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## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

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Meeting to be held in Civic Hall, Leeds on  
Monday, 10th September, 2012 at 10.00 am

*(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)*

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### MEMBERSHIP

#### Councillors

- B Anderson (Chair) - Adel and Wharfedale;
- A Blackburn - Farnley and Wortley;
- N Buckley - Alwoodley;
- P Davey - City and Hunslet;
- R Grahame - Burmantofts and Richmond Hill;
- M Harland - Kippax and Methley;
- P Harrand - Alwoodley;
- G Hyde - Killingbeck and Seacroft;
- J Jarosz - Pudsey;
- S Lay - Otley and Yeadon;
- K Mitchell - Temple Newsam;
- N Walshaw - Headingley;

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

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**Agenda compiled by:**  
**Andy Booth**  
**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
**Tel: 24 74325**

**Principal Scrutiny Adviser:**  
**Angela Brogden**  
**Tel: 24 74553**

# 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 Chief Democratic 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:-  <b>No exempt items on this agenda.</b></p>	

3

### **LATE ITEMS**

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

### **DECLARATIONS 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 AND NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

### **MINUTES - 30 JULY 2012**

To confirm as a correct record, the minutes of the meeting held on 30 July 2012

1 - 6

7

### **DEVELOPMENT OF THE LEEDS COMMUNITY SAFETY BUSINESS PLAN**

To consider a report of the Head of Scrutiny and Member Development summarising the work of the Scrutiny Board in relation to the development of the Leeds Community Safety Business Plan.

7 - 18

8	<p><b>2012/13 QUARTER 1 PERFORMANCE REPORT</b></p> <p>To consider a report of the Assistant Chief Executive (Customer Access and Performance/Director of Environment and Neighbourhoods summarising the quarter 1 performance data relevant to the Scrutiny Board.</p>	19 - 32
9	<p><b>RECYCLING STRATEGY UPDATE</b></p> <p>To consider a report of the Director of Environment and Neighbourhoods providing an update on the Council's Recycling Strategy</p>	33 - 54
10	<p><b>GROUNDS MAINTENANCE CONTRACT</b></p> <p>To consider a report of the Head of Scrutiny and Member Development presenting a summary note of the Scrutiny Board's working group meeting on the new grounds maintenance contract.</p>	55 - 66
11	<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's Work Schedule for the forthcoming Municipal Year</p>	67 - 142
12	<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday, 22 October 2012 at 10.00 a.m. (Pre-meeting for all Members at 9.30 a.m.)</p>	

# Agenda Item 6

## SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

**MONDAY, 30TH JULY, 2012**

**PRESENT:** Councillor B Anderson in the Chair

Councillors N Buckley, P Davey,  
P Grahame, R Grahame, M Harland,  
P Harrand, G Hyde, J Jarosz, S Lay and  
K Mitchell

### **12 Chair's Opening Remarks**

The Chair welcomed Councillors Harland and Davey to their first meetings of the Scrutiny Board (Safer and Stronger Communities).

### **13 Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted on behalf of Councillors A Blackburn and N Walshaw. Councillor P Grahame was in attendance as a substitute for Councillor N Walshaw.

### **14 Minutes - 18 June 2012**

**RESOLVED** – That the minutes of the meeting held on 18 June 2002 be confirmed as a correct record.

### **15 Recommendation Tracking - Phase 2 Dog Control Orders**

The report of the Head of Scrutiny and Member Development updated the Board on progress made in implementing the recommendations arising from the Scrutiny review of the phase 2 Dog Control Orders project.

A draft status had been assigned to each of the recommendations and in assessing the progress made, the Board was asked to either agree or change the status for each recommendation.

The following were in attendance for this item:

- Councillor Mark Dobson – Executive Member for Environment
- Tom Smith, Locality Manager (South and Outer East Leeds)
- Gill Marshall, Section Head, Legal, Licensing and Registration Services
- Sean Flesher, Head of Parks and Countryside
- Councillor Joseph Marjoram, former Board Member

The following issues were discussed:

- Recommendation 5 – Non-payment of Fixed Penalty Notices (FPNs)

Draft minutes to be approved at the meeting  
to be held on Monday, 10th September, 2012

It was reported that there were higher levels of non-payment in respect of FPNs issued for those with who had breached the 'dogs on leads' orders than for dog fouling. It was thought that this was possibly as a result of less awareness of the more recent orders. All unpaid FPNs would be pursued through the courts. Further issues discussed in relation to this recommendation included:

- Safety for staff issuing and pursuing FPNs – it was reported that full risk assessments were carried out and staff did not have to carry out their duties alone where it was felt there could be problems.
- Dog owners were still liable for FPNs when carelessly discarding dog bags instead of placing them in bins as this becomes a littering offence.
- Members requested information on the numbers of FPNs issued in the last 2 year and how these had been dealt with.
- The need to ensure mechanisms are place for identifying repeat offenders prior to allowing the discharge of a further offence through an FPN.

It was agreed to keep Recommendation 5 at Category 4 i.e. that the progress made is acceptable and to continue monitoring.

- Recommendation 6 – Expanding staffing resources to enforce FPNs
  - Enforcement staff within locality teams were contracted to work between the hours of 7.00 a.m. and 7.00 p.m. Monday to Friday. Additional weekend work could be arranged but was subject to additional cost.
  - PCSOs had been trained to take professional witness statements but not to issue FPNs. This was also the case for Parks and Countryside patrol staff.
  - Concern was expressed by some Members regarding working hours arrangements as it was felt that they did not sufficiently cover the main hours for when offences occurred.

It was agreed to keep Recommendation 6 at Category 4.

- Recommendation 7 – Dog Control Orders – Communication
  - It was requested that Elected Members were kept informed of any microchipping events and campaign work.
  - Requests for any hotspot areas to be targeted would be considered.
  - Leaflets and flyers had been distributed to raise awareness.

It was agreed to keep Recommendation 7 at Category 4.

- Recommendation 9 – Playing pitches used by schools

- The Board received clarification of the legal advice that was provided to the Dog Control Order Project Board in relation to this recommendation.
- In consideration of this legal advice, the Board agreed that further work should be undertaken with Ward Members to identify enforcement solutions within those areas where particular concerns had been raised rather than trying to adopt a city-wide approach that could be deemed disproportionate.
- Members also acknowledged the Government's proposal to replace Dog Control Orders with Community Protection Orders, as set out within the White Paper 'More effective responses to anti-social behaviour'. In view of this, the Board agreed to schedule a further update later this year.

It was agreed to keep Recommendation 9 at Category 4

**RESOLVED** – That the report and discussion be noted.

## **16 Overview of the Parks and Countryside Service**

The report of the Head of Scrutiny and Member Development made reference to the transfer of responsibility for Parks and Countryside to the portfolio of the Executive Member for Environment and the subsequent transfer of the Parks and Countryside Service to the Environment and Neighbourhoods Directorate. The Board's terms of reference would be revised to reflect this amendment.

Sean Flesher, Head of Parks and Countryside, gave the Board a presentation which provided a comprehensive overview of the service.

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

- Responsibility for allotments.
- Budgets:
  - Heating and power – whether the council should consider the potential re-use of heat generated by crematoria.
  - Bereavement services – detailed costs of bereavement services were requested.
- Harehills and East End Parks – it was reported that there were no Section 106 funds available in these areas.
- There were no plans to increase parking at Golden Acre Park. There had been improvements which had increased the space available but there were no further funds or plans to increase it further. The car park also backed on to a site of special scientific interest.
- Fairburn Ings – developments had been outsourced to the RSPB
- Getting best value from in house services – comparisons were made against the cost of private providers and some landscaping works were outsourced.

Members were asked to contact the Principal Scrutiny Adviser with any further issues regarding the Parks and Countryside Services and for any suggestions which could form part of the Scrutiny Work Programme.

**RESOLVED** – That the report and presentation be noted.

## **17 Inquiry into Fuel Poverty**

The report of the Head of Scrutiny and Member Development referred to the Board's Inquiry into Fuel Poverty. Responses to the recommendations outlined in the report had now been received and were detailed in the report.

The Chair welcomed the following to the meeting for this item:

- Dr Ian Cameron – Director of Public Health
- George Munson – Energy and Climate Change Manager

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

- Uptake of benefit claims – in response to the recommendation made by Scrutiny, the Council will work with Welfare Rights, Citizens Advice Bureau and Advice Leeds to develop a strategy for undertaking annual benefit checks and offering fuel tariff checks.
- Smart meter technology – the possibility of having a pilot trial was being explored.
- Bulk purchasing of power – that the Council has been in contact with a number of existing schemes and will develop proposals for a bulk fuel purchase scheme that will also aim to achieve energy efficiency improvements to participating households. The Scrutiny Board will be kept informed of progress.
- Fuel Poverty had been identified as a key priority within the draft Joint Health and Wellbeing Strategy.
- In response to recommendation 16, the Board welcomed the news that funding has now been made available to maintain the existing Warm Homes Service for 2012/13.
- Improving housing standards in the private rented sector. It was reported that historically there have been difficulties with this sector due to the type of housing involved and the lack of incentives to landlords. However, it is hoped that the Green Deal initiative and forthcoming regulations placed upon landlords will assist in addressing these problems.
- Combined heat and power – this was being considered with a private sector partner but would only be suitable for a small number of domestic properties where there was high density housing such as high rise blocks.

It was reported that there would be a further recommendation tracking report brought back to the Board in November 2012.



**RESOLVED** – That the report be noted.

**18 Work Schedule**

The report of the Head of Scrutiny and Member Development informed the Board of its forthcoming Work Programme. The Forward Plan of Key Decisions and recent Executive Board minutes were also appended to the report.

Members were reminded of forthcoming Working Group meetings and Items for the next full Board meeting were highlighted.

**RESOLVED** – That the report be noted.

**19 Date and Time of Next Meeting**

Monday, 10 September 2012

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## Report of Head of Scrutiny and Member Development

### Report to the Safer and Stronger Communities Scrutiny Board

**Date: 10<sup>th</sup> September 2012**

### **Subject: Development of the Leeds Community Safety Business Plan**

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. In preparation for the introduction of an elected West Yorkshire Police and Crime Commissioner in November 2012, the Executive Board Member for Neighbourhoods, Planning and Support Services asked the Scrutiny Board to work closely with the Safer Leeds Executive in developing a Leeds Community Safety Business Plan.
2. The Scrutiny Board agreed to undertake this piece of work as a matter of priority via working group meetings during July and August to ensure that the draft Plan is fit for purpose prior to it being formally approved by the Safer Leeds Executive in September 2012.
3. This work has now concluded and the attached draft report summarises the observations, conclusions and recommendations of the Safer and Stronger Communities Scrutiny Board in relation to the draft Leeds Community Safety Business Plan. Members are asked to consider and agree the attached report. Once agreed, this report will be forwarded to the Safer Leeds Executive for consideration at its meeting on 13<sup>th</sup> September 2012.

### **Recommendations**

4. Members are asked to consider and agree the attached draft report summarising the observations, conclusions and recommendations of the Scrutiny Board in relation to the draft Leeds Community Safety Business Plan.

## **1 Purpose of this report**

- 1.1 To present the draft report summarising the observations, conclusions and recommendations of the Safer and Stronger Communities Scrutiny Board in relation to the draft Leeds Community Safety Business Plan.

## **2 Background information**

- 2.1 The Police Reform and Social Responsibility Act 2011 replaces police authorities with Police and Crime Commissioners (PCCs) and introduces Police and Crime Panels to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.
- 2.2 A PCC will be elected for every police force area in England and Wales, outside London. The appointment of the PCC will be made through a public election, which will take place on 15<sup>th</sup> November 2012. Once elected, the PCC will hold office for a period of 4 years (3.5 years in relation to the first term).
- 2.3 PCCs will be responsible for setting out a five year Police and Crime Plan, in liaison with the Chief Constable, based upon identified local priorities. The PCC will then have the power to commission services and award grants to any organisation or body they consider will support the delivery of the Police and Crime Plan and the priorities outlined within it.
- 2.4 However, in order to minimise disruption, Ministers have decided that existing arrangements for community safety and partnership funding will continue during 2012-13. In 2013-14, in addition to the main police grant and precept, PCCs will also receive funding from the Community Safety Fund which will support local priorities which could include tackling drugs and crime, reducing re-offending and improving community safety.
- 2.5 PCCs are expected to provide strong local leadership, underpinned by their democratic mandate in the drive to reduce crime and keep communities safe. The government state that they will need to work with other local leaders to ensure local resources are used effectively and efficiently. A key message from the Home Office is that the PCC will be looking for police districts to work more collaboratively and to have shared outcomes.
- 2.6 In June 2012, the Safer and Stronger Communities Scrutiny Board learned that the Safer Leeds Executive was in the process of developing a Leeds Community Safety Business Plan in preparation for the introduction of an elected West Yorkshire Police and Crime Commissioner in November 2012. The Executive Board Member for Neighbourhoods, Planning and Support Services asked the Scrutiny Board to work closely with the Safer Leeds Executive to ensure that the Plan is fit for purpose prior to it being formally approved by the Safer Leeds Executive in September 2012.

## **3 Main issues**

- 3.1 Local business plans, which set-out the local priorities, partnership structures, demographics, engagement arrangements and existing activities – successes and challenges etc..., are to be developed. These will be high level plans used to

articulate the community safety landscape for each of the districts to prospective PCC candidates and members of the public.

- 3.2 Once approved, the Leeds Community Safety Business Plan is to act as a template to provide a common framework for each of the West Yorkshire districts. It is expected that such high level issues will then feed in to the West Yorkshire Police and Crime Plan.

#### Scope and timetable for this piece of scrutiny work

- 3.3 The Scrutiny Board was asked to work with the Safer Leeds Executive to ensure that the Leeds Community Safety Business Plan accurately reflects local community safety priorities and demonstrates the effectiveness of the activity it wishes the PCC to support.
- 3.4 The Scrutiny Board agreed to undertake this piece of work as a matter of priority via working group meetings during July and August to which all Board Members would be invited to attend.
- 3.5 The timetable for undertaking this piece of scrutiny work is set out below.

#### Scrutiny working group meeting – session 1 - 17<sup>th</sup> July 2012

To consider and provide comment on the initial draft of the Leeds Community Safety Business Plan.

#### Safer Leeds Executive Meeting – 25<sup>th</sup> July 2012

To consider the initial draft of the Leeds Community Safety Business Plan. This will include verbal feedback of any issues raised during the scrutiny working group meeting.

#### Scrutiny working group meeting – session 2 – 14<sup>th</sup> August 2012

To receive the draft Leeds Community Safety Business Plan following initial consultation with Scrutiny and the Safer Leeds Executive and to identify any further recommendations.

#### Safer and Stronger Communities Scrutiny Board Meeting – 10<sup>th</sup> September 2012

To consider and agree a draft report summarising the observations, conclusions and recommendations of the Scrutiny Board in relation to the draft Leeds Community Safety Business Plan.

#### Safer Leeds Executive Meeting – 13<sup>th</sup> September 2012

To consider the report summarising the observations, conclusions and recommendations of the Scrutiny Board prior to formally approving the Leeds Community Safety Business Plan.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 In line with the timetable above, all Scrutiny Board Members were invited to attend working group meetings on 17<sup>th</sup> July 2012 and 14<sup>th</sup> August 2012 to consider the principles of the draft business plan and also the content of the plan nearing completion.
- 4.1.2 During these meetings, discussions were held with the Chief Officer for Community Safety and the Head of Community Safety Partnerships (Safer Leeds).

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

- 4.2.1 The draft Leeds Community Safety Business Plan makes reference to the Safer Leeds Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.

### **4.3 Council Policies and City Priorities**

- 4.3.1 The Scrutiny Board set out to ensure that the draft business plan accurately reflects local community safety priorities and demonstrates the effectiveness of the activity it wishes the Police and Crime Commissioner to support. Particular consideration was therefore given to the associated links with the relevant priorities set out with the City Priority Plans.

### **4.4 Resources and Value for Money**

- 4.4.1 As mentioned above, PCCs will become responsible for setting out a five year Police and Crime Plan, in liaison with the Chief Constable, based upon identified local priorities. The PCC will then have the power to commission services and award grants to any organisation or body they consider will support the delivery of the Police and Crime Plan and the priorities outlined within it. The Leeds Community Safety Business Plan therefore aims to demonstrate the effectiveness of the activity it wishes the Police and Crime Commissioner to support.

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

- 4.5.1 This report does not contain any exempt or confidential information.

### **4.6 Risk Management**

- 4.6.1 This section is not relevant to this report.

## **5 Conclusions**

- 5.1 The attached draft report summarises the observations, conclusions and recommendations of the Safer and Stronger Communities Scrutiny Board in relation to the draft Leeds Community Safety Business Plan. Members are asked to consider and agree the attached report. Once agreed, this report will be forwarded to the Safer Leeds Executive for consideration at its meeting on 13<sup>th</sup> September 2012.

## **6 Recommendations**

- 6.1 Members are asked to consider and agree the attached draft report summarising the observations, conclusions and recommendations of the Scrutiny Board in relation to the draft Leeds Community Safety Business Plan.

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

None.

