme Manager  adam.brannen@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Development of new council homes using Housing Revenue Account (HRA) Approval to progress proposals to the next stages of design, submission of planning applications and procurement of the first construction contract.	Executive Board Portfolio: Development and the Economy	9/1/13	Lead Members and effected ward members to be consulted on the proposals detailed in the report in December 2012.	The report to be issued to the decision maker with the agenda for the meeting	Sue Morse, Programme Delivery Manager  sue.morse@leeds.gov.uk      Tel: 0113 247 4111
East Leeds Extension and East Leeds Orbital Road To consider the Council's approach to infrastructure requirements of the East Leeds Extension.	Executive Board Portfolio: Development and the Economy	9/1/13	Executive Members for Development & the Economy and Neighbourhoods, Planning & Support Services; East Leeds Regeneration Board; and Ward Members.	The report to be issued to the decision maker with the agenda for the meeting	Adam Brannen, Programme Manager  adam.brannen@leeds.gov.uk
Leeds City Region Business Rates Pool Final decision on whether to participate in a Leeds City Region Business Rates Retention Scheme.	Executive Board Portfolio: Leader of Council	9/1/13	None.	The report to be issued to the decision maker with the agenda for the meeting	Michael Woods, Principal Financial Manager - Financial Development  mike.woods@leeds.gov.uk



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Monthly Financial Health report 2012/13 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified.</p>	<p>Executive Board Portfolio: Leader of Council</p>	<p>9/1/13</p>	<p>N/A</p>	<p>The report will be issued to the decision maker with the agenda for the meeting.</p>	<p>Doug Meeson, Chief Officer (Financial Management)  doug.meeson@leeds.gov.uk</p>
<p>Procurement Waiver to appoint Strategic Team Group as the contractors for the new build and refurbishment of Cottingley Springs Approval to appoint Strategic Team Group as the contractors for the refurbishment and new build at Cottingley Springs by approving a procurement waiver.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>9/1/13</p>	<p>Ward Members.</p>	<p>None</p>	<p>Rob McCartney, Head of Housing Support  rob.mccartney@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Support to the Leeds Rail Growth Package - Agreement of Terms and Conditions Agreement of terms and conditions further to the in principle agreement of Executive Board on the 17 October 2012 to provide support to the Leeds Rail Growth Package.	Executive Board Portfolio: Leader of Council	9/1/13	None.	The report to be issued to the decision maker with the agenda for the meeting	Doug Meeson, Chief Officer (Financial Management)  doug.meeson@leeds.gov.uk
Appointment of bailiffs for recovery of unpaid parking and bus lane penalties To appoint bailiffs to collect outstanding warrants issued on behalf of Leeds City Council.	Director of Environment and Neighbourhoods	11/1/13		Business Case	Mark Jefford  mark.jefford@leeds.gov.uk - Tel: 0113 3952200
National Citizen Scheme (NCS) proposed delivery by Leeds Youth Service Agreement to sub contract arrangement with NCS Network Partnership (National Youth Agency, Catch 22, Serco, UK Youth, V Inspired)	Director of Children's Services	11/1/13	Contract is currently with Legal Services for their advice on terms and conditions.	National Citizen Service contract	Jean Davey, Youth Offer Lead  jean.davey@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
To proceed with asbestos related works in Leeds schools and seek authority to incur expenditure from the capital programme Approval to proceed with asbestos related works in Leeds schools and seek authority to incur expenditure from the capital programme of £466,315.	Director of Children's Services	14/1/13	Affected schools including governors.	Design & Cost Report	Charlotte Foley, Lead Officer for the Built Environment  charlotte.foley@leeds.gov.uk, 0113 2243936
Supported Accommodation Contract The award of the contract for supported accommodation	Director of Children's Services	15/1/13	Procurement Unit, Legal Services.	Waiver Report	Iain Dunn, Strategic Category Manager  iain.dunn@leeds.gov.uk Tel: 07891 271662