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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## **Scrutiny Board (Safer and Stronger Communities)**

### **Development of the Leeds Community Safety Business Plan**

#### **Comments from Scrutiny to the Safer Leeds Executive**

##### **1.0 Introduction**

- 1.1 In June 2012, the Safer and Stronger Communities Scrutiny Board learned that the Safer Leeds Executive was in the process of developing a Leeds Community Safety Business Plan in preparation for the introduction of an elected West Yorkshire Police and Crime Commissioner in November 2012.
- 1.2 The Executive Board Member for Neighbourhoods, Planning and Support Services asked the Scrutiny Board to work closely with the Safer Leeds Executive to ensure that the Plan is fit for purpose prior to it being formally approved by the Safer Leeds Executive in September 2012.
- 1.3 The Scrutiny Board agreed to undertake this piece of work as a matter of priority via working group meetings during July and August to which all Board Members would be invited to attend.
- 1.4 Working group meetings took place on 17<sup>th</sup> July 2012 and 14<sup>th</sup> August. During these meetings, discussions were held with the Chief Officer for Community Safety and the Head of Community Safety Partnerships (Safer Leeds) surrounding the objectives of the business plan and its content nearing completion.
- 1.5 An initial draft of the plan was considered during the scrutiny working group meeting in July. Following this meeting, the Safer Leeds Executive received verbal feedback of the issues arising from the working group's discussion. An updated version of the draft was then considered at the scrutiny working group meeting in August.
- 1.6 This report presents the agreed view of the Safer and Stronger Communities Scrutiny Board in relation to the draft Leeds Community Safety Business Plan. The Board has requested that these comments are formally considered by the Safer Leeds Executive prior to it approving the Plan.

##### **2.0 Observations, Conclusions and Recommendations**

- 2.1 As the business plan is split into nine separate sections, the views of the Scrutiny Board in relation to each individual section are set out below.

###### Chairs Statement

- 2.2 The Scrutiny Board acknowledges the statement made by the Chair of the Safer Leeds Partnership in introducing the business plan and also inviting the public to contact the partnership with any comments, suggestions or concerns

they may have about the work of the partnership. The Scrutiny Board does not wish to suggest any changes to this section.

#### Introduction to Safer Leeds

- 2.3 The Scrutiny Board does not wish to suggest any changes to this section as it clearly sets out the governance arrangements for Safer Leeds and highlights the partnership's ambition, desired outcome and commitments in accordance with the City Priority Plan.

#### Performance and Key Facts

- 2.4 This section includes a performance table highlighting the level of recorded crime across a ten year period for total offences and the most problematic offence categories. The Scrutiny Board is pleased to note that following its initial request, the definition of 'acquisitive crime' has now been included alongside this table.
- 2.5 In acknowledging the steady and sustained reduction in the total numbers of recorded crimes in Leeds over the last 10 years, the Scrutiny Board is pleased to note that the narrative surrounding the performance table now makes reference to the move towards increased partnership working, improved use of intelligence and better deployment of resources (including the targeted investment made in areas such as burglary reduction). The Scrutiny Board recognises that these are contributing factors in achieving such reductions and therefore needed to be acknowledged alongside the performance data.
- 2.6 The Scrutiny Board does not wish to make any other suggested changes to this section.

#### Recent Achievements

- 2.7 This section seeks to briefly demonstrate where the Safer Leeds Partnership has delivered integrated services to customers.
- 2.8 Within this section, it states that there is increasing public and partnership concerns around the sexual exploitation of children, which has led to a multi-agency approach in identifying and supporting victims and targeting offenders engaging in such activities.
- 2.9 Within the 'performance and key facts' section of the plan, reference is also made that vulnerable young people, including those in care or in chaotic family homes, and those who regularly go missing from home or care, can be targeted by abusers. Whilst an increase in the reporting of child sexual exploitation incidents nationally has clearly had an impact in terms of raising the profile of this problem, the Scrutiny Board recommends that further narrative is added within this section to underline why there is an increased cause for concern locally.

- 2.10 The Scrutiny Board acknowledges that the Safer Leeds Partnership has identified child sexual exploitation as a priority area for 2013/14, as highlighted within the business plan under 'partnership expectations'. The Scrutiny Board has also identified this as a potential piece of scrutiny work in the future. In recognition of the cross-cutting nature of this piece of work due to the associated links with the Leeds Safeguarding Children Board and Health and Wellbeing Board, the Scrutiny Board will explore how best to approach this with other relevant Scrutiny Boards in the future.

### **Recommendation 1**

**Where reference is made within the 'recent achievements' section of the business plan to the increasing public and partnership concerns around the sexual exploitation of children, further narrative should be added to underline why there is an increased cause for concern locally.**

#### Partnership Expectations

- 2.11 Within this section, the Scrutiny Board is pleased to note that following its initial request, the partnership's priorities for 2013/14 no longer make reference to particular localities of concern. The Scrutiny Board considered that such references could be misinterpreted by the public in terms of the partnership's commitments and allocation of resources and therefore suggested that they be removed from the plan.
- 2.12 The Scrutiny Board is also pleased to note that where reference is made within this section to the vision of Leeds Initiative, the public are now signposted to the relevant section of the plan where they can seek further clarity of the role of Leeds Initiative and other governance arrangements if necessary.

#### Safer Leeds Partnership – Our Priorities 2013/14

- 2.13 The Scrutiny Board notes that this particular section had been added following the initial version of the draft plan. As the purpose of this new section is to provide further narrative surrounding the partnership's priorities, this is welcomed by the Scrutiny Board.
- 2.14 Linked to the partnership's priority to effectively tackle and reduce anti-social behaviour, particular reference is made within this section to the role of the new multi-agency Leeds Anti-Social Behaviour Team and the positive impact this has had in dealing with ASB complaints. Whilst the previous section of the plan makes specific reference to the partnership's priority to extend multi-agency approaches to ASB and also noise nuisance, there is no reference to noise nuisance within this particular section.
- 2.15 In acknowledging that noise nuisance represents a substantial proportion of complaints made by the public, the Scrutiny Board recommends that further narrative is added to reiterate the partnership's commitment to find better solutions for people experiencing domestic noise problems, which is reflective in the recent transfer of staff from Environmental Health to the Leeds Anti-Social Behaviour Team.

**Recommendation 2**

**That further narrative is added to the 'Safer Leeds Partnership – Our Priorities 2013/14' section of the plan to reiterate the partnership's commitment to find better solutions for people experiencing domestic noise problems, which is reflective in the recent transfer of staff from Environmental Health to the Leeds Anti-Social Behaviour Team.**

- 2.16 The Scrutiny Board also recommends that the concluding statement within this section is removed given that other sections of the plan already make sufficient reference to the changing landscape of community safety funding and the delivery of existing services.

**Recommendation 3**

**That the concluding statement within the 'Safer Leeds Partnership – Our Priorities 2013/14' section is removed.**

Financial Budget

- 2.17 Within this section, the Scrutiny Board is pleased to note that following its initial request, a further pie chart will be added to illustrate the different funding sources for Safer Leeds. The Scrutiny Board does not wish to make any other suggested changes to this section.

Changing Landscape

- 2.18 As part of the changing landscape, the Scrutiny Board recommends that reference is also made to the role of the new Police and Crime Panel within this section.

**Recommendation 4**

**That reference is made to the role of the new Police and Crime Panel within the 'changing landscape' section of the business plan.**

Our City Priorities & Governance

- 2.19 The Scrutiny Board is happy that this section clarifies the role of Leeds Initiative and the five strategic partnership boards in delivering the key outcomes and priorities set out within the City Priority Plan. The Scrutiny Board does not wish to suggest any changes to this section.

Appendix – Leeds Community Safety Services

- 2.20 The Scrutiny Board is happy that this section provides further clarity of the role of existing community safety services and does not wish to suggest any changes to this section.

Other observations made by the Scrutiny Board:

- 2.21 In the development of any plan, it is vital to acknowledge the target audience. Local community safety business plans are designed to be high level plans

used to articulate the community safety landscape for each of the relevant districts to prospective Police and Crime Commissioner (PCC) candidates and members of the public.

- 2.22 In view of this, the Scrutiny Board set out to ensure that the Leeds Community Safety Business Plan accurately reflects and clearly articulates local community safety priorities and demonstrates the effectiveness of the activity it wishes the PCC to support. However, the Scrutiny Board is also mindful that, as a public facing document, the business plan needs to be succinct and not heavily overloaded with performance related data that the public may find difficult to digest.
- 2.23 The Scrutiny Board acknowledges that further work will continue by the Safer Leeds Executive to ensure that the business plan will be accompanied with supportive performance related data, which will be made available to the successful PCC candidate. The Board also acknowledges that a number of existing strategies have been used to inform the draft Leeds Community Safety Business Plan. These are as follows:
- The Leeds Burglary Reduction Strategy (2011 – 2015)
  - Leeds Anti Social Behaviour – Quest Review 2010/11
  - The Leeds Domestic Violence Action Plan 2012/13
  - The Leeds Reducing Re-Offending Plan 2010 – 13
  - The Drug Recover Action Plan 2012/13
  - The Leeds Alcohol Harm Reduction Plan 2011 – 2015
  - Corporate Performance reports – Anti-Social Behaviour and Crime Reduction
- 2.24 The Scrutiny Board also recognises the importance of having a consistent approach across West Yorkshire and is therefore pleased to note that the Leeds Community Safety Business Plan is to act as a template to provide a common framework for the other districts.
- 2.25 Whilst the use of plain English is important, the Scrutiny Board accepts that some community safety language is unavoidable within the business plan when making reference to crime and disorder activities and existing support programmes.
- 2.26 The Scrutiny Board is pleased to note that following its initial request, definitions have been provided in relation to certain crime and disorder terminology, such as ‘acquisitive crime’. However, the Scrutiny Board further recommends that the use of abbreviations within the plan is minimised as much as possible. Where these do occur, a full definition should be provided within each of the relevant sections of the plan for ease of reference.

#### **Recommendation 5**

**As a public facing document, the use of abbreviations within the business plan should be minimised as much as possible. Where these do occur, a full definition should be provided within each of the relevant sections of the plan for ease of reference.**

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Report author: Robert Wood /  
Debra Scott  
Tel: 274638 / 75951

## Report of Assistant Chief Executive (Customer Access and Performance) / Director of Environment and Neighbourhoods

### Report to Safer and Stronger Communities Scrutiny Board

Date: 10<sup>th</sup> September 2012

Subject: 2012/13 Q1 Performance Report

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 checked="" type="checkbox"/> Yes	<input 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

This report provides a summary of performance against the strategic priorities for the council and city related to Safer and Stronger Communities Scrutiny Board.

### Recommendations

Members are recommended to

- Note the Q1 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

#### 1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter one performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

#### 2 Background information

- 2.2 The City Priority Plan 2011 to 2015 is the city-wide partnership plan which sets out the key outcomes and priorities to be delivered by the council and its partners.

There are 21 priorities which are split across the 5 strategic partnerships who are responsible for ensuring the delivery of these agreed priorities.

- 2.3 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.
- 2.4 Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report provides an overview of the performance relating to both plans enabling the Scrutiny board to directly challenge the council's performance as well as seeking to influence and challenge partners contributions through existing partnership arrangements.
- 2.5 This report includes 2 appendices:
- Appendix 1 – Performance Reports for the City Priority Plan Priorities
  - Appendix 2 – Directorate Priorities and Indicators relevant to the Board

### **3 Main issues**

#### **Quarter 4 Performance Summary**

##### ***City Priority Plan***

- 3.1 There are 4 priorities in the City Priority Plan relevant to Safer and Stronger Communities Board and of these 3 are assessed as green and 1 amber. The amber priority is:
- Increase a sense of belonging that build cohesive and harmonious communities – Whilst overall progress in Quarter 1 has been steady, and there is confidence that we know where activity needs to be targeted to strengthen communities. Progress continues to be rated as Amber to note the challenging economic conditions in communities and rising tensions nationally that need to be monitored locally.
- 3.2 Ensure that local neighbourhoods and central commercial areas are clean – The priority has been rated as Green compared to Amber at Q4. Performance on the percentage of areas deemed to be satisfactory in relation to litter has remained static since last year. The implementation of locality arrangements however, has led to improvements at the front-line and responsiveness to local issues. Stakeholder feedback including from Elected Members has also been positive.
- 3.3 Reduce crime levels and their impact across Leeds – Performance on burglary continues to improve against more stretching targets: in the 12 months to the end of June 2012, there were 6,816 recorded offences, down 24.8% - this equates to 2,246 fewer victims. All wards of concern have seen a 12 month reduction, with the exception of Hyde Park & Woodhouse, though this ward has seen a significant reduction in the last 3-month period (-47.2%). Delivery plans developed using OBA continue to provide focus with the impact of actions and activities evaluated regularly to keep these live.



## **Council Business Plan**

3.4 Directorate Priorities and Indicators – there are 8 directorate priorities relevant to the Board and 3 are amber and 5 are green. The amber priorities are:

- Improve refuse service reliability
- Improve Recycling rates
- Deliver an approach to locality working with improved community engagement and more local decision making

3.5 In terms of performance indicators 1 is green, 1 is amber and 2 are red.

- Number of missed bins per 100,000 collected - 106.49. (Red)  
The overall figure is improved on the Q4 figure and the black bin performance is close to target and is the best it has been in the past 10 years. However, the green and brown missed bin rates are above target. Service improvements are underway and performance should be set within the context of providing an increasingly complex service for residents that is being delivered at more than £1m less cost per annum.
- Increase percentage waste recycled – 43.0% (Amber)  
Performance has improved from the year end and is above last years Q1 position but remain below target. The wet weather has had a detrimental impact on the volume of garden waste collected. Work is on-going to develop fundamental changes to service delivery including fortnightly collections of recycling and black bins, expansion of the food waste pilot and expanding garden waste collection.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

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

4.2.1 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities in the report card in appendix 1.

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

4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

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

4.4.1 There are no specific resource implications from this report.

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

- 4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

## **4.6 Risk Management**

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

## **5 Conclusions**

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to Safer and Stronger Communities Scrutiny Board.

## **6 Recommendations**

- 6.1 Members are recommended to:

- Note the Q1 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

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

- 7.1 City Priority Plan 2011 to 2015
- 7.2 Council Business Plan 2011 to 2015

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

## Safer Leeds Performance Accountability Tracker: (REPORT CARD)

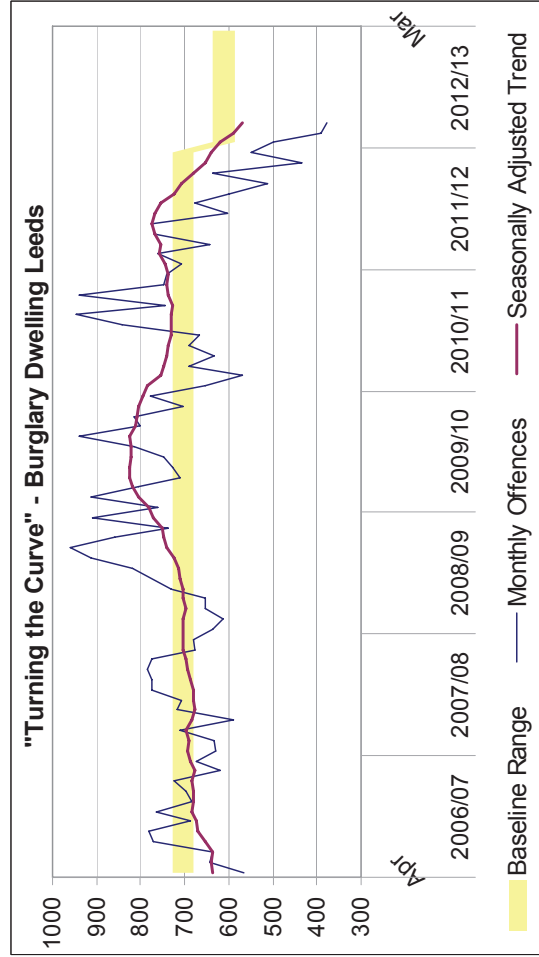
Outcome: People are safe and feel safe

Priority: Reduce crime levels and their impact across Leeds (focus on burglary reduction)

### Why is this priority?

The public should be safe and feel safe on the streets, in the places they go and especially in their own home. Burglary has significant consequences directly impacting on a person's sense of safety, as well as damage and loss incurred. Domestic burglary levels in Leeds remain higher than the national average

### Headline indicator



The target for 2012/13 is 7,056 is aligned to the Police operational target of 135 offences per week. Seasonally adjusted performance is at the lower end of the revised milestone range suggesting if current performance continues the target will be achieved.

- In the 12 months to the end of June 2012, there were 6,816 recorded offences, down 24.8% (2,246 fewer victims).
- All three policing divisions are on track to meet targets; NWL down 22.8% (950 fewer victims); NEL ~ down 31% (1,170 fewer victims) and C&H down 11.3% (126 fewer victims).

Review Period: April to June 2012

Population: Residents of Leeds

Progress: ▲

Ward	12 Month Total	12 Month % Change
Hyde Park & Woodhouse	551	20.6%
Burmantofts & Richmond Hill	397	-33.8%
Armley	375	-26.3%
Headingley	367	-10.0%
Gipton & Harehills	345	-14.4%
Bramley & Stanningley	331	-24.4%
Killingbeck & Seacroft	312	-26.6%
Kirkstall	302	-39.2%
Chapel Allerton	256	-39.3%

All wards of concern have seen a 12 month reduction, with the exception of Hyde Park & Woodhouse, but this ward has seen a significant reduction (-47.2%) in the last 3 month period.

### Story behind the baseline

- Opportunistic and "chaotic" burglars comprise the majority of offenders in Leeds. In North West Leeds, the introduction of predictive analysis through Op Optimal has assisted in tackling this style of offending.
- New and emerging offenders can rapidly become prolific. Tackling such "up and coming" burglars is required for sustainable long term reductions. Due to complex needs these individuals need co-ordinated partnership work.
- The buying of stolen goods may not be viewed as an offence by individuals involved. This can lead to prolific stolen goods markets where offenders can easily dispose of property.