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Commissioning of Independent Support work for disabled children requiring specialist provision Approval to award a framework contract to deliver Independent Support Work for disabled children requiring specialist provision from 1 <sup>st</sup> January 2014. This award will follow a competitive tender exercise to commence January 2013.	Director of Children's Services	25/1/13	Lead Member for Children's Services will be briefed on the decision and families and other stakeholders will be consulted on the service model.	Extension Report	Paul Bollom, Head of Commissioning and Market Management, Children's Services  paul.bollom@leeds.gov.uk
Leeds Skyline HIV/AIDS Social Care and Prevention Service contract extension for one year from 1 April 2013 to 31 March 2014 To extend the existing contract from 1 April 2013 for one year.	Director of Adult Social Services	31/1/13	Discussion will be held with the service users and other stakeholders about the future of this service.	Report to the Director, Contract monitoring information	Sinead Cregan, Adult Commissioning Manager  sinead.cregan@leeds.gov.uk Tel: 0113 2243463

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Request to extend ten mental health voluntary sector contracts To extend the ten existing contracts from 1 April 2013 to 31 March 2016</p>	<p>Director of Adult Social Services</p>	<p>31/1/13</p>	<p>With service users and stakeholders about future services.</p>	<p>Report to the Director and monitoring reports</p>	<p>Sinead Cregan, Adult Commissioning Manager  sinead.cregan@leeds.gov.uk Tel: 0113 2243463</p>
<p>Request to invoke Contracts Procedure Rule 25.1 to invoke the first 12 month extension period of the existing 3+1+1 year contract with Creative Support to provide the Hall Lane service Approval to invoke Contracts Procedure Rule 25.1 to invoke the first 12 month extension period of the existing 3+1+1 year contract with Creative Support to provide the Hall Lane service</p>	<p>Director of Adult Social Services</p>	<p>31/1/13</p>	<p>Quality assessment will be undertaken during the life of the contract and will involve detailed consultation with staff, clients and key stakeholders.</p>	<p>Reports to be presented to the Adult Social Care and Environment and Neighbourhoods DDP</p>	<p>Sandra Twitchett  Address: 2nd Floor East, Merrion House Tel:2476975</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>To invoke Contracts' Procedure Rule 25.1 to enter into the 1 year extension period with Care &amp; Repair Leeds for the Home Improvement Agency and the Housing Choices Services</p> <p>Request to invoke Contracts' Procedure Rule 25.1 in order to enter into the 1 year extension period to the existing 2(+1) year contract with Care &amp; Repair Leeds for the Home Improvement Agency and the Housing Choices Services.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/2/13</p>	<p>Consultation with service users and stakeholders has been carried out during a validation visit which took place in 2010 where users expressed satisfaction with the service.</p>	<p>EIA Screening</p>	<p>Sarah Best, Programme Management Officer</p> <p>sarah.best@leeds.gov.uk      Tel: 0113 2476112</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Behaviour, Emotional and Social Difficulties (BESD) - Permission to consult on BESD school expansions for 2013-14 academic year. To approve the following consultations to change the age range of the BESD Specialist Inclusive Learning Centre, to expand the capacity of the provision using existing sites at Elmete Wood, Stonegate Road, the Burley Park Centre, the Hunslet Gate Centre and the Tinshill Centre. To expand the North East SILC (Oakwood Lane).</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>15/2/13</p>	<p>Initial consultation completed, statutory consultation cannot begin until this key decision is made.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Alun Rees, Head of the Virtual College  alun.rees@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Change of host school for Primary resourced provision for deaf and hearing impaired children To give permission to consult on the closure of the resourced provision for deaf and hearing impaired children at Cottingley Academy Primary School, and the opening of a new resourced provision for deaf and hearing impaired children at Talbot Primary School.</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>15/2/13</p>	<ul style="list-style-type: none"> <li>• Cottingley Academy and the governors and Headteacher at Talbot have been consulted and are in agreement with the proposals.</li> <li>• A full statutory consultation will need to take place. This will be outlined in the report.</li> <li>• Parents of deaf children and organisations such as National Deaf Children's Society will be involved in planning the future provision.</li> </ul>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Tony Bowyer, Sensory Service Lead  tony.bowyer@leeds.gov.uk Tel: 0113 3957498</p>