## Safer Leeds Performance Accountability Tracker: (REPORT CARD)

Outcome: People are safe and feel safe

Priority: Reduce crime levels and their impact across Leeds (focus on burglary reduction)

### What we did (key examples)

- Ambitious burglary targets have been set for each ward of concern and for each ALMO.
- Following OBA sessions, delivery plans have been drawn up for Headingley and Killingbeck & Seacroft wards. The Burmantofts & Richmond Hill ward delivery plan is currently under review. Leeds Universities and Colleges Crime Reduction Partnership, also agreed a delivery plan for 2012/13.
- The spring/summer campaign, "it only takes a minute" continues to be rolled out. Materials are being used at contact points, community engagement events and posted through letterboxes. Plans are in place to undertake an interim evaluation to learn lessons for future campaigns.
- In the last quarter, the Burglary Task Force has investigated/disrupted over 10 Organised Crime Groups. Some specific successes have been Op Ivanhoe (over 30 people arrested and charged) and Operation Altares (6 offenders linked to organised burglary in Armley charged with conspiracy to supply class A and B drugs).
- Funding from area committees continues to support work around target hardening in specific streets within localities of concern. This work includes face-to-face crime prevention advice, promotion of "no cold call" zones and improving standards of security across all tenure types.
- Operation Optimal has become standard operating procedure in NW Leeds Police and partnership tasking. Work is ongoing to assess and implement similar work in NE Leeds.
- Deter Young Offenders (DYO) involved in burglary continue to be targeted and prioritised. Those at highest concern are subject to a multi-agency burglary panel to agree key interventions. YOS officers are taking referrals directly from Neighbourhood Policing Teams for young people at risk of involvement in burglaries. Area teams are working with clusters to offer targeted, voluntary interventions to young people outside the formal Criminal Justice System.
- Troubled Families Programme ~ The data collation and identification of relevant families is being carried out by Safer Leeds (LCC) and known burglary nominals have been included as a local discretionary identifier.

Review Period: April to June 2012

Population: Residents of Leeds

Progress: 

### What Worked/Lessons Learnt

- The "immobilise.com" property marking/ recording system, which aids the recovery of stolen goods, continues to be promoted locally. It also featured in the recent CrimeWatch programme based in Leeds.

### New actions

- Establish a Housing Forum consisting of key stakeholders to ensure consistency around housing provision, crime prevention and enforcement.
- Establish a single youth custody suite for Leeds.
- Develop and implement an awareness campaign around receiving and handling stolen goods.
- Implement a framework similar to Op Anchor (prison releases) with Young Offender Institutes.
- Introduce a pilot scheme around the tagging and monitoring of offenders in the community.

### Information/intelligence requirement

- Ongoing identification of organised crime groups involved in burglary and/or handling of stolen goods.

### Issues/Risks

- Family intervention work needs to ensure that potential "up and coming" burglars are targeted to prevent future offending.
- The challenge for the forthcoming year will be to maintain momentum, focus and commitment by sustaining partnership activity.

**Safer Leeds Performance Accountability Tracker:**

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: April – June 2012

Population: Residents of Leeds

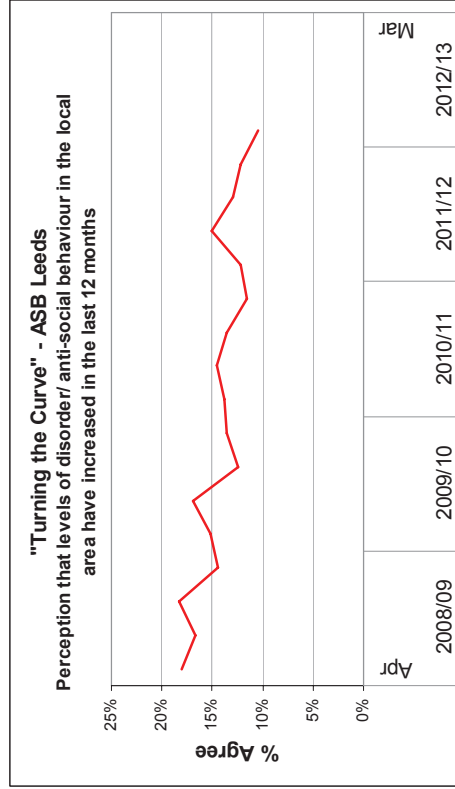
Progress: 7

**Why is this a Priority?**

Anti-social behaviour can threaten the physical or mental health, safety or security of individuals, groups and communities. LASBT tackle anti-social behaviour at the earliest opportunity through a combination of prevention, enforcement and support. LASBT contributes to Leeds city Councils 'City Priorities Plan' of sustainable reductions in crime and disorder, tackling Anti-social behaviour and building stronger cohesive communities.

**Key Indicator – Perception of Crime Survey**

The measure below is concerned with overall perceptions of ASB, and are NOT reflective of service provision. The information is from the quarterly WYPA household survey ~ in the last 12 months they have surveyed 6,322 households across Leeds.



The 2008/09 baseline range was 18.03% of respondents agreeing it had got worse in the last 12 months. This has decreased to 12.87% in the latest quarter (Apr – Jun 2012). The overall trend is downwards, although there is some variation in quarters and between localities.

**Key Indicator – LASBT Survey**

Customer satisfaction data is collated at case closure through customer (victim) surveys, which seek customer satisfaction levels in relation to various aspects of the service including;

Customer satisfaction	2008/9	2009/10	2010/11	2011/12	2012/13
Case outcome.	61.6%	66.1%	60.3%	79.9%	88.3%
Overall service	72.2%	73.7%	70.4%	83.0%	93.6%

**Story behind the baseline (LASBT cases)**

Prior to implementation of the multi-agency Leeds Anti-Social Behaviour Team (LASBT) in April 2011 ASB was responded to by a range of agencies (ALMO's, ASBU, Police etc) each working to differing thresholds and service standards.

Data collated during 2012/13 Quarter 1 is showing further continual improvement on LASBT's baseline year which in turn significantly improved on former ASBU closed case survey data (Pre-April 2011).

What are the known factors driving the baseline?

Customer satisfaction with the case outcome is influenced by many factors including the victims own expectations, and the complexity of the case.

LASBT procedures are customer focused. For example, in supportively managing victim expectations, exploring potential solutions, and identifying and responding to individual needs. LASBT works to resolve cases at the earliest opportunity. Customer feedback suggests that the process is working. Recent feedback include *'can we include some new comments here?'*

- *Case 6140 – 'top marks to officer – who even rang when he was on leave to keep me updated . spot on work .*



## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

- Case 7066 - Thank you for all your help and kindness. It is much appreciated, Thank you.
- Case 7301 - The officer was very good and would explain all what was being done a big thank you to all.

LASBT data during 2012/12 Qtr 1 has been drawn from on a total of 171 surveys from 252 named victims (an overall response rate of 67.8%) giving a 95% confidence level with a 4.26% confidence interval.

### Demographics

Analysis of Closed Case victim demographics shows that where ethnicity is recorded, 87.7% of victims are White British ethnicity. 62.22% (222) of victims are female and 37.3% (133) male. The remainder are a mixed group or gender unknown (not recorded). No victims are aged under 18. Analysis of Closed Case perpetrator demographics shows that 87.7% of ASB perpetrators are White British. 45.2% (156) of perpetrators are female and 54.5% (188) male. The remainder are a mixed group or gender unknown (not recorded). 57 perpetrators were aged under 18.

### **What we did**

LASBT seeks to respond to ASB using a cradle to grave approach that ensures cases are allocated reflecting the governments harm centred approach. Reported problems are tackled at the earliest opportunity, with vulnerabilities identified at the outset and appropriate support provided. Each investigation is undertaken in accordance with clear procedures that are underpinned by customer focused service standards with feedback received from customers at both 4 weeks and case closure.

Revisions to enquiry logging processes have been made to reduce the incorrect logging of tenancy issues against LASBT enquiry types. It is envisaged as we work through the year additional information can be provided in relation to the split between reported tenancy and ASB issues.

Review Period: April – June 2012

Population: Residents of Leeds

Progress: 

	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12	Q1 12/13	Q2 12/13	Q3 12/13	Q4 12/13
Enquiries logged on Siebel under LASBT	1011	916	645	725	<b>725</b>			
Annual Total	<b>3297</b>				(2890 Projected)			

West Yorkshire Police received 4226 ASB calls during April and May 2012 of which 149 calls were linked to existing LASBT cases and resulting in 53 new referrals into LASBT.

During 2011/12 LASBT opened 1248 new cases, a 21.8% increase on 21010/11 figures.

	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12	Q1 12/13	Q2 12/13	Q3 12/13	Q4 12/13
ASB cases opened by LASBT*	335	354	251	308	<b>304</b>			
Annual Total	1248				(1216 Projected)			

### **What Worked/Lessons Learnt**

Improved satisfaction and case duration data (Case duration having reduced from a pre-LASBT (ASBU) figure of 241 days to **145.3 days** during Qtr 1

### **New actions**

- Ongoing integration of Environmental Protection Team staff into LASBT recognising the ASB impact of domestic noise nuisance.
- Joint LASBT - West Yorkshire Police, call cross referencing & data analysis.
- ASB White Paper implications to be addresses in due course..

### **Issues/Risks**

Moving forward into 2012/13 our key challenge is to continue to build on the successful outcomes achieved during 2011/12.

**Meeting:** Safer and Stronger Communities Board

**Population:** All people in Leeds

**Outcome:** the city is clean and welcoming

**Priority:** Ensure that local neighbourhoods are clean.

**Why and where is this a priority** Clean streets and neighbourhoods are regularly cited by local people as one of the key determinants of the whether the area in which they live is attractive and welcoming. Clean streets can promote a sense of well-being and belonging; conversely high levels of litter and rubbish can foster a sense of social concern and fear of crime, this is particularly the case in relation to graffiti, fly-posting and fly-tipping.

**Overall Progress:**

Green



#### Story behind the baseline

Over the past 10 years or so street cleanliness levels across Leeds have improved significantly and steadily. This has reflected a number of key drivers including:-

- Increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it
- Increased focus on the issue from central government including via a dedicated performance indicator – NI 195
- Availability of funding to tackle street cleanliness levels in area of greatest challenge – NRF, SSCF and LPSA funding have in the past being available in Leeds.

The City Council is the prime service provider within the City and does this via an in-house workforce. The service delivers a range of services on a routine/scheduled basis including mechanical and manual street cleaning, litter bin emptying, and fly tip removal. Services are also responsive to local issues such as events, fetes and galas etc as well as the needs of local communities as expressed via elected members or residents themselves.

Historically Leeds has performed well against other 'core city comparators (NI195 data) with a relatively low level of spend per head of population. In 2010-11 86.7% of areas were deemed to be satisfactory in relation to litter. There was little variation from this in 2011-12 with 86.0% of areas having satisfactory litter levels. Since last year the service has been through a huge change in terms of a move to Locality arrangements and delegated services. The focus over the last year has been on stabilising the service and identifying areas of need in order to become more locally focussed and improve over the years ahead.

Whilst NI 195 has traditionally been measured and reported at a city wide level for the last few years we have also been reporting at Area Committee level. This is a resource intensive process the results of which have been of very limited operational or strategic use. Feedback from Elected Members is that they want a more localised performance regime focussed around areas of priority. In that context we have decided to that for the coming year we will return to a city wide survey only. Work is currently ongoing to explore the potential for replacing NI195 with a less resource intensive alternative that considers peoples perceptions as well as quantitative and qualitative data at a local level reflecting priority areas within each SLA.

#### What do key stakeholders think?

Stakeholder feedback has been positive with Elected Members feeding back that the new arrangements have delivered positive improvements in both the flexibility of the service and the cleanliness of areas. Elected Members have raised areas for improvement which are being dealt with in the next round of SLAs such as: improving performance management and productivity; greater community engagement; ginnel and gully cleaning; litter bins at bus stops.

<p><b>What we did</b></p> <ul style="list-style-type: none"> <li>The implementation of a new management and supervisory structure has led to improvements in the delivery of services at the front-line and it's responsiveness to local issues.</li> <li>The integration of cleaning and enforcement functions into one structure has led to better enforcement outcomes with frontline staff reports leading to more timely prosecutions.</li> <li>A second year of SLAs for 2012/13 have recently been agreed and signed off with significant Elected Member involvement in their development.</li> <li>Locality Teams have established strong relationships with Elected Members and increased confidence and trust that the service will deliver as promised and respond to issues as they arise.</li> <li>Changes to mechanical routes have given capacity to improve our responsiveness and enable us to deal with seasonal issues, such as leaf fall, without impacting the core service significantly.</li> </ul>	<p><b>New Actions</b></p> <ul style="list-style-type: none"> <li>SLA's for 2012/13 have more specific commitments around cleaning of arterial routes, de leafing, litter bin replacements, cleaning around recycling facilities.</li> <li>SLAs also contain proposals for new working arrangements for the monitoring, cleansing and maintenance of ginnels irrespective of ownership.</li> <li>All SLAs now have identified priority areas in each locality which will be worked in intensively to look to resolve historic problems with environmental quality, e.g. Environmental Improvement Zones in the east of Leeds. A more targeted and sustained approach based around greater education and enforcement will be deployed to change behaviours and secure sustainable improvements.</li> <li>We will continue to work with the Police, Parks and Countryside and ALMOs to increase the number of personnel who can gather intelligence and/or enforce in relation to dog fouling and other dog control legislation.</li> <li>The service is working on a training programme and improved approaches to cleaning arterial and other roads which need traffic management for safe working.</li> </ul> <p><b>Data Development</b></p> <ul style="list-style-type: none"> <li>Historically, information systems within the service have been limited to paper records or fragmented electronic systems. Maps for operational use have been paper-based and inflexible to change. Work is ongoing to put the required information systems in place to more effectively manage the service such as the development of databases to hold route information for street and gully cleaning and litter bin emptying and linked GIS in order to effectively disseminate information.</li> <li>Work is ongoing to develop perception and other qualitative measures</li> </ul>
<p><b>What worked locally /Case study of impact</b></p> <p>Examples include:</p> <p><b>WNW Headingley/Hyde Park clean up</b> –six week campaign to clean up the streets initiated with students and other residents. Resulted in 287 notices being served requiring bins to be removed from the street.</p> <p><b>ENE Environmental Improvement Zones</b> – The combined effect of education and enforcement in a test 'environmental improvement zone' in Harehills has made significant inroads to ensuring cleaner streets stay cleaner for longer.</p> <p><b>SSE Stratford Street clean ups</b> – six week campaign working with the Muslim community in Beeston Hill to encourage a clean up of the area and enable more effective cleaning of the streets which resulted in a sustained improvement in the area across the period.</p>	<p><b>Risks and Challenges</b> It is acknowledged that the Council has historically spent less than other core cities on street cleanliness and there has been a reduction in real terms in spending over the last decade, particularly as a result of loss of external funding such as Neighbourhood Renewal Fund which has not been replaced. Work to keep up standards and meet the demands of Members and the public in the context of limited resources remains a challenge.</p>



**Meeting:** Safer and Stronger Communities Board

**Outcome:** People can get on well together

**Population:** All people in Leeds

**Priority:** Increase a sense of belonging that builds cohesive and harmonious communities.

**Why and where is this a priority**

Leeds has one of the most diverse and changing cultural populations in the UK, it also houses some of the most affluent populations as well as the most deprived in the country, and these communities are often in close proximity. The current economic pressures and other factors present both opportunities and challenges for the city, including the need to ensure that we maintain and strengthen our good community relations and build links and relationships between our diverse communities and neighbourhoods.

**Story behind the baseline**

Leeds has one of the most diverse and changing cultural populations in the UK. The majority of our black and minority ethnic and newly arrived communities are however concentrated in the inner city and less affluent areas. This has created some tension in communities where the impact of new arrivals or changing demographics has been felt more keenly. Whilst the overall picture is that Leeds communities are generally resilient and tolerant, the significance of intercultural tensions in some of our communities must not be underestimated.

The picture nationally is that tensions between different communities of identity are increasing, and Leeds is conscious of staying ahead of that trend.

Every community in Leeds has its strengths. However, there are communities in Leeds where multiple concerns occur in the same location including poverty, unemployment, truancy and substance misuse. Where these concerns and others all exist in once place it compounds the effects of crime and anti-social behaviour, reduces respect for the environment and limits the potential benefits of community involvement and community action.

Our approach to supporting communities with multiple concern is to focus on early identification, interventions and support for individuals and families to reduce such risks, threats and harms. The partnerships focus is on understanding what interventions and support can be in place to make a difference at community level: understanding the conditions required to ensure interventions are most successful. Newly emerging or changing communities are especially vulnerable to a range of threats, significant and regular changes in population, especially with short-term residency, inhibits the formation of strong, supportive and integrated communities – and we are working to look at what support needs to be in place to build resilience in these neighbourhoods, and with certain communities of identity.

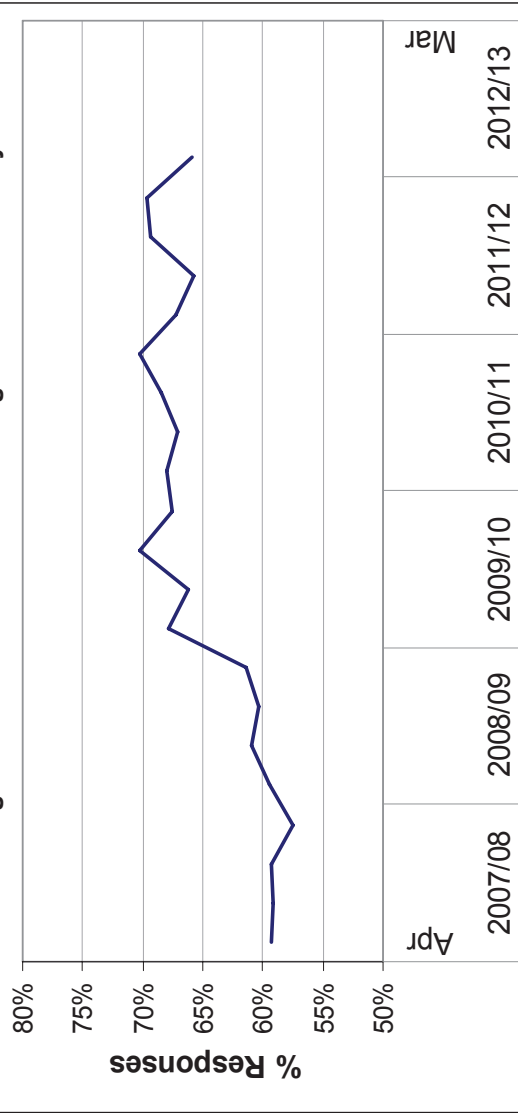
Overall progress in Quarter 1 has been steady, and there is confidence that we know where activity needs to be targeted to strengthen communities. Progress is noted as Amber however, to note the challenging economic conditions in communities, and the funding available to partners to support the approach.

**Overall Progress:**  
**AMBER**



**"Turning the Curve"**

**Do you agree that your local area is a place where people from different backgrounds and communities live together harmoniously?**



*From a baseline in 2007/08 of 59.3%, this has increased to 65.9%. However, this is a reduction from the 2011/12 year end figure of 69.6%. There remains some variation in quarters and between localities as many different factors influence public perceptions.*

**What do key stakeholders think**

The West Yorkshire Police Authority household survey notes a slight reduction in the percentage of people who feel that their local area is a place where people from different backgrounds likes together harmoniously, from 69.6% to 65.9%. There are a number of factors that influence this, including general quarterly trends. The percentage however remains above the national average but needs to continue to be monitored if this repeats for Quarter 2.

**What we did**

- The **Safer and Stronger Communities Board** looked at the issues surrounding the national Troubled Families programme, and how this can be jointly supported by the Safer & Stronger and Children’s Trust Boards.
- **Stronger Communities Partnership** had a focus on defining what we expect from “stronger” communities, and how this will influence the work undertaken in Year 2. The partnership also received a report outlining a proposed **BME Challenge Forum** that will interrogate key outcomes of the City Priority Plan in relation to BME communities.
- The **Safeguarding Communities** notes overall there are no significant increases in tensions. However some areas of the city are persistently experiencing the same problems, which may reveal that issues are becoming more entrenched. This is an ongoing concern, particularly in relation to the potential impact of difficult economic conditions and the anticipated impact of welfare reform on vulnerable communities.
- The **Migration Partnership** focused on understanding and pre-empting the local, regional and national changes to migration support & regulations & the transfer of housing provision for Asylum Seekers to private sector provision.
- The **Third Sector Partnership** looked at policies and programmes affecting communities locally, including community asset transfer, community centre review and launched the Leeds Transition Fund to support third sector organisations to transition to more sustainable funding situations.
- The **Gypsy Roma Traveller Strategy Group** continued to work on developing comprehensive Needs Assessments to better understand the local needs of the Traveller and Roma communities in Leeds.

**What worked locally /Case study of impact**

The Safeguarding Communities team has developed a tool for community mapping, particularly for where there is no single source of fully current information concerning the numbers and distribution of a designated community group. This confidential mapping utilises available data from a range of sources in order to provide the “best guess” for services to target their work most effectively.

**Risks and Challenges**

Ensuring that community partners are in a position to engage and deliver where action is needed to support communities and influence behaviour is a key challenge in the current economic climate. A national increase in incidents of hate crime and inter community tension is noted as a risk for Leeds, and we need to ensure that we learn from the experiences of other cities where civic unrest has been more evident than in Leeds.

**New Actions**

- The **Safer and Stronger Communities Board** looked at the recent changes and further planned changes to welfare and housing benefits and has decided to work with partners to ensure that practical assistance is available to people who will be affected, in order to minimise any negative impact on communities and vulnerable individuals.
- The **Safer and Stronger Communities Board** in response to information from the HMP Leeds governor is reviewing how we engage partners in reducing reoffending, which could have a positive impact on local communities.
- The **Stronger Communities Partnership** is exploring an innovative way of looking at the cross cutting issue of poverty and inequality. It is developing a proposal to host a Leeds Poverty Truth Commission.
- The **Safer Leeds Executive** has begun work on a new approach to tackling street prostitution in the city. This will be a holistic approach around addiction, housing, vulnerability, social issues and child exploitation and should bring positive outcomes for communities and individuals affected by this issue.

**Data Development**

- The Stronger Communities partnership assigned a sub group to develop 4 substantive proxy measures, to help understand the overall headline indicator – which is a more long term measure, and will not be indicative of short term progress. This group has met and outlined a range of areas to progress data in order to determine a reliable measure for communities strength, as well as their perception of involvement in the life of the city.
- It was anticipated that this data would be available in time for Q1 but in order to maximise data from the Citizen’s Panel, it was decided to start this in Q2.

2012/13 Directorate Scorecard

Reporting Period :

Quarter 1 2012/13

Environment & Neighbourhoods Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Deliver the Safer and Stronger Board City Priority Plan, with a focus on reducing burglary levels, increasing confidence in relation to Anti Social Behaviour and improving cleanliness	Progress has been good, with continued reductions in burglary levels in all three policing divisions and in all but one of the 9 wards of concern (Hyde Park and Woodhouse has risen but has seen a significant reduction (-43.1%) over the last three months. A stretch target of 7056 has been set to reflect this improved performance and to align with police targets of 135 offences per week. Perceptions that levels of disorder/anti-social behaviour have got worse in the last 12 months gathered via the quarterly WYPA household survey shows an improving trend, although there is some variation in quarters and between localities. New locality arrangements to tackle cleanliness issues are also proving to be effective (see below).	Green	N/A	N/A	N/A	N/A	N/A	N/A	
Create the environment for effective partnership working	The Safer and Stronger Partnership Board and its sub boards embody strong and effective partnership working. Over recent times we have seen the delivery of major change in relation to tackling burglary and anti-social behaviour and the Prevent programme has brought together some of the Safer and Stronger elements of the Boards work. We have also seen some effective partnership working between the Council and local businesses to tackle city centre cleanliness issues.	Green	N/A	N/A	N/A	N/A	N/A	N/A	
Ensure that local neighbourhoods and central commercial areas are clean	Performance on the NI195 indicator (litter) has remained static since last year (86.7%). To supplement this, the anecdotal evidence is that the cleanliness of streets is an improving picture. Members have fed back that the changed service arrangements have delivered positive improvements in both the flexibility of the service and the cleanliness of areas. Members report better engagement with the service, allowing areas for improvement to be identified from within localities which have been incorporated into the new round of SLAs (SLA2). With an increased confidence in cleansing activities and improved performance reported, the attention is now turning to enforcement. The approach now is one of trying new enforcement routes and processes to achieve an outcome. Also, to widen the enforcement capacity by including as many colleagues from across partners in this work, where there is already an association.	Green	Reduce percentage of streets with unacceptable levels of litter (ANNUAL)	5% improvement by March 2013	86.0% 2011/12				Environment
Improve the quality of Leeds' parks	The service is using the information gathered through surveys to calculate the performance indicator and target investment and direct site developments to address the issues identified. This approach has led to continuous improvement since the indicator was introduced in 2004 and we are on track to meet this year's target.	Green	Percentage of parks and countryside sites assessed internally that meet the Green Flag criteria (ANNUAL)	29.4%	Annually Reported				Environment
Improve Recycling rates	Quarter 1 performance of 43.0%. This is above last year's comparative performance (41.3%) and an improvement on last year's outturn of 37.4%. It is difficult to make any firm conclusions at this stage due to the annual variations, in such as garden waste. ( Garden waste tonnes are around 2,000t lower than last year which is likely to be due to the extremely wet Spring / Early Summer). A project plan has been developed to pilot fortnightly collections. A bid has been submitted to DCLG to expand Food Waste collection.	Amber	Increase percentage waste recycled	45%	43.0%				Environment
Improve refuse service reliability	The residual waste collection performance (61.6) is now exceeding the best performance achieved over recent years and is approaching the service's quality target. Garden waste (214.33) and SORT collections (151.66) remain a focus for further improvement. Performance should be set within the context of providing an increasingly complex service for Leeds residents which is being delivered at a more than £1m less cost per annum. Service improvements include: developing more robust end to end processes, current procurement of modern back office systems, a programme for the procurement of new vehicles and a revised operational and business support management structure, including staff development and training.	Amber	Reduce number of missed bins per 100,000 collected	50	106.49 (see commentary for breakdown by bin type)				Environment
Reduce levels of domestic burglary	In the 12 months to end June 2012, there were 6,816 recorded offences, down 24.8% (2,246 fewer victims) and all 3 policing teams are on track to meet targets.	Green	Reduce number of burglaries	7,056	1,266 (12 month total 6816 down 24.8%)				Neighbourhoods, Planning and Support Services

Other Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Deliver an approach to locality working with improved community engagement and more local decision making (Customer Access and Performance)	Integrated Locality Working has established new ways of working in Areas, including the realignment of its staffing around the new demands of the service, and the establishment of Area Leadership Teams led by members of CLT. It continues to evolve as a method of working, and aspects of its service are currently under review as part of the Area Working Review. The performance framework which is in place is encouraging focus and formal links to the City Priorities, and how these are delivered at a local level. Considerable work is ongoing to improve community engagement.	Amber	Increase percentage of people who feel they are involved in their local community	Indicator being developed - To be collected through Citizens Panel			

Other Relevant Indicator	Q1	Q2	Q3	Q4
Reduce the overall crime rate (per 1000 population)	21.2 (15,933) 12 month total 67,051 down 9.8%			

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## Report of Director of Environment and Neighbourhoods

### Report to Safer and Stronger Communities Scrutiny Board

Date: 10<sup>th</sup> September 2012

### Subject: Recycling Strategy update

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 checked="" type="checkbox"/> Yes	<input 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

To provide an update report on the proposals agreed by Executive Board in December 2011 in relation to the Council's Recycling Strategy, specifically:

- To increase the Council's household waste recycling target to 55% by 2016, with a long-term target to exceed 60%;
- To expand the Rothwell recycling collection service by up to 6,000 properties in 2012/13, looking to roll-out of food waste collections to suitable properties city-wide, with the speed of roll-out in line with resource availability;
- To implement a pilot of fortnightly collections of recycling and residual waste during 2012/13, covering up to 40,000 properties;
- To undertake a technical options appraisal with a view to promoting the delivery of an anaerobic digestion solution for Leeds should this represent the best VfM and environmental option;

To also provide an update against the remaining 17 open recommendations from the previous Scrutiny Inquiry (2009/10), to inform a debate at Scrutiny Board with a view to agreeing to close a further number of recommendations and identifying key issues for the Board to focus on over the coming year.

### Recommendations

It is recommended that the Safer and Stronger Communities Scrutiny Board:

- a) Note the content of this report and the progress in implementing the Recycling Strategy approved by Executive Board in December 2011;
- b) Note the tracking report at Appendix 1 providing an update against recommendations from the previous Scrutiny Inquiry (2009/10) and agree to now close this Inquiry, with any key outstanding issues being subsumed into the work programme for the coming year;
- c) Note the sustained improvement in recycling performance.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to provide the Safer and Stronger Communities Scrutiny Board with an update on the implementation of the Recycling Strategy approved by the Executive Board on 14<sup>th</sup> December 2011; to provide an update on progress in addressing existing Scrutiny Board recommendations in relation to recycling and to inform debate at Scrutiny Board with a view to identifying key issues for the Board to focus on over the coming year.

## **2 Background Information**

- 2.1 In January 2012, the Executive Member (Environment) attended Safer and Stronger Communities Scrutiny Board with the Director of Environment and Neighbourhoods and Waste Strategy officers to update Members on the proposals agreed by Executive Board in December 2011 in relation to the Council's Recycling Strategy.
- 2.2 At this time, the Board also noted the Scrutiny Inquiry conducted in 2009/10 into recycling and requested an update on progress in implementing the earlier recommendations arising from this inquiry. A tracking report which has been further updated for August 2012, is attached at Appendix 1 to this report.
- 2.3 Diverting waste from landfill features within the city's top 25 priorities, with key activities for 2012/13 to:
  - Establish different patterns of collection during 2012
  - Achieve 44% recycling for 2012/13
  - Garden waste expansion within existing capacity by Aug 2012
  - Implement pilot fortnightly collections for up to 40,000 properties by Feb 2013
  - Food waste expansion for up to 6,000 properties by Mar 2013
  - Progress planning process for incinerator

## **3 Main Issues**

### Current approved strategy

- 3.1 On 14<sup>th</sup> December 2011, the Executive Board reaffirmed the vision and key principles of the Integrated Waste Strategy for Leeds, and in particular approved the following increases to the Council's household waste recycling targets:

- *To achieve a combined recycling and composting rate of greater than 55% of household waste by 2016 with a long term target to exceed 60%;*

3.2 The Council has made good progress in recent years, with performance for 2011/12 at 37.4% as compared to 22.3% in 2006/7.

3.3 The latest performance information is 44.8% for June 2012, the highest individual months performance ever achieved in Leeds, with a year to date performance of 43% against the 2012/13 target of 44%.

Key Activities for 2012/13:

3.4 To establish different patterns of collection during 2012.

To close out the few remaining gaps city-wide in basic recycling provision, innovative new methods are being developed e.g. the trial of on-street communal waste, recycling and glass bins in the Beamsley's area of Headingley. This has proven successful and resident consultation is currently underway to replicate this in the Granby's, another area within Headingley.

3.5 To improve the way waste is collected and to give residents in Cottingley the opportunity to recycle, a service design utilising a combination of shared wheeled bins and communal sites has been developed. Phase 1 is now underway and resident consultation is being undertaken. Dependent upon the success of this phase, which aims to be more practical; ensure easy access to waste and recycling containers and reduce the number of bins left blocking the pavement, the scheme will be rolled out across the remainder of the estate.

3.6 16 refuse and recycling sites have been installed in the Aberfields area in Belle Isle to remove the bag collection and provide communal recycling facilities. This was done in collaboration with BITMO.

3.7 6 blocks of flats on Iveson Avenue have also been provided with communal residual/recycling facilities to remove the black bag collection scheme for residents in this area.

3.8 Achieve 44% recycling for 2012/13

In addition to other activities detailed in the report: there have been a series of operational changes at the city's Household Waste Sorting Sites (HWSSs) to enhance customer service and the availability of sites for residents to recycle their household waste. These changes aim to reach the target of minimum 70% recycling rate for material delivered to sites and the associated diversion from landfill

3.9 The HWSSs handle around 65,000 tonnes of waste per annum, of which just over 61% was recycled in 2011/12. This contributed just under 10% (i.e. percentage points) to the total recycling performance for the City, and the HWSSs collectively therefore represent a key element of the Council's household waste recycling provision.

3.10 Performance linked to the new revised opening hours is being closely monitored and will be subject to review following a full years operation.

- 3.11 In order to accommodate the proposals to build a school at Florence Street, it is planned to close the Stanley Road HWSS which is currently under used and achieves a lower recycling performance when compared against similar sites. The vast majority of Stanley Road's visits are by vehicle and therefore can easily be diverted to another nearby site (East Leeds, Meanwood Road or Evanston Avenue).
- 3.12 The recently redeveloped East Leeds HWSS is around 10 minute drive away from Stanley Road, and has extensive recycling facilities to take the additional materials without any effect on the current users.
- 3.13 The service is also progressing options and identifying funding streams to redevelop Kirkstall Road TLS and HWSS to create more recycling capacity around the city centre. This will involve the removal of the fire damaged buildings, and developing a new expanded HWSS and modern waste transfer facility to deal with materials currently accepted at the site. The opportunity to develop a re-use shop at Kirkstall Road similar to East Leeds will also be explored.
- 3.14 A new, innovative framework contract has procured a contractor with facilities that provide an element of recycling for residual waste. This now makes an important contribution to the Council's recycling performance and allows the service to scope a project to look at overall waste collection in areas of high student population. This would consider what alternative approaches would be viable to provide such a transient population with the required access to recycling but also reduce the numbers of bins on streets.
- 3.15 Working with the existing Material Recycling contractor, in early 2011, aerosols were added to the range of SORT materials to be collected. The Council is now in the early stages of re-procuring processing capacity for the SORT materials. Part of this process is developing the technical specification in light of market feedback, which is likely to support the inclusion of additional plastic types and tetrapaks within the mix of materials.
- 3.16 The Waste Contracts team will also invite alternative proposals from contractors to allow a full cost consideration for the future introduction of glass into the SORT bins. The tendering process will also confirm the market interest, environmental benefits and value for money associated with this option. This new contract is expected to start from May 2013.
- 3.17 Improving public participation

The graph at Appendix 2, shows the disparity in recycling figures between areas. A key question remains how to engage with residents and so improve recycling rates in lower performing areas. A recent piece of work utilising the council's access to 'Mosaic' demographic profile data has considered the communication and service channel preferences within different areas of the city to discern which communication methods would be more fruitful for the residents of an area. This will be used to inform which communications channels will best support a 'back to basics' refresher campaign, as well as the successful introduction of alternate weekly collections and any future changes to kerbside collection materials.



### 3.18 Garden waste expansion by within existing capacity by Aug 2012

Over 209,000 dwellings across Leeds are now on a garden waste collection route, with collections provided on a fortnightly basis, except from the end of November to the end of February due to the low yield of material during these months. This service has been highly successful, contributing 12.5% (i.e. percentage points) to the overall household waste recycling rate for Leeds in 2011/12.

3.19 It is believed that there are potentially another 26,000 properties city-wide who may be suitable for a garden waste wheeled bin collection. The expansion of this service has continued to be approached on a phased basis, the pace of which is dictated by the size of the garden waste fleet and the capacity on individual rounds. Last year (2010/11) the service was expanded to an additional 4,000 properties and this year (2011/12) an additional 2,500 properties have been added to the collection routes.

3.20 There remains some limited room for further expansion, up to the capacity of the local collection rounds. Each request, however, requires a re-assessment of the immediate capacity on the existing rounds, to ensure that the service can deliver and maintain a reliable and effective service to residents.