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Charges for non-residential Adult Social Care Services To report on the outcome of the consultation on charges for non residential services (home care, supported living, day care, transport, direct payments, care ring and telecare) and request Executive Board to approve changes to the charging and contributions policy framework and to service user contributions.</p>	<p>Executive Board Portfolio: Adult Social Care</p>	<p>15/2/13</p>	<p>A three-month public consultation period has taken place on the proposals involving service users and carers, service user and care led groups and forums, VCFS organisations, partner organisations, staff and elected members. Elected members have been involved in developing the proposals through a cross party Members Advisory Board</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Ann Hill, Head of Finance (Adult Social Care)  ann.hill@leeds.gov.uk</p>
<p>Community Infrastructure Levy - Preliminary Draft Charging Schedule. Approval of CIL Preliminary Draft Charging Schedule for public consultation.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>15/2/13</p>	<p>Request to consult – March 2013 (6 Weeks)</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Lora Hughes, Principal Planner  lora.hughes@leeds.gov.uk Te: 0113 3950714</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
HRA Business Plan 2013/14 Approval of the HRA Business Plan 30 Year Budget	Executive Board Portfolio: Leader of Council	15/2/13	DMT / COG, Strategic Governance Board	The report to be issued to the decision maker with the agenda for the meeting	Amanda Dove, Housing Services Manager - Investment and Assets  mandy.dove@leeds.gov.uk
Little London Primary School - Project to deliver additional capacity on existing site Approval for remodelling of existing school to provide additional teaching spaces to accommodate additional pupil numbers. Approval is sought to incur expenditure of approximately £675,000 (costs to be confirmed prior to submission of DCR).	Executive Board Portfolio: Children's Services	15/2/13	Consultation regarding detailed work has been and will continue to be undertaken with the school. Public and Ward Member consultation has taken place on re-provision of the space at facility in the new school building and the community centre. Consultation will take place as part of the formal planning application to site a temporary unit at the school during the period of the works.	The report to be issued to the decision maker with the agenda for the meeting	James Saunders, Built Environment Programme Manager  james.saunders@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Mental Health Day Service Transformation Approval to implement: (i) new service model, and (ii) changes to asset bases	Executive Board Portfolio: Adult Social Care	15/2/13	Formal consultation period September – December 2012.	The Report to be issued to the decision maker with the agenda for the meeting	Debbie Ramskill, Interim Head of Service  debbie.ramskill@leeds.gov.uk Tel: 0113 3957242
Monthly Financial Health report 2012/13 In noting the financial position for the month for the Authority a decision will be required as to the treatment of any variation identified.	Executive Board Portfolio: Leader of Council	15/2/13	N/A	The report to be issued to the decision maker with the agenda for the meeting.	Doug Meeson, Chief Officer (Financial Management)  doug.meeson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Morley Newlands Primary School. Construction of new 3FE primary school to replace the existing 2FE primary school as part of the Basic Need Programme Approval sought to incur expenditure of approximately £9,450,000 including fees for the reconstruction of a 3FE primary school (costs to be confirmed prior to the submission of DCR).</p>	<p>Executive Board Portfolio: Children's Services</p>	<p>15/2/13</p>	<p>Consultation regarding the detailed work has been and will continue to be undertaken with the school. Public and Ward Members consultation has taken place and will continue throughout the development. Consultation will take place as part of the formal planning application which has been submitted on 16<sup>th</sup> November 2012.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>James Saunders, Built Environment Programme Manager  james.saunders@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Permission to consult on further phase of schools expansions 2014            Permission to consult on proposals for permanent school places for 2014.</p>	<p>Executive Board            Portfolio:            Children's Services</p>	<p>15/2/13</p>	<p>All ward members to be consulted prior to Executive Board to ensure they support testing through consultation. If approved, a formal statutory 6 week consultation period would follow 11 February to 29 March 2013 with prescribed consultees and other stakeholders. This would include area committees and all ward members city wide.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Stuart Gosney,            Capacity Planning and Sufficiency Lead             stuart.gosney@leeds.gov.uk</p>
<p>Public consultation on changes to Children's Services Transport Policy            Permission to enter into public consultation on the scope and content of a new Children's Services Transport Policy</p>	<p>Executive Board            Portfolio:            Children's Services</p>	<p>15/2/13</p>	<p>February 2013</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Allan Hudson, Senior Contract Manager             Allan.hudson@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Sustainable Communities Investment Programme - Nevilles and Cross Green To approve an injection from the capital programme and the HRA to support a programme of delivery of projects in these neighbourhoods between 2013-2016. To delegate final approval for projects to the Director of Environment and Neighbourhoods within the set funding and timescale parameters.	Executive Board Portfolio: Neighbourhoods, Planning and Support	15/2/13	CLT and LMT reports – January 2013, Ward Member consultation – December 2012, Community Leadership Team (Cross Green) – January 2013, Community consultation (Nevilles & Cross Green) – January 2013.	The report to be issued to the decision maker with the agenda for the meeting	Christa Smith, Project Manager  christa.smith@leeds.gov.uk Tel: 0113 2478198
White Rose Framework Contract The award of the contracts for the White Rose Residential Framework Contract.	Director of Children's Services	15/2/13	Procurement Unit, Legal Services.	Grant Agreement	Iain Dunn, Strategic Category Manager  iain.dunn@leeds.gov.uk Tel: 07891271662