3.21 Once capacity has been met, to permit further expansion of the service, there is the need to create new rounds requiring additional collection vehicles and for a garden waste route re-optimisation to ensure that the logistics of the city wide service remain as efficient as possible.

3.22 Providing one brown bin per property does not always meet the needs of residents with the largest gardens and there are other seasonal factors that can impact on the demand for garden waste collections. The strategy therefore is to remind residents to consider using compost bins and the availability of household waste sort sites to take garden wastes.

### 3.23 Implement pilot fortnightly collections for up to 40,000 properties by Feb 2013

Analysis of route data has been undertaken, to examine city-wide recycling and residual waste collection performance, including household participation rates and tonnages/ tipping weights. This has identified those areas across the city whose relative recycling and residual waste performance rates make them more suitable for the roll-out of Phase 1 of fortnightly collections of recycling and residual. The highest performing areas are in the south/south east and the northwest of the city, covering the wards of Kippax and Methley, Garforth and Swillington, Rothwell, Ardsley and Robin Hood, Morley North and South, Guiseley and Rawdon, Horsforth, Adel and Wharfedale, Otley and Yeadon.

3.24 Following this assessment, operational considerations need to be taken into account to understand the complexity of operational management if 40,000 households were located in geographically distinct areas of the city and any impact of the location of the current waste and recycling facilities.

3.25 The precise boundary, size and property count of the Phase 1 pilot area will be determined as part of the detailed planning and route design stage.

3.26 A programme of member consultation is to follow before the final area is selected.

### 3.27 Food waste expansion

The achievement of the 55% household waste recycling target by 2016 is in part dependent on the roll-out of separate food waste collections city-wide. There is a substantial additional cost associated with the introduction of this additional weekly collection of waste, and in light of current budgetary pressures, this remains a barrier to the delivery of this service and the realisation of the Council's recycling aspirations. However, a bid was submitted to DCLG's Weekly Collection Fund on 17th August 2012 to secure funding for Leeds City Council to roll out food waste collections city-wide. A summary of the final bid is detailed in the table below:

<b>1. Cost</b>	<ul style="list-style-type: none"><li>• Bid now £13.9m.</li><li>• Refining of costs demonstrate VFM.</li></ul>
<b>2. Households</b>	<ul style="list-style-type: none"><li>• 80% households</li><li>• 67,000 remain on weekly residual collection.</li></ul>
<b>3. Vehicles</b>	<ul style="list-style-type: none"><li>• 21 operational.</li><li>• 25 in total.</li></ul>
<b>4. Waste Doctors</b>	<ul style="list-style-type: none"><li>• 14 working per area/phase.</li></ul>
<b>5. Jobs</b>	<ul style="list-style-type: none"><li>• 119 total.</li></ul>
<b>6. Management</b>	<ul style="list-style-type: none"><li>• 3 managers.</li><li>• 7 supervisors.</li></ul>
<b>7. Reward Scheme</b>	<ul style="list-style-type: none"><li>• Self funding.</li><li>• Simple.</li></ul>
<b>8. Letters of Support</b>	<ul style="list-style-type: none"><li>• Mytum and Selby, Straights, GWE Biogas, S151</li></ul>
<b>9. Depot</b>	<ul style="list-style-type: none"><li>• 3<sup>rd</sup> Depot required to accommodate vehicles.</li></ul>
<b>10. Liners</b>	<ul style="list-style-type: none"><li>• 3 per household per week</li></ul>

3.28 The outcome of the bid evaluation process is expected to be known in October 2012.

### 3.29 AD feasibility

The final proposal agreed by Executive Board in Dec 2011, and a subject of this report, was to undertake a technical options appraisal with a view to promoting the delivery of an anaerobic digestion solution for Leeds should this represent the best VfM and environmental option.

3.30 Reference is made within the DCLG bid to facilitating the development of an anaerobic digestion (AD) facility in Leeds, together with the associated carbon

reduction benefits, production of digestate/fertilisers and renewable energy/fuel generation. There is very limited AD capacity regionally, but the long-term security of this municipal food waste stream aims to provide developers with confidence to commit to the significant capital expenditure of an AD facility.

3.31 Appendix 3 shows how the key activities, as detailed 3.4 -3.30, relate to the previous Scrutiny board recommendations

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The Integrated Waste Strategy for Leeds was subject to extensive public consultation prior to adoption in 2006. The vision and objectives of the strategy remain largely unchanged, and a detailed action plan from 2009 through to 2012 has been developed and is publicly available.

4.1.2 The importance of resident consultation and engagement to success of the recycling strategy, and the need to identify sufficient resources to support this was highlighted within the Recycling Strategy report to Executive Board in December 2011.

4.1.2 It was proposed at this time that locality based communication be undertaken to confirm the prioritisation of areas to receive the fortnightly recycling and residual waste collections in order to ensure that all residents have the required and appropriate access to recycling and any unresolved issues with collections are addressed prior to implementing service changes. As part of this staged process, input into the detailed implementation plans and waste policies will be sought from Members, residents and other relevant stakeholders.

### **4.2 Equality and Diversity Cohesion and Integration**

4.2.1 An Equality Impact Assessment has been completed on the Recycling Strategy. Further, more detailed impact assessments will be undertaken for the individual detailed kerbside collection implementation plans.

### **4.3 Council Policies and City Priorities.**

4.3.1 Implementation of the Council's recycling strategy supports wider aspirations for Leeds set out in the new Leeds Vision, City Priority Plans, Directorate Priorities and Cross Council Priorities.

4.3.2 The five new City Priority Plans developed by the Partnership Boards cover the period 2011 to 2015 with the most relevant in relation to the Waste Strategy being:

- Safer and Stronger Communities - including city-wide cleanliness;
- Regeneration - including sustainable growth;
- Sustainable Economy - including low carbon economy.

4.3.3 The implementation of the current recycling strategy will see the Council moving towards its long-term aspirations for recycling and will make a major contribution to the achievement of the Council's target to reduce carbon emissions from its operations by 40% by 2020. This further supports the Council's vision that by 2030 Leeds will be locally and internationally recognised as the best city in the UK.

#### **4.4 Resources and Value for Money**

4.4.1 When reported to Executive Board in December 2011, the financial estimates demonstrated that, primarily due to the annual increases in Landfill Tax (increasing to £80 per tonne by 2014 alone), maintaining the status quo in terms of recycling performance and landfill disposal tonnages would mean an increase in disposal costs of £1.27m in 2012/13 alone. However, by being able to implement the proposed recycling strategy, this cost increase was reduced to around £960k, thereby saving the Council around £300k in 2012/13.

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

4.5.1 There are no direct legal implications arising from this report. Any decisions to implement service changes such as new or revised collection arrangements will be subject to existing decision making and governance arrangements including potential call-in as appropriate.

#### **4.6 Risk Management**

4.6.1 The primary risks relating to the implementation of the recycling strategy are those associated with disruption to refuse and recycling collections as a result of service changes. Detailed identification of risks and mitigations will be established within the individual implementation plans.

### **5 Conclusions**

5.1 Progress continues with increasing the Council's household waste towards the recycling target of 55% by 2016, with a performance of 44.8% for June 2012.

5.2 The city priorities for 2012/13 are, to continue to establish different patterns of collection specifically to close out any remaining gaps in recycling provision; to achieve 44% recycling; to expand garden waste within existing capacity; to implement pilot fortnightly collections for up to 40,000 properties and to expand food waste in line with resource availability.

### **6 Recommendations**

6.1 It is recommended that Safer and Stronger Communities Scrutiny Board:

- a) Note the content of this report and the progress in implementation of the Recycling Strategy approved by Executive Board in December 2011;

- b) Note the tracking report at Appendix 1 providing an update against recommendations from the previous Scrutiny Inquiry (2009/10) and agree to now close this Inquiry, with any key outstanding issues to be subsumed into the work programme for the coming year.
- c) Note the sustained improvement in recycling performance.

## **7 Background documents**

- Recycling strategy – report to Executive Board - 14<sup>th</sup> December 2011;
- Funding application to Department for Communities and Local Government for weekly food waste collections and associated infrastructure - report to Executive Board - 18<sup>th</sup> July 2012

**APPENDIX 1**

**Scrutiny Inquiry into Recycling 2010 – Recommendation Tracking**

Categories

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

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p><b>Recommendation 1</b>  <b>In recognising the benefits of the green bag SORT collection scheme and communal collection scheme in addressing the challenges presented by hard-to-access properties, we recommend that these schemes are given priority consideration for those areas across the city with similar property types that do not have access to a kerbside SORT collection service.</b></p>	<p><b>Reported position August 2012</b></p> <p>The redesign of Farms and Hard-to-Access routes has been completed with the provision of SORT collections to around 3000 additional homes which previously could not access this service.</p> <p>New communal recycling facilities in Beamsleys are now operational with the next phase being the Granbys. Resident Consultation is currently underway to replicate the Beamsleys service in this area.</p> <p>Significant progress has been made to design appropriate recycling method for the Cottingley estate. Phase 1 is now underway and resident consultation is being undertaken. Dependant upon the success of this phase, the scheme will be rolled out across the remainder of the estate.</p>	<p>4</p> <p>Not achieved (Progress made acceptable. Continue monitoring)</p>	

	<p>16 refuse and recycling sites have been installed in the Aberfields area in Belle Isle to remove the bag collection and provide communal recycling facilities. This was done in collaboration with BITMO.</p> <p>6 blocks of flats on Iveson Avenue have also been provided with communal residual/recycling facilities to remove the black bag collection scheme for residents in this area.</p>		
<p><b>Recommendation 2</b>  <b>That the Director of Environment and Neighbourhoods ensures that, where consultations are being conducted with Ward Members and local residents around appropriate recycling service options, that the relevant Area Committees are regularly kept informed of progress.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>Ongoing stakeholder meetings to progress introduction of recycling facilities on the Cottingley Estate and the Beamsleys have also included representations from Area Committees.</p> <p>The Cottingley project has included significant consultation and involvement with all local ward members, Area Support Teams and Local residents.</p> <p>Stakeholder meetings to implement communal recycling facilities in the Granbies has commenced.</p>	<p>4  Not achieved  (Press made acceptable.  Continue monitoring)</p>	
<p><b>Recommendation 3</b>  <b>That the Director of Environment and Neighbourhoods ensures that the findings of the options appraisal around the collection and recycling of glass across the city is reported back to Scrutiny for consideration as soon as possible</b></p>	<p><b>Reported position in August 2012:</b></p> <p>Long term strategy for glass collection at kerbside remains dependent on the feasibility of commingling glass within the existing SORT waste.</p> <p>Further information has been sought from the market to clarify the sustainability of reprocessing options from a commingled stream.</p> <p>Whereas historically the co-mingling of glass was seen as negatively affecting the quality of the higher value materials such as paper, there are now indications of growing acceptance of this practice from MRF operators and reprocessors.</p>	<p>4  Not achieved  (Press made acceptable.  Continue monitoring)</p>	

	<p>However, it should also be noted that by far the best environmental option for glass in terms of avoided carbon emissions, is that it is reprocessed through re-melt rather than being used as aggregate, and the lower quality of materials recovered as a result of co-mingling rather than source-separating glass could potentially reduce the viability of this option.</p> <p>Nationally there is a likely to be fiscal steer to also encourage glass for remelt by the suggested reduced valuation of the PRN ( packaging recovery note) for glass sent to aggregate and the exclusion from the definition of recycling.</p> <p>Market sounding responses were mixed in terms of contractors' indications of their ability to capture glass suitable for re-melt, although some contractors did claim a high proportion.</p>		
<p><b>Recommendation 4</b>  <b>That the Director of Environment and Neighbourhoods ensures that, as part of the Recycling Improvement Plan, future plans to expand the bring site network further in Leeds take into account the following factors:</b></p> <ul style="list-style-type: none"> <li>• <b>those areas where the proportion of glass is greater than the average, thereby having the potential to overwhelm a bring infrastructure;</b></li> <li>• <b>that potential noise nuisance resulting from glass recycling containers is minimised as much as possible where sites are proposed within residential areas.</b></li> </ul>	<p><b>Reported position in August 2012:</b></p> <p>Officers are now working closely with the new locality teams to improve the cleanliness of sites located within cleansing routes and options for other sites to be cleansed by collection contractors are being considered.</p>	<p style="text-align: center;">4  Not achieved  (Progress made acceptable.  Continue monitoring)</p>	



<b>Recommendation 5</b>			Completed
<b>Recommendation 6</b>			Completed
<b>Recommendation 7</b> <b>That the Director of Environment and Neighbourhoods explores opportunities available to work more closely with charities to coordinate services for the collection of textiles in a better way.</b>	<b>Reported position in August 2012:</b>  Leeds are currently participating in a project in conjunction with the Governments Waste Resources Action Programme (WRAP) to understand better the optimum strategy for capturing textiles. Options being explored include a recovery bag system which could be utilized in the existing SORT collection and how best to support the existing door to door and charity shop opportunities for textile reuse and recycling.	4 Not achieved (Progress made acceptable. Continue monitoring)	
<b>Recommendation 8</b> <b>That when the contract for the Materials Recycling Facility (MRF) expires and is thereby subject to a competitive tendering process, that potential bidders be asked to give an indication of costs for adding textiles to the contract to enable the Council to evaluate the cost benefits of this approach.</b>	<b>Reported position in August 2012:</b>  The MRF market place was consulted on the acceptability of textiles as part of the options appraisal process referred to in recommendation 3.  The message at this current time was clear in that MRF operators are not in a position to be able to segregate textiles effectively from a commingled system. This is primarily because the textiles tend to get damaged by the MRF machinery and soiled by other materials and as such their value is reduced significantly.  Therefore textiles have been excluded from the procurement specification but for this to be explored further once the trial recovery bag system referred to above is concluded. If this trial is successful then the system could be introduced through negotiation and contract variation. However it should be made clear that the	?	

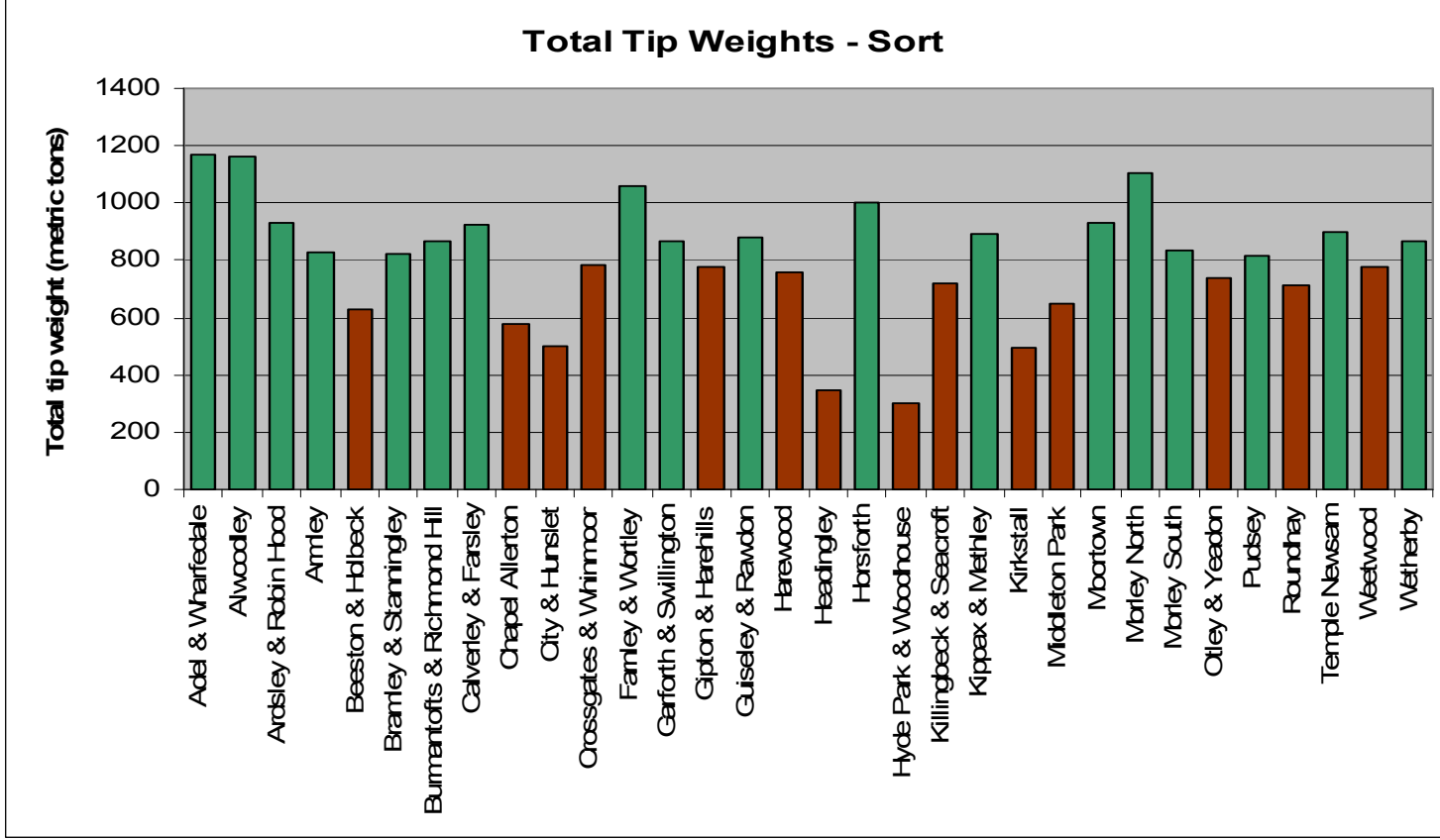
	<p>addition of textiles could only be introduced as fortnightly SORT is rolled out, particularly if glass ends up being included through the new procurement.</p> <p>No further action planned at this time</p>		
<p><b>Recommendation 9</b>  <b>That the Director of Environment and Neighbourhoods and Executive Member for Environmental Services lead on lobbying the Environment Secretary of State to develop a national approach for the use of plastic packaging with a view to restricting the range of plastics used.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>Courtauld Commitment 2 (targets for 2010 to 2012) 52 Signatories including major retailers.</p> <p>No further action to be taken</p>	?	
<p><b>Recommendation 10</b>  <b>That the Director of Environment and Neighbourhoods encourages innovative partnership working arrangements with local supermarkets to help provide additional collection points for a range of recyclable materials.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>11 weee banks have now been installed at local supermarkets to capture small waste electrical equipment.</p> <p>Significant infrastructure developed nationally for domestic battery recycling</p> <p>No further specific action to be taken currently</p>	?	
<p><b>Recommendation 11</b>  <b>That the Director of Environment and Neighbourhoods explores the potential benefits of adopting pneumatic waste collection systems, such as the Envac system currently installed in the new</b></p>	<p><b>Reported position in January 2012:</b></p> <p>Reference to these types of underground collection systems has been included in the Sustainable Design and Construction Supplementary Planning Document (Building for Tomorrow Today) adopted by the Council on 1 August 2011.</p>	?	