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
<p>Wrap Up Leeds Final Report To receive and approve a statistical and qualitative report assessing the effects of Wrap Up Leeds and comment on lessons learnt for a future Green Deal programme.</p>	Executive Board Portfolio: The Environment	15/2/13	The final report will be based on information provided by Yorkshire Energy Services (the managing agent).	The report to be issued to the decision maker with the agenda for the meeting	George Munson, Energy and Climate Change Manager  george.munson@leeds.gov.uk
<p>Annual Pedestrian Crossing Review 2013 Chief Officer of Highways and Transportation to approve the proposals made in the report as the basis for the 2013/14 programme for introducing new pedestrian crossings.</p>	Chief Officer (Highways and Transportation)	19/2/13	Local members are advised of the progress made with their requests by the Traffic Section and notified of the final outcome of the review. One approved, each individual scheme is then taken forward for a separate delegated decision for detailed design and construction – this includes consultations with ward members and affected frontages	Design and Cost Report: Annual Pedestrian Crossing Review 2013	Kasia Speakman, Assistant Transport Planner  Tel: 0113 2476312

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Adult Social Care Voluntary Grants Schedule 2013/2014 A decision of the Director of Adult Social Services to approve the Voluntary Sector Grants Schedule for 2013/2014.</p>	<p>Director of Adult Social Services</p>	<p>28/2/13</p>	<p>Executive member Adult Social Services, Adult Commissioning Board.</p>	<p>Report to the Director of Adult Social Services</p>	<p>Mark Phillott, Commissioning Manager  mark.phillott@leeds.gov.uk Tel: 07891 276577</p>
<p>Framework Agreement for the supply of assisted technology To approve the awarding of the Assisted Technology Framework contract following the procurement process.</p>	<p>Director of Adult Social Services</p>	<p>28/2/13</p>	<p>The equipment is provided following an assessment by a professional. Various multi-disciplinary professionals from both Adult Social Care and NHS have been involved in the tender process and will be part of the evaluation.</p>	<p>Report to the Director of Adult Social Services and the Tender Specification</p>	<p>Katie Cunningham, Service Manager  katie.cunningham@leeds.gov.uk Tel:2474453</p>



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Property Maintenance - Extension of the 'Supply of General Building Supplies' for 12 months from 31st March 2013</p> <p>Request to invoke Contract Procedure Rules 25.1 to apply for the 12 month extension period to the existing 3 year contract for the 'Supply of General Building Supplies' to Property Maintenance from 31<sup>st</sup> March 2013 until the 31<sup>st</sup> March 2014.</p>	Chief Commercial Services Officer	3/13	Communication planned and ongoing with all key stakeholders.	DDN and extension report	<p>Sarah Martin, Chief Officer Property and Fleet</p> <p>sarah.martin@leeds.gov.uk</p>
<p>Reinstatement works following fire damage at Temple Newsam Farm Authority to spend from insurance fund.</p>	Director of City Development	1/3/13	Corporate Procurement Unit, Insurance Section, Ward Members, Executive Member for Leisure	Design and Cost Report	<p>Anne Chambers, Head of Corporate Property Management</p> <p>anne.chambers@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Property Maintenance - Software Package To award a contract to replace an existing business software system that is no longer economically sustainable with a new application that will facilitate current and future business requirements.</p>	Chief Commercial Services Officer	7/3/13	Communication planned and ongoing with all key stakeholders.	Tender evaluation report	<p>Sarah Martin, Chief Officer Property and Fleet</p> <p>sarah.martin@leeds.gov.uk</p>
<p>A58(M) Woodhouse Tunnel Strengthening Works Following, and subject to full approval being granted by the Department for Transport,</p> <p>(i) Approve the implementation of the A58(M) Woodhouse Tunnel Strengthening Works; and</p> <p>(ii) Give authority to incur expenditure of £20 million.</p>	Executive Board Portfolio: Development and the Economy	13/3/13	On such a key part of the highway network, an extensive consultation programme is being developed. This will include all ward Members and key stakeholders. Findings will be included in the Executive Board report.	The report to be issued to the decision maker with the agenda for the meeting	<p>Paul Russell, Principal Engineer</p> <p>paul.russell@leeds.gov.uk, 0113 24 76171</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b>
Annual consultation on school admissions arrangements for September 2014 To approve the school admissions arrangements for 2014, in order to meet a statutory deadline of 15 <sup>th</sup> April 2013.	Executive Board Portfolio: Children's Services	13/3/13	Consultation to take place between Friday 30 <sup>th</sup> November and Friday 25 <sup>th</sup> January 2013.	The report to be issued to the decision maker with the agenda for the meeting	Lesley Savage, Senior Planning Manager  lesley.savage@leeds.gov.uk, 0113 24 75577
City Centre Water Features Future management of water features in City Centre.	Executive Board portfolio: Development and the Economy	13/3/13	Local Ward Members (City & Hunslet) and businesses who may be effected by the decision taken.	The report to be issued to the decision maker with the agenda for the meeting	Roy Coello, Head Of Engineering Service  roy.coello@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>HECA Report 2013 To approve the Home Energy Conservation Act report to be submitted to Government by the end of March 2013. The HECA report describes our future domestic energy strategy to significantly reduce energy demand, cut carbon emissions and tackle fuel poverty. It is a statutory requirement and will focus particularly on future Green Deal plans.</p>	<p>Executive Board Portfolio: The Environment</p>	<p>13/3/13</p>	<p>The HECA report will be based on evidence gathered over the past two decades on domestic energy use in the city and will use this to forecast priority actions for all domestic energy sectors. This will focus particularly on the Green Deal for both carbon reduction and fuel poverty alleviation actions.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>George Munson, Energy and Climate Change Manager  george.munson@leeds.gov.uk</p>