<p><b>Wembley City residential complex, and also other individual subterranean systems within Leeds in consultation with and input and advice from the Director of City Development.</b></p>	<p><b>August 2012</b> No further action to be taken</p>		
<p><b>Recommendation 12</b> <b>That the City Development Scrutiny Board be involved in the consultation process to consider the draft Sustainable Design &amp; Construction Supplementary Planning Document and undertakes to ensure that appropriate weight is given to the role of waste management as part of the SPD.</b></p>	<p><b>Reported position in January 2012:</b> SDC SPD adopted by the Council on 1 August 2011</p> <p><b>August 2012</b> No further action to be taken</p>	?	
<p><b>Recommendation 13</b> <b>That the Directors of Environment and Neighbourhoods and City Development ensure that representatives from waste management have an active input into future major planning developments to ensure that appropriate consideration is given to waste management as part of the proposed infrastructure.</b></p>	<p><b>Reported position in January 2012:</b></p> <p>The Waste team are routinely consulted in relation to domestic and commercial planning applications. Guidance is still being developed this will need to be updated to reflect the recent Recycling Strategy approved at Executive Board on 14 December 2011.</p> <p><b>August 2012</b> The Waste Development team still continues to comment on domestic and commercial planning applications. Guidance produced by the waste team has also been incorporated into the adopted SDC SPD.</p> <p>No further actions at this time</p>	?	
<p><b>Recommendation 14</b></p>			Completed

<p><b>Recommendation 15</b>  <b>That the Directors of Environment and Neighbourhoods and City Development ensure that Environmental Services and Planning officers continue to link into the work of the Yorkshire and Humber Waste Regional Advisory Group and Regional Technical Advisory Group or their successor bodies.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>The Waste Regional Advisory Group and Yorkshire and Humber Waste Prevention Programme meetings have been disbanded.</p> <p>Waste officers continue to liaise with other local authorities on an informal basis.</p> <p>No further action to be taken.</p>	<p>?</p>	
<p><b>Recommendation 16</b>  <b>That the Director of Environment and Neighbourhoods explores the feasibility and potential benefits of developing and piloting an incentive scheme as a way of engaging more people to recycle.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>The bid to DCLG submitted on 17<sup>th</sup> August 2012, to fund the city wide weekly food waste collections included the introduction of an innovative reward scheme for Leeds residents for participating in recycling.</p> <p>This being based on identifying randomly selected households and checking that recycling bins have been presented at the kerbside and are not contaminated with non-recyclable materials, with householders offered a small monetary reward. The scheme will be supported by the publicity for the new food collection service and will be self-funded based on anticipated recycling</p>	<p>4  Not achieved  (Progress made acceptable.  Continue monitoring)</p>	

<p><b>Recommendation 17</b>  <b>That the Director of Environment and Neighbourhoods (i)ensures that the issues raised with the Scrutiny Board by Student Unions and Unipol are addressed as part of the wider piece of work being undertaken jointly between Environmental Services and the Student Unions in providing appropriate recycling provision for students (ii) write to the Minister for Housing and Local Government seeking the necessary power to allow local authorities the discretion to tackle the problem of recycling in respect of Houses in Multiple Occupation by adopting their own local solutions, in consultation with local landlords</b></p>	<p><b>Reported position in August 2012</b></p> <p>A project to look at overall waste collection in the Headingley area is to be scoped to consider what alternative approaches would be viable to provide residents with the required access to recycling but also reduce the numbers of bins on streets.</p>	<p>4  Not achieved  (Progress made acceptable. Continue monitoring)</p>	
<p><b>Recommendation 18</b>  <b>That the findings from the independent market research project into the recycling patterns of residents living within areas of the city with a high student occupancy, be brought back to Scrutiny as soon as possible for consideration.</b></p>	<p><b>Reported position in August 2011:</b></p> <p>See Recommendation 17</p>	<p>4  Not achieved  (Progress made acceptable. Continue monitoring)</p>	

<p><b>Recommendation 19</b>  <b>That the Director of Environment and Neighbourhoods ensures that the Council's handbook on business waste is disseminated widely amongst local businesses across the city.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>Booklet to be reference within business literature of City Centre management.</p> <p>No further actions at this stage</p>	<p>?</p>	
<p><b>Recommendation 20</b>  <b>That the Director of Environment and Neighbourhoods ensures that Scrutiny is recognised as a key stakeholder as part of the consultation process when reviewing the Leeds Integrated Waste Strategy.</b></p>	<p><b>Reported position in August 2012:</b></p> <p>Ongoing. No further comments at this stage</p>	<p>4  Not achieved  (Press made acceptable.  Continue monitoring)</p>	



Appendix 3

Priority 2012/13	Previous Scrutiny Recommendation	
	Strong Alignment	Weak Alignment
<b>Establish different patterns of collection during 2012</b>	<p><b>Recommendation 1</b> In recognising the benefits of the green bag SORT collection scheme and communal collection scheme in addressing the challenges presented by hard-to-access properties, we recommend that these schemes are given priority consideration for those areas across the city with similar property types that do not have access to a kerbside SORT collection service.</p>	
	<p><b>Recommendation 2</b> That the Director of Environment and Neighbourhoods ensures that, where consultations are being conducted with Ward Members and local residents around appropriate recycling service options, that the relevant Area Committees are regularly kept informed of progress.</p>	
<b>Achieve 44% recycling for 2012/13</b>	<p><b>Recommendation 3</b> That the Director of Environment and Neighbourhoods ensures that the findings of the options appraisal around the collection and recycling of glass across the city is reported back to Scrutiny for consideration as soon as possible</p> <p><b>Recommendation 17(i)</b> That the Director of Environment and Neighbourhoods (i)ensures that the issues raised with the Scrutiny Board by Student Unions and Unipol are addressed as part of the wider piece of work being undertaken jointly between Environmental Services and the Student Unions in providing appropriate recycling provision for students</p>	<p><b>Recommendation 4</b> That the Director of Environment and Neighbourhoods ensures that, as part of the Recycling Improvement Plan, future plans to expand the bring site network further in Leeds take into account the following factors:</p> <ul style="list-style-type: none"> <li>• those areas where the proportion of glass is greater than the average, thereby having the potential to overwhelm a bring infrastructure;</li> <li>• that potential noise nuisance resulting from glass recycling containers is minimised as much as possible where sites are proposed within residential areas.</li> </ul> <p><b>Recommendation 7</b> That the Director of Environment and Neighbourhoods explores opportunities available to</p>



		<p>work more closely with charities to coordinate services for the collection of textiles in a better way.</p> <p><b>Recommendation 18</b> That the findings from the independent market research project into the recycling patterns of residents living within areas of the city with a high student occupancy, be brought back to Scrutiny as soon as possible for consideration.</p> <p><b>Recommendation 17(ii)</b> That the Director of Environment and Neighbourhoods ii) write to the Minister for Housing and Local Government seeking the necessary power to allow local authorities the discretion to tackle the problem of recycling in respect of Houses in Multiple Occupation by adopting their own local solutions, in consultation with local landlords</p>
<b>Garden waste expansion by within existing capacity by Aug 2012</b>		
<b>Implement pilot fortnightly collections for up to 40,000 properties by Feb 2013</b>		
<b>Food waste expansion for up to 6,000 properties by Mar 2013</b>	<p><b>Recommendation 16</b> That the Director of Environment and Neighbourhoods explores the feasibility and potential benefits of developing and piloting an incentive scheme as a way of engaging more people to recycle.</p>	

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

**Report to the Safer and Stronger Communities Scrutiny Board**

**Date: 10<sup>th</sup> September 2012**

**Subject: Grounds Maintenance Contract**

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. At its meeting in June 2012, the Safer and Stronger Communities Scrutiny Board acknowledged a request for Scrutiny made by Councillor Wadsworth in relation to the new grounds maintenance contract. The Board therefore agreed to hold a working group meeting to discuss progress with the new contract.
2. This working group meeting took place on 1<sup>st</sup> August 2012 and involved representatives from Continental (the Contractor); Environmental Services; the ALMOs; Locality Managers; Parks and Countryside and also the Executive Board Member for Environment.
3. Attached to this report is a summary note of this working group meeting. In consideration of this, the Scrutiny Board is asked to determine what, if any, further work it wishes to undertake in relation to the grounds maintenance contract.

**Recommendations**

4. Members are asked to consider the attached summary note of the working group meeting held on 1<sup>st</sup> August 2012 and to determine what, if any, further work it wishes to undertake in relation to the grounds maintenance contract.

## **1 Purpose of this report**

- 1.1 To present the summary note of the working group meeting held on 1<sup>st</sup> August 2012 in relation to the grounds maintenance contract. In consideration of this, the Scrutiny Board is asked to determine what, if any, further work it wishes to undertake in relation to the grounds maintenance contract.

## **2 Background information**

- 2.1 At its meeting in June 2012, the Safer and Stronger Communities Scrutiny Board acknowledged a request for Scrutiny made by Councillor Wadsworth in relation to the new grounds maintenance contract. This referred to the initial delivery of service standards and more specifically around the maintenance of grass around street furniture and sheltered housing areas; dealing with grass arisings; and communication links with Elected Members and the public. The Scrutiny Board therefore agreed to hold a working group meeting to discuss progress with the contract.
- 2.2 This working group meeting took place on 1<sup>st</sup> August 2012. The main aim of this meeting was to discuss the key issues that had arisen during the initial stages of contract delivery, the reasons for these and any actions taken to help address such issues in the future.

## **3 Main issues**

- 3.1 The main issues raised during the working group meeting are set out within the attached summary note for the consideration of the full Scrutiny Board.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 All members of the Scrutiny Board were invited to take part in the working group meeting. Councillor Wadsworth was also invited to explain why he had brought this matter to the attention of the Scrutiny Board. The meeting also involved representatives from Continental (the Contractor); Environmental Services; the ALMOs; Locality Managers; Parks and Countryside and the Executive Board Member for Environment.

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

- 4.2.1 The Scrutiny Board notes that within the Grounds Maintenance Contract Specification, there is a dedicated section in relation to equality and diversity and the expectations placed upon the Contractor to comply with the Equality Act 2010.

### **4.3 Council Policies and City Priorities**

- 4.3.1 There is a need for high quality horticultural maintenance throughout the city which the new grounds maintenance contract aims to deliver. This links in with the 'Best City.....for communities' priority in terms of ensuring that local neighbourhoods are clean. It also links in with the 'Best City.....to live' priority in terms of improving the percentage of people satisfied with the quality of the environment.

#### **4.4 Resources and Value for Money**

- 4.4.1 Reference is made within the attached summary note to the importance of delivering a grounds maintenance service which meets the needs of local residents but which also provides value for money.

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

- 4.5.1 This report does not contain any exempt or confidential information.

#### **4.6 Risk Management**

- 4.6.1 This section is not relevant to this report.

### **5 Conclusions**

- 5.1 Following a request for Scrutiny to consider the new grounds maintenance contract, a working group meeting was held on 1<sup>st</sup> August 2012 to discuss progress with the new contract. A summary note of the key issues raised during this meeting is attached to this report for the consideration of the full Scrutiny Board.

### **6 Recommendations**

- 6.1 Members are asked to consider the attached summary note of the working group meeting held on 1<sup>st</sup> August 2012 and to determine what, if any, further work it wishes to undertake in relation to the grounds maintenance contract.

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

None.

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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## **Safer and Stronger Communities Scrutiny Board Grounds Maintenance Contract**

### **Summary Note of the Working Group Meeting held on Wednesday 1<sup>st</sup> August 2012**

#### **1.0 Background**

- 1.1 At its meeting in June 2012, the Safer and Stronger Communities Scrutiny Board acknowledged a request for Scrutiny made by Councillor Wadsworth in relation to the new Grounds Maintenance Contract. This referred to the initial delivery of service standards and more specifically around the maintenance of grass around street furniture and sheltered housing areas; dealing with grass arisings; and communication links with Elected Members and the public. The Scrutiny Board therefore agreed to hold a working group meeting to discuss progress with the contract.
- 1.2 The main aim of this meeting was to discuss the key issues that had arisen during the initial stages of contract delivery, the reasons for these and any actions taken to help address such issues in the future.
- 1.3 The following individuals had attended this working group meeting:
- Councillor Barry Anderson (Chair of the SSC Scrutiny Board)
  - Councillor Ann Blackburn (Member of the SSC Scrutiny Board)
  - Councillor Neil Buckley (Member of the SSC Scrutiny Board)
  - Councillor Mary Harland (Member of the SSC Scrutiny Board)
  - Councillor Neil Walshaw (Member of the SSC Scrutiny Board)
  - Councillor Mark Dobson, Executive Board Member for Environment
  - Councillor Paul Wadsworth
  - Angela Brogden, Principal Scrutiny Adviser, Leeds City Council (LCC)
  - Nick Broad, Operations Director, Continental
  - Mark Mclaughlin, Operations Manager, Continental
  - Helen Freeman, Chief Officer, Environmental Action, LCC
  - Sean Flesher, Head of Parks and Countryside, LCC
  - Giles Jeffs, Contracts Manager, Grounds Maintenance Hub Team, LCC
  - Steve Smith, Environmental Services, LCC
  - Clare Warren, Chief Executive of West North West Homes Leeds
  - Simon Costigan, Chief Executive of Aire Valley Homes Leeds
  - Wayne Shirt, Contracts Manager, Aire Valley Homes Leeds
  - Steven Vowels, Head of Partnerships & Support Services, East North East Homes Leeds
  - John Woolmer, Locality Manager, East North East Leeds, LCC
  - Tom Smith, Locality Manager, South and Outer East Leeds, LCC
- 1.4 The main issues raised during the working group's discussion are summarised below.

## 2.0 Main issues

### Mobilisation of the new contract

- 2.1 It was acknowledged that, as the second largest Metropolitan District, Leeds has one of the largest local authority grounds maintenance contracts in the UK.
- 2.2 In view of this, a detailed contract mobilisation action plan was put in place to ensure the smooth mobilisation of the new contract when it was awarded to Continental Landscapes Ltd in August 2011. This was overseen by a Mobilisation Team with representatives from each of the internal clients, including the ALMOs, BITMO, Highways and Transportation Service, with support from Procurement, Environmental Services and Parks and Countryside.
- 2.3 Continental started the contract on 3<sup>rd</sup> January 2012 and provided a detailed induction programme for all front line staff, regardless of whether they were new or had been transferred from the previous contractor. Continental are also committed to train its staff to NVQ Level 2 in amenity horticulture and provide opportunities for a number of apprenticeships.
- 2.4 Following the induction programme, staff began work on site on 5<sup>th</sup> January 2012, completing the remainder of the winter maintenance programme handed over by the outgoing contractor. During the working group meeting, there was a consensus agreement that the mobilisation process for the commencement of the new contract had been successful.

### Initial delivery of service standards specified within the contract

- 2.5 Within the contract specification, the preferred option for delivery of the grounds maintenance service is to maintain all amenity grass to a cut height of 25mm. In doing so, the contractor is required to undertake 13 cuts in any one growing season.
- 2.6 However, it was noted that the weather at the start of the growing season this year was a significant factor in causing operational difficulties and perceived quality issues. This unusually wet warm weather had caused a prolonged 'flush' of grass growth slowing down mowing speed and creating a large volume of grass arisings after each cut, which was often considered unsightly. In addition, the periods of extreme wet weather also prevented grass cutting on some days and made access to some areas difficult or impossible.
- 2.7 During the working group meeting, Continental explained that at the outset, the 13 cut frequency was always going to prove challenging. However, the extended cut frequency caused by the extreme weather conditions had allowed significant growth between cuts, thereby adding to this existing pressure. However, it was acknowledged that where genuine mistakes are being made, these need to be addressed urgently with appropriate training.
- 2.8 It was highlighted that Continental would like to aspire to a two calendar weekly grass cut frequency (16 cuts in one season) to achieve a better quality of cut. Whilst this has not yet been achieved, the working group learned that Continental has employed an additional three cutting teams (totaling a local workforce of 108



staff) and have also offered overtime working to their staff to try and increase the cut frequency to two calendar weeks.

- 2.9 Whilst the preferred option for the delivery of the grounds maintenance service was clearly set out within the contract specification, other options were also identified within the contract. To ensure that value for money and affordability was obtained, the contractor was expected to price all of these options (eight in total) within a separate Schedule of Rates. The working group also noted that the opportunity does exist for parish and town councils to procure additional cuts for specific areas should they wish to. It was therefore felt that local parish and town councils needed to be reminded of this.
- 2.10 However, in view of Continental's own aspirations to deliver a two calendar weekly grass cut frequency in order to achieve a better quality of cut, this prompted questions about whether the current frequency of cuts was sufficient and highlighted a need for this to be reviewed.
- 2.11 Whilst acknowledging that the contract specification makes reference to other options available for the delivery of the grounds maintenance service, it was felt that the Council may be able to obtain greater added value by adopting a more flexible approach towards such variations and also exploring where any additional services provided by Continental could lead to further cost savings. It was acknowledged that this was particularly relevant to winter works which would directly protect Continentals workforce enabling greater service security in subsequent years.

#### Maintaining Primary Network routes

- 2.12 Primary Network routes can be defined as any grass adjacent to the Principal 'A' roads within Leeds Metropolitan District Boundary. These roads are generally for fast moving long distance traffic with little frontage or pedestrian traffic, with speed limits in excess of 40mph. The contract specification therefore states that it is essential that during such works, the Contractor liaises with the relevant Highways Network Management Officers as some sites may need to be completed outside normal working hours (i.e. between 9.30am and 3.30pm, evenings and weekends).
- 2.13 Primary networks are divided into two Classes;
- Class 1 – The majority of the primary network grass cutting will be carried out on 6 occasions between March and October.
  - Class 2 – The remainder of the primary network grass cutting will be carried out on 3 occasions between March and October.
- 2.14 Both Class 1 and Class 2 grass is to be cut back to a height of 100 mm.
- 2.15 Grass in these areas will typically be on the verges or central reservations of dual carriageways and other high speed roads. It is therefore essential that the Contractor works within the relevant guidelines (Chapter 8 of the Traffic Signs Manual). All personnel employed by / or sub-contracted to the company carrying out the works, which are on or adjacent to the highway network, must also have the appropriate training and certification required by the National Highway Sector Scheme.

2.16 The working group learned that the first scheduled cut of this category of grass was delayed and that the quality of service delivered across the city was inconsistent. The quality issue was partly due to this delayed start and the fact that Continental used sub-contractors. In addition, there was also a delay in Continental providing cut information which made monitoring difficult. The perceived quality of service provided was therefore based on complaints. There was also a delay in agreeing traffic management protocols that affected grass cutting on high speed roads that required traffic management arrangements to ensure that cutting was carried out safely. The locations affected were as follows:

- Ring Road, Weetwood.
- M1/A650 junction ( J41)
- Ring Road, Seacroft (70mph section)
- A63 Selby Road
- Ring Road, Beeston

2.17 However, it was reported that following discussions with Continental, a mechanism is now in place to ensure that the grass is cut at a reasonable interval and that timely cut update information is received from the sub-contractors and passed onto the Council. It was also reported that Highways Services have reviewed each location specified to be cut 6 times per year and, where appropriate, reclassified to 13 times per year. This initial work was carried out in February 2012 and has continued to date.

2.18 In addition, traffic management arrangements are also now established and future cuts scheduled. It was reported that in the last contract, a number of sites were identified for traffic sensitivity. However, a significant number of other sites have since been identified for traffic sensitivity by Continental. Where road closures are necessary to conduct such works, it was felt that this needed to be considered further to ensure smooth traffic flows and minimised disturbance to residents. In the meantime, it was noted that Continental has agreed to Council Street Cleaning teams using their road closures, which has worked particularly well on Stanningley Bypass.

#### Maintaining grass and other growth around street furniture

2.19 The contract specification states that 'the Contractor must maintain the grass and any other growth around street furniture and any other obstacles cutting to the same height as the surrounding grass'. During the working group meeting, it was highlighted that there had been complaints regarding staff failing to trim around street furniture where required.

2.20 During the working group meeting, Continental highlighted that where mistakes had been made, this primarily involved new staff within new areas and that this would be rectified with training. In accordance with the contract specification, Continental acknowledge that it is encouraged that they deploy localised grounds maintenance teams in order to nurture ownership and pride in the quality of service delivered and that they remain fully committed to this. However, it was suggested by the Executive Board Member for Environment that the Scrutiny Board may wish to undertake further work with the grounds maintenance contract team and Continental to explore how the delivery of this particular service could be improved upon.

### Shrub bed maintenance

- 2.21 It was reported that the wet weather conditions have also encouraged unusual levels of weed growth in many of the shrub and rose beds. In particular those strains of weeds that tend to be more tolerant to the herbicides used eg thistles, nettles etc have become an issue.
- 2.22 In conjunction with Continental, a schedule of additional maintenance visits has been agreed to be completed by the end of September 2012. This will include initial manual removal of established weeds followed by an herbicide application when the weather conditions are more favorable. It was reported that Continental has also employed three additional teams to carry out this work which began in early July 2012. It was also acknowledged that the current shrub bed maintenance specification that requires Continental to visit shrub beds twice per year requires revision to provide a consistently acceptable service.

### Sheltered housing

- 2.23 It was acknowledged that the cut quality around some of the ALMO sheltered complexes had been a key issue. This was linked to the fact that whilst the frequency of cut is the same as standard amenity grass i.e 13 times per year, many residents believed that it should be more frequent. As a result, it was reported that the ALMOs have now reviewed their sheltered housing complexes and, where appropriate, have increased the frequency of grass cutting up to the end of this grass cutting season. As a result, Continental has established dedicated teams to carry out this work and to date are achieving a full cut in a week. Whilst acknowledging that the full benefits of this are still to be reviewed, this approach was welcomed by the working group.

### Litter picking

- 2.24 The contract specification states that 'prior to scheduled works, the contractor will remove and dispose of rubbish including leaves, rubble, litter and wind blown branches and fruits, plus anything else that the Client considers detrimental to the appearance of the site. Litter picking is particularly important and will be managed through the monitoring process'. In addition, Continental is also to ensure that litter picking and cutting is completed in the same working day for each asset.
- 2.25 However, it was highlighted that a common service quality issue relates to litter not being removed from grassed areas prior to being cut, resulting in shredded litter. Whilst acknowledging that it is the outcome that is important, the perception from the public is that it does not make sense to try and pick up litter once it has been shredded.
- 2.26 It was reported that Continental have carried out further training with staff and where appropriate, taken formal action. The Council will also continue to monitor service quality and any issue of this nature will be passed back for rectification. Failure to respond will result in contract deductions.
- 2.27 It was also highlighted that Continental continue to work closely with the Locality Teams to deal with issues around litter picking as they are keen to work more effectively together in delivering a joined up service. The working group also recognised that a closer working relationship is needed with Locality Management in terms of the collection of litter arisings. It was noted that similar discussions

around joined up working are also taking place with other partners, such as the ALMOs and Parks and Countryside.

#### Dealing with grass arisings

- 2.28 The contract specification states that all arisings will be left evenly distributed across the plot. All grass clippings resulting from operations falling on paths and other hard surfaces including driveways, are also to be dispersed back on to the grassed area. In particular, grass arisings must not be blown onto the carriageway.
- 2.29 It was reported that another common service quality issue relates to grass arisings not being cleared from hard surfaces following grass cutting. During the working group meeting, reference was also made to the potential impact of not removing grass arisings from gullies, which could lead to blockages and flooding. However, it was highlighted that further investigation would need to be undertaken to get a more accurate assessment of this problem. Linked to this, it was also acknowledged that the public perception is that grass arisings should be collected. The ALMOs explained that this is the second highest complaint reason and that when the grass is long and wet, this becomes more of an issue with the public. The staff at Continental also receive complaints from the public on this matter, despite the fact that the collection of grass arisings has never featured in any Leeds Council grounds maintenance contract. It was therefore felt that this needed to be communicated more clearly to the public.
- 2.30 In acknowledging that ALMOs already have effective communication links with residents to be able to relay this message, it was suggested that Continental should make use of their own website to communicate this message to the wider public. In recognising that many of the public complaints are received via the Council's Call Centre, it was felt that staff at the Call Centre should also be trained to respond effectively to such complaints by explaining what is actually expected from the grounds maintenance staff in accordance with the contract. It was reported during the working group meeting that this is being explored.
- 2.31 In terms of dispersing grass cuttings from hard services back on to grassed areas, this is usually done by blowing the grass. It was noted that when grass is short and dry, it usually gets blown away on its own. However, when it is long and wet, the staff are required to disperse it themselves. It was noted that Continental have carried out further training with staff on this issue and, where appropriate, taken formal action. However, it was highlighted that dispersing grass from the highway is a particularly dangerous task and therefore Continental continue to hold discussions with health and safety on this matter.
- 2.32 The Executive Board Member for Environment had suggested that this may also be an area for the Scrutiny Board to explore further with the grounds maintenance contract team and Continental.

#### Contract monitoring

- 2.33 In accordance with the contract specification, the day to day operational contract monitoring is to be undertaken by the individual clients (ALMO's, BITMO and Highways). It also recognises that the clients have a number of Registered Tenants Groups, Town and Parish Councils, Residents Panels and individual residents who may also be involved in the day to day monitoring of any work carried out in their respective areas.

- 2.34 Monitoring of the service delivery has been carried out since the 3<sup>rd</sup> of January 2012. The ALMOs continue to monitor their own assets and the grounds maintenance team monitor Highways assets.
- 2.35 It was reported that the aim is to ensure that a minimum of 10% of each cut is monitored, this being regarded as a statistically representative sample. To date, in excess of 10% has been achieved. However, it was noted that the ALMOs are monitoring at least 30 to 40% of their assets. It was highlighted that initial staffing issues within the grounds maintenance team have now been addressed and that significant improvements should be seen in the future monitoring of Highway assets.
- 2.36 In accordance with the contract specification, all failures are to be rectified by the Contractor within 2 working days (rectification period) of notification being received. Any failures to rectify at the second monitoring visit will result in a performance deduction.
- 2.37 The ALMOs reported having a positive relationship with Continental, with the 'first time right' rates being at the highest levels (within the 90<sup>th</sup> percentile). However, it was noted that the Highway assets reported a higher number of failures, despite monitoring less assets. Whilst acknowledging that there is a degree of subjectivity as part of the monitoring process, it was recognised that this needed to be addressed in order to achieve greater parity between the ALMO and Highway monitoring processes whilst recognising the different specifications to be achieved.
- 2.38 It was also reported that whilst the management and administration of the grounds maintenance contract is currently done through the grounds maintenance team within Environmental Service, this would be carried out by the Parks and Countryside Service with effect from the 1<sup>st</sup> September 2012, enabling a full review of the efficacy and value for money of the monitoring processes in the light of the high level of service delivery being provided.

#### Contract Variations

- 2.39 It is acknowledged within the contract specification that the asset register will continually change and so variations are produced to reflect any fluctuations in the contract. Variations to the asset types need to be agreed between the Client and the Contractor within 5 working days and signed acceptance forms completed.
- 2.40 Reference was made to undertaking further analysis surrounding miscellaneous areas of grass which need to be assigned to the appropriate client. Whilst appreciating the importance of ensuring that assets are correctly identified and assigned to the appropriate client, the working group felt that such processes should not hinder the delivery of the service, particularly as the public is not likely to make such distinctions and will simply hold the Council to account for this service. Where council ownership is not clear these sites need to be investigated speedily to clarify responsibilities so that private land-owners can be approached by council enforcement officers.
- 2.41 It was reported that there is a formal process within the contract to ensure that work can be varied in and out as required. This process is managed by the grounds maintenance team. Due to staff issues and the high volume of work, it was noted that a backlog of variations had developed. Additional support has been

provided and the turn-around time is now approximately one week. It was highlighted that Continental have been particularly helpful with this issue and responded to requests for work in advance of the variation orders being raised. However, variation orders are recorded and now monitored more closely to ensure that an acceptable processing time is maintained.

### Communication

- 2.42 The contract specification states that the Contractor is required to periodically attend ALMO and BITMO Board meetings, Area Committees, Scrutiny and Executive Board and local residents meetings and any other meetings deemed necessary by the client.
- 2.43 It was reported to the working group that Continental have been proactive in terms of communicating and connecting with services within the Council (for example Locality Management) as well as local resident and tenant groups.
- 2.44 Continental also recognise that local councillors provide added value to the overall monitoring process and therefore remain committed to working closely with Area Committees and local parish and town councils. Members of the working group also acknowledged that Continental have been quick to respond to complaints and seek to deal with issues promptly.
- 2.45 During the working group meeting, particular reference was made to the In Bloom committees. It is acknowledged with the contract specification that certain areas of grass, which may be amenity or other categories, may fall into Yorkshire in Bloom and / or Britain in Bloom judging areas. As Leeds City Council regards the "In Bloom" competitions throughout the City as being highly prestigious, the contract specification states that the quality and timing of cuts are of paramount importance in order to achieve a high standard of finish throughout the season. The contractor is therefore expected to mobilise at short notice in the provision of services in this regard and will be notified of judging dates as they become available. It is expected that each In Bloom route will receive at least 2 cuts prior to the first judging date.
- 2.46 In view of this, the Contractor is expected to work closely and have regular consultation with the In Bloom committees. Whilst such works have clearly added to service delivery pressures faced by Continental this year, it was reported to the working group that Continental have now developed good working relationships with the 'In Bloom' groups.

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

**Report to Safer and Stronger Communities Scrutiny Board**

**Date: 10<sup>th</sup> September 2012**

**Subject: Work Schedule**

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 draft work schedule is attached as appendix 1. 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. Also attached as appendix 2 and 3 respectively are the minutes of Executive Board on 18<sup>th</sup> July 2012 and the Council's current Forward Plan.

**Recommendations**

3. Members are asked to:
  - a) Consider the draft work schedule and make amendments as appropriate.
  - b) Note the Executive Board minutes and Forward Plan

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

4. None used

<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
<b>Grounds Maintenance Contract</b>			Overview of progress WG 1/8/12 @ 10.30 am
<b>Briefings</b>	Equality Improvement Priorities SB 18/06/12 @ 10 am	Parks and Countryside – overview of the service SB 30/07/12 @ 10 am	
<b>Crime and Disorder Committee work.</b>	Crime and Disorder Scrutiny in Leeds SB 18/06/12 @ 10 am	Development of the Leeds Community Safety Business Plan WG session 1 – 17/7/12 @ 11 am	Development of the Leeds Community Safety Business Plan WG session 2 – 14/8/12 @ 10 am
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>		Fuel Poverty Inquiry – Formal Response SB 30/07/12 @ 10 am  Phase 2 Dog Control Orders SB 30/07/12 @ 10 am	
<b>Performance Monitoring</b>	Quarter 4 performance report SB 18/06/12 @ 10 am		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
<b>The Council's relationship with local Parish and Town Councils in developing stronger communities</b>		Overview of the role of Parish and Town Councils and determining areas for review. SB 22/10/12 @ 10 am	
<b>Grounds Maintenance Contract</b>	Reporting on progress (summary of working group meeting) SB 10/9/12 @ 10 am		
<b>Waste Management/ Recycling Strategy</b>	Update on progress and determining areas for further review SB 10/09/12 @ 10 am		
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</b>	Development of the Leeds Community Safety Plan – comments from Scrutiny SB 10/09/12 @ 10 am		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			Fuel Poverty Inquiry SB 12/11/12 @ 10 am
<b>Performance Monitoring</b>	Quarter 1 performance report SB 10/09/12 @ 10 am		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

## Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
The Council's relationship with local Parish and Town Councils in developing stronger communities			
Improving the co-ordination of services between Parks and Countryside and Environmental Services	Consideration of the potential opportunities and barriers for improving the co-ordination of services SB 10/12/12 @ 10 am		
<b>Briefings</b>			
Crime and Disorder Committee work.			Integration of the domestic noise nuisance service in the Leeds Anti-Social Behaviour Team SB 14/01/13 @ 10 am
Budget & Policy Framework Plans			
Recommendation Tracking		Phase 2 Dog Control Orders SB 14/01/13 @ 10 am	
Performance Monitoring	Quarter 2 performance report SB 10/12/12 @ 10 am		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

**Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2012/2013 Municipal Year**

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
<b>Assessment of the Safer and Stronger Communities Board</b>	To undertake an annual assessment of the Partnership Board SB 11/03/13 @ 10 am		
<b>Briefings</b>			
<b>Crime and Disorder Committee work.</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		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

## EXECUTIVE BOARD

WEDNESDAY, 18TH JULY, 2012

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

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

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

**RESOLVED** – That the public be excluded from the meeting during the 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 A to the report referred to in Minute No. 40 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains commercially sensitive information on the Council's approach to procurement issues (including project affordability position) and commercially sensitive information in relation to the Preferred Bidder. As such, the benefit of keeping the information exempt is considered greater than that of allowing public access to the information.
- (b) Appendix 1 to the report referred to in Minute No. 42 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains the detailed prices submitted by the contractor for the goods supplied. It is, therefore, considered that the public interest in maintaining the content of appendix 1 as exempt outweighs the public interest in disclosing the information contained in Appendix 1, as disclosure would prejudice the commercial interests of the contractor and the prices submitted relates to the financial/business affairs of a particular company.
- (c) Appendix 1 to the report referred to in Minute No. 45 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information which if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council and/or proposed partner. It is therefore deemed in the public interest not to disclose such information.
- (d) Appendix A to the report referred to in Minute No. 53 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to this confidential appendix outweighs the public interest in disclosing the information, by reason of the fact that it contains information and

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to be held on Wednesday, 5th September, 2012

financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

- (e) Appendices B to F to the report referred to in Minute No. 54 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendices contain information relating to the financial or business affairs of third parties and of the Council, and the release of such information would be likely to prejudice the interests of all parties concerned. Whilst there maybe a public interest in disclosure, in all the circumstances of the matter, maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.
- (f) The Appendix to the report referred to in Minute No. 57 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that this is information relating to the financial or business affairs of Caddick and the Council, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosure.
- (g) Appendix A, together with Plans A and B to the report referred to in Minute No. 60 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption in relation to this documentation outweighs the public interest in disclosing the information by reason of the fact that they contain information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

### **34 Late Items**

There were no late items as such, however, it was noted that exempt Appendix A to agenda item 9, entitled, 'Little London, Beeston Hill and Holbeck: Housing PFI Updated Affordability Position' had been circulated to Executive Board Members for their consideration, following the publication of the agenda (Minute No. 40 refers).