<p>Holt Park District Centre 1) Approval to the Draft Informal Planning Statement as a guide to future development proposals for this site. 2) Approval to commence public consultation on the draft Informal Planning Statement</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>13/3/13</p>	<p>Executive Member for Development and the Economy and Ward Members</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Ben Middleton, Senior Surveyor  ben.middleton@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Lettings Policy Review 2013 Executive Board decision to approve a revised Lettings Policy.</p>	<p>Executive Board Portfolio: Neighbourhoods, Planning and Support Services</p>	<p>13/3/13</p>	<p>Consultation has been undertaken with members of the public, customers on the Leeds Homes Register, social housing tenants, Arms Length Management Organisations and the Belle Isle Tenant Management Organisation, Registered Social Landlords, Leeds Tenants Federation, and voluntary agencies.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Kathryn Bramall, Leeds Homes Policy Manager  kathryn.bramall@leeds.gov.uk Tel: 0113 2243296</p>
<p>Monthly Financial Health Report 2012/13 In noting the financial position for the month for the authority a decision will be required as to the treatment of any variation identified.</p>	<p>Executive Board Portfolio: Leader of Council</p>	<p>13/3/13</p>	<p>N/A</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Doug Meeson, Chief Officer (Financial Management)  doug.meeson@leeds.gov.uk Tel: 0113 2474250</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>New temporary contract for Family Intensive Support Providers. The new contract will be for 3 months with a possible further 3 month extension To create a new temporary contract with current providers to ensure a smooth transition in the re-commissioning of the Family Intensive Support Services.</p>	<p>Director of Children's Services</p>	<p>31/3/13</p>	<p>Contracts, Chief Officer, Finance</p>	<p>Waiver report and delgated decision forms</p>	<p>Lousie Atherton, Commissioning Programme Manager  louise.atherton@leeds.gov.uk</p>
<p>Asset Management Plan (including Community Asset Strategy and Carbon and Water Management Plan) Approval Required</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>24/4/13</p>	<p>Equality Impact Assessment</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Colin Mawhinney, Head of Economic Policy and Programmes  colin.mawhinney@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Beeston Primary School - Project to Deliver Additional Accommodation to Support Increase in School Capacity Approval for extension to existing school to provide additional teaching spaces and hall space. Approval is sought to incur expenditure of approximately £1,269,000 (costs to be confirmed prior to submission of DCR).</p>	<p>Executive Board Portfolio:Children's Services</p>	<p>24/4/13</p>	<p>Consultation regarding the detailed work has been and will continue to be taken with the school. Public and Ward Member consultation has taken place and will continue. Consultation will take place as part of the formal planning application which is expected to be submitted during December 2012</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>James Saunders, Built Environment Programme Manager  james.saunders@leeds.gov.uk</p>
<p>Trade waste contract tender Approval is required to proceed with a trade waste framework contract tender in order to procure suitable contractors to provide trade waste and recycling services to Leeds City Council premises and schools from July 2013.</p>	<p>Director of Resources</p>	<p>5/13</p>	<p>Consultation will take place with Procurement, Recycling &amp; Waste Services, Environmental Policy Team, and Facilities Management.</p>	<p>Tender documents for trade waste contract Contract specification and PQQ</p>	<p>Sam Grimwood, Waste &amp; Resources Officer  sam.grimwood@leeds.gov.uk, 0113 24 76954</p>

## **MEMBERSHIP OF THE EXECUTIVE BOARD**

### **Executive Board Portfolios**

Leader of Council

Deputy Leader and Executive Member for Children's Services

Deputy Leader and Executive Member for Neighbourhoods, Planning and Support Services

Executive Member for Leisure and Skills

Executive Member for Development and the Economy

Executive Member for the Environment

Executive Member Adult Social Care

Executive Member for Health and Well Being

### **Executive Member**

Councillor Keith Wakefield

Councillor Judith Blake

Councillor Peter Gruen

Councillor Adam Ogilvie

Councillor Richard Lewis

Councillor Mark Dobson

Councillor Lucinda Yeadon

Councillor Lisa Mulherin

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.