### **35 Declaration of Disclosable Pecuniary and Other Interests**

There were no declarations of interest made at this point in the meeting, however, declarations of interest were made later in the meeting (Minute No. 54 refers).

### **36 Minutes**

**RESOLVED** – That the minutes of the meeting held on 20<sup>th</sup> June 2012, be approved as a correct record.

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

### **37 Gambling Act 2005 Statement of Licensing Policy**

The Head of Licensing and Registration submitted a report on the triennial review of the Gambling Act 2005 Statement of Licensing Policy, with the recommendation that the matter be referred to Scrutiny Board (Resources and Council Services) for consideration, in accordance with the Council's Budget and Policy Framework.

#### **RESOLVED –**

- (a) That the current Gambling Act 2005 Statement of Licensing Policy 2010-2012 be noted.
- (b) That the contents of the submitted report, together with the letter appended to the report, be noted.
- (c) That the policy be referred to Scrutiny Board (Resources and Council Services) for its consideration.

(The matters referred to within this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 was a matter for full Council and follows the Council's Budgetary and Policy Framework process)

### **38 Scrutiny Inquiry into Affordable Housing by Private Developers**

The Director of City Development together with the Director of Environment and Neighbourhoods submitted a joint report providing a response to the nine recommendations of the former Scrutiny Board (Regeneration), following its inquiry into Affordable Housing by Private Developers.

Councillor J Procter attended the meeting as Chair of the Scrutiny Board (Regeneration) which had undertaken the inquiry.

**RESOLVED –** That consideration of the responses to the Scrutiny Board's recommendations, as set out within section 3 of the submitted report, be deferred, in order to enable all relevant parties to discuss such matters further, with an updated report being submitted to the September 2012 meeting of Executive Board for consideration.

### **39 Derelict and Nuisance Site Programme**

The Director of City Development submitted a report presenting the emerging derelict and nuisance site programme, whilst also providing an overview of the early work which had been undertaken in this field.

A Member raised concerns in respect of the related consultation exercise which had been undertaken with Members and the extent to which the programme had been considered by Area Committees. In response, such concerns were acknowledged and it was noted that local Ward Members would be consulted directly on the programme. Additionally, it was noted that if Ward Members wished to suggest further sites for inclusion within the

programme, then such suggestions would be welcomed and considered in line with the programme's processes.

**RESOLVED –**

- (a) That the progress made on the project to deal with derelict and nuisance sites be noted.
- (b) That the first tranche of properties to be tackled be agreed, and that a further report be submitted to the Board in June 2013 covering the progress made during 2012/13.

**40 Little London, Beeston Hill & Holbeck: Housing PFI Updated Affordability Position**

Further to Minute No. 217, 7th March 2012, the Director of City Development submitted a report confirming the outcomes being sought for the Little London, Beeston Hill and Holbeck Private Finance Initiative Project and providing updated details of the financial position, in advance of the Financial Close.

Appendix A to the submitted report, which was designated as exempt under Access to Information Procedure Rule 10.4(3) was circulated to Board Members for their consideration, following the publication of the agenda papers.

Responding to an enquiry, the Board received assurances in respect of the processes which had been followed regarding public procurement regulations.

The Chief Executive advised that dialogue continued with central Government with the aim of ensuring that wherever possible, the pace of progress for such initiatives was maximised.

Following consideration of Appendix A 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 –** That (without affecting the authority to proceed to financial close of the project and approvals in relation there to resolved at previous meetings of this Board [and in particular Executive Board resolution 184 (g) – (j) inclusive made on 9 March 2011]):-

- (a) The progress made, and the intention to let the contract by the end of July 2012, or as soon as possible after that, to allow a start on site by November 2012, with mobilisation and preliminaries prior to this date, be noted.
- (b) The process in place to achieve financial close be noted, and in particular, the action taken by the Director of Environment and Neighbourhoods to seek revised section 27 Housing Act 1985 consents in support of the project be noted and endorsed.



- (c) The key decision to re-profile the Council's affordability contribution to the project, as set out within exempt Appendix A to the submitted report be approved, and the Director of Environment and Neighbourhoods be authorised to approve the final profiling of the contributions.
- (d) The updated financial implications and affordability parameters, as set out within exempt Appendix A to the submitted report, be approved.

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

(The matters referred to within this minute were not eligible for Call In, as it was considered that any delay to such matters would seriously prejudice the Council's or the public's interests)

### **CHILDREN'S SERVICES**

#### **41 Design and Cost Report : Hugh Gaitskell Primary School: Additional Accommodation**

The Director of Children's Services submitted a report seeking approval to provide additional accommodation at Hugh Gaitskell Primary School for September 2012, whilst also seeking the necessary authority to incur the associated expenditure.

Responding to a concern raised, officers provided assurances in respect of the budgetary implications arising from the proposed provision of additional accommodation within schools and also undertook to submit a report to the September 2012 Executive Board meeting responding to a previous request specifically regarding Bankside Primary School.

#### **RESOLVED –**

- (a) That approval be given to proceed with works to provide additional accommodation at Hugh Gaitskell Primary School, at an estimated total cost of £514,690.
- (b) That approval be given to incur expenditure of £514,690 from capital scheme number 15822\HUG\000.

#### **42 Basic Need programme - Permission to consult on School Place Expansions for 2014**

The Director of Children's Services submitted a report which sought permission to consult upon proposals relating four primary school expansions, scheduled to take effect from September 2014, which would form part of the Council's Basic Need programme.

Having reported a concern which had been received from a school governor regarding faith education, the Executive Member for Children's Services

assured the Board that such matters would be addressed as part of the associated consultation exercise.

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

**RESOLVED –**

- (a) That the development of the Little London community hub project be noted.
- (b) That approval be given to the following consultation exercises being undertaken:-
- to expand Little London Primary School from a capacity of 210 pupils to 630 pupils with an increase in the admission number from 30 to 90 with effect from September 2014;
  - to expand Tranmere Park Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014;
  - to expand Rufford Park Primary School from a capacity of 210 pupils to 315 pupils with an increase in the admission number from 30 to 45 with effect from September 2014;
  - to expand Sharp Lane Primary School from a capacity of 420 pupils to 630 pupils with an increase in the admission number from 60 to 90 with effect from September 2014.

**LEISURE AND SKILLS**

**43 Establishment of the Leeds Apprenticeship Training Agency (ATA)**

The Director of City Development submitted a report which sought approval for Leeds City Council to establish the Leeds Apprenticeship Training Agency (ATA) in partnership with Leeds City College, which would operate as a jointly owned and separate company limited by guarantee.

The Board emphasised the crucial role which Small and Medium Enterprises (SMEs) would play in the delivery of this initiative and received an update on the work currently ongoing to engage with such enterprises. In addition, Members were provided with assurances that the initiative would be a key component of Leeds becoming a NEET (Not in Education, Employment or Training) free city, and that it would also help to equip young people with the necessary skills they required for employment.

In conclusion, the Chair emphasised the ambitious nature of this initiative and thanked the Board for the cross-party support it had received.

**RESOLVED –**

- (a) That Leeds City Council's involvement in the establishment of the Leeds Apprenticeship Training Agency be approved.

- (b) That approval of the detailed terms of the Articles of Association and the Member Agreement be delegated to the Director of City Development.
- (c) That the Director of City Development, or his nominated representative, be appointed as a Director of the Leeds Apprenticeships Training Agency.
- (d) That the Board's endorsement be given to the new company being registered with Companies House.

## **ADULT SOCIAL CARE**

### **44 Update on the Award of the Contracts for Neighbourhood Network Services for the East of Leeds and on Wider Neighbourhood Network Developments**

Further to Minute No. 5, 22nd June 2011, the Director of Adult Social Services submitted a report which provided details of the approval given by the Director to award the contracts for the Neighbourhood Network Service provision for the East of Leeds. In addition, the report detailed background information to the current service provision and the decision to procure the services detailed within the submitted report, whilst also outlining the procurement process and the outcomes from the evaluation stage, taking account of the recommendations and lessons learned from the 2009 citywide Neighbourhood Networks procurement exercise and the Independent Review in 2010.

The Board welcomed the outcomes arising from the procurement process, whilst the Chair thanked the Director of Adult Social Services and her team for all of the work which they had undertaken on this matter.

#### **RESOLVED –**

- (a) That the award of the contracts for the Neighbourhood Network Services for the East of Leeds to the following organisations be noted:
  - Burmantofts area – Burmantofts Senior Action
  - South Seacroft area - South Seacroft Friends and Neighbours Scheme
  - Richmond Hill - Richmond Hill Elderly Action Limited
  - Swarcliffe area - Swarcliffe Good Neighbours Scheme
  - Crossgates - Crossgates & District Good Neighbours.
- (b) That the procurement process undertaken, and the implementation of lessons learned from the 2010 Independent Review, be noted.
- (c) That the continued importance and potential of the Neighbourhood Network Services in delivering the priorities associated with the Adult Social Care 'Better Lives for People in Leeds' programme, be noted.

**45 Shared Service Partnership with Calderdale Metropolitan Borough Council to meet Adult Social Care Technology Requirements**

The Director of Adult Social Services submitted a report outlining the options available for replacing the current Electronic Social Care Record (ESCR) and ESCR financial systems, whilst also detailing the case for adopting a shared service partnership arrangement with another local authority. In addition, the report outlined the supporting technology components, including Electronic Document Record Management and Reporting, to be implemented alongside the case management solution. The report also sought approval to enter into a partnership agreement with Calderdale Council, release the related funding and incur the necessary expenditure.

The report noted that a number of options for the replacement of the existing ESCR and ESCR financial systems had been investigated. The options considered related to:

- Upgrading the existing system;
- The use of health systems;
- The procurement of a third party system; and
- A potential 'shared service' arrangement with another local authority, where Leeds adopted their case management recording system.

Responding to specific concerns raised as to whether the Adult Social Care Client Information System used by Calderdale Council would be fit for Leeds' purpose, it was requested that related matters were referred to the Corporate Governance and Audit Committee, so that the acquisition of the system could be monitored.

Following a Member's enquiry regarding the costs associated with this scheme, together with the equivalent system used by Children's Services, the Member in question was provided with further details, with officers undertaking to provide more detailed information, should this be required.

Having noted the comments which had been made, it was agreed that further to the related matters being referred to the Corporate Governance and Audit Committee, Executive Board receive an update report every 6 months in order to monitor the progress of the initiative.

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

**RESOLVED –**

- (a) That approval be given to enter into a partnership agreement with Calderdale Metropolitan Borough Council for the purchase of an initial 20% share of their Adult Social Care Client Information System (CIS), with options to increase this share as described in section 3.2 of the submitted report.
- (b) That the necessary expenditure be authorised, as defined within exempt Appendix 1 to the submitted report, to undertake the following:-

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- purchase a share in the system and implementation support from Calderdale Metropolitan Borough Council;
  - implement the Case management, integrated financial and contract management modules of Calderdale's CIS in partnership with Calderdale Metropolitan Borough Council to meet Leeds requirements;
  - implement and integrate Leeds City Council's corporate Electronic Document and Records Management System (EDRMS) in parallel with the Case Management System;
  - build and develop a reporting and Business Intelligence (BI) solution utilising existing corporate reporting and Business Intelligence technology.
- (c) That the matters raised in relation to the Adult Social Care Client Information System be referred to the Corporate Governance and Audit Committee, so that the acquisition of the system can be monitored.
- (d) That Executive Board receive a report every 6 months which provides an update in respect of the project's progress.

#### **46 Consultation on the Charges for Non-Residential Adult Social Care Services**

The Director of Adult Social Services submitted a report setting out proposals for a consultation process on proposed changes to charges for non-residential Adult Social Care services following approval for a further charging review by Executive Board on 27<sup>th</sup> July 2011 (Minute No. 36 referred). In addition, the report outlined the reasons for the proposals and the likely implications for customers and income levels. The report also detailed the way in which the public consultation on the impact of these proposals would be conducted.

Members highlighted the need to ensure that the proposed consultation exercise was handled as sensitively as possible.

#### **RESOLVED -**

- (a) That the public consultation on the proposed new charges that are set out within section 4.8 of the submitted report, be approved.
- (b) That the impact of the proposed changes on commissioned services, as outlined within sections 4.17 and 4.18 of the submitted report, be noted.
- (c) That the impact of the proposed changes on other Council services, as set out within sections 4.19 and 4.20 of the submitted report, be noted.
- (d) That the public consultation on the proposed changes to the financial assessment methodology that are set out within sections 4.21 and 4.22 of the submitted report, be approved.

- (e) That a further report be brought to Executive Board later this financial year, with final charging proposals following a more detailed analysis of the impact and the outcome of the consultation.

**47 Leeds Safeguarding Adults Partnership Annual Report 2011/2012**

The Director of Adult Social Services submitted a report introducing the fifth annual report of the Leeds Safeguarding Adults Partnership Board and providing an update on the work of the Leeds Safeguarding Adults Partnership.

Professor Paul Kingston, Independent Chair of the Adult Safeguarding Partnership Board, provided an introduction to the key points raised within the annual report, together with a summary of the work undertaken by the Partnership.

Responding to an enquiry, the Board was provided with details regarding the level and source of safeguarding referrals in Leeds. Having noted the significant increase in the number of safeguarding referrals which had been reported over the past year, Members discussed the reasons for such a rise and the accompanying capacity issues.

The Board highlighted the importance for Elected Members to be aware of the safeguarding process and welcomed the fact that a further Members' seminar on such matters was proposed for later in the year. In addition, it was requested that Executive Board members were provided with a further, more detailed breakdown of data relating to the source and levels of safeguarding referrals, which included a distinction between those referrals made in respect of public and private service provision and also NHS provision.

In conclusion, Members welcomed the annual report and the detailed discussion which had taken place, and it was agreed that the submitted report and associated documentation be referred to Scrutiny Board (Health and Wellbeing and Adult Social Care) for further consideration.

**RESOLVED –**

- (a) That the contents of the 2011/12 Leeds Safeguarding Adults Partnership Annual Report, as appended to the submitted report be noted, and that the work programme of the Adult Safeguarding Partnership Board for 2012/13 be endorsed.
- (b) That the submitted report and associated documentation be referred to Scrutiny Board (Health and Wellbeing and Adult Social Care) for further consideration.

**RESOURCES AND CORPORATE FUNCTIONS**

**48 Treasury Management Annual Outturn Report 2011/12**

The Director of Resources submitted a report providing a final update on the Council's Treasury Management Strategy and operations for 2011/2012.

The Chair thanked all of the officers who had been involved in the Council achieving its current Treasury Management position.

**RESOLVED** – That the treasury management outturn position for the year 2011/2012, be noted.

**49 Annual Risk Management Report**

The Director of Resources submitted a report providing assurances upon the strength of the Council's risk management arrangements, whilst presenting an overview of the authority's strategic risks.

The Executive Member for Development and the Economy provided the Board with an update in respect of the current position regarding city flooding. Having considered this matter, Members emphasised the need for all parties to continue to lobby central Government with regard to accessing the funding streams required to establish the level of flood defences necessary to protect the city, given the substantial economic and commercial impact that flooding to Leeds city centre would have upon the whole of the city region.

**RESOLVED** – That the contents of the annual risk management report be received, and the related assurances provided within the submitted report be noted.

**50 Financial Health Monitoring 2012/2013 - First Quarter Report**

The Director of Resources submitted a report presenting the Council's projected financial health position for 2012/2013 after three months of the financial year, in respect of the revenue budget and the Housing Revenue Account.

Responding to a Member's concerns, the Board discussed the projected overspend within refuse collection and any potential impact that this may have upon the roll out of further service provision in this area.

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

**51 Capital Programme Update for 2012 - 2015**

The Director of Resources submitted a report providing an update upon the financial position for 2012/13 as at June 2012, including an update on capital resources, a summary of schemes upgraded from 'Amber' to 'Green' status since February and a summary of progress which had been made on some major schemes. In addition, the report also included ALMO capital investment proposals and sought specific approvals in order to allow some schemes to progress.

**RESOLVED** –

- (a) That the latest position on the general fund and Housing Revenue Account capital programmes, be noted.

- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.3 of the submitted report, be noted.
- (c) That the following allocations from the Economic Initiatives provision in the capital programme be approved:-
  - § £885,000 for the Eastgate development
  - § £250,000 for Brunswick Terrace
  - § £500,000 for Town and District Regeneration Scheme
  - § £3,345,000 to support the delivery of superfast broadband in the region
- (d) That the injection into the capital programme of £10,173,000, funded by government grant to enable the provision of additional primary school places, be approved.
- (e) That the economic impact of the Council's capital programme, as detailed within section 5 and Appendix D of the submitted report be noted.

**52 Council Business Plan Refresh 2012-2013**

The Assistant Chief Executive (Customer Access and Performance) submitted a report outlining a number of proposed amendments and updates to the Council Business Plan, which would ensure that the Plan remained up to date, continued to reflect the Council's main challenges and included targets which were both challenging, but also realistic.

Responding to a Member's enquiry, the Board received reassurance in respect of the proposed target for 2012/2013 regarding the maintenance of non main roads.

**RESOLVED** – That the changes to the Council Business Plan for 2012-2013, as detailed within the submitted report, be approved.

**53 Phase 1 Changing the Workplace: City Centre Office Accommodation**

Further to Minute No. 137, 2nd November 2011, the Director of Resources, the Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report detailing the progress which had been made to date in relation to the Changing the Workplace programme, whilst also highlighting the benefits being delivered as a result. Specifically, the report sought agreement to roll out new ways of working within the city centre, which would lead to a reduction in the number of the Council's city centre office properties.

Members highlighted the importance of the scheme and the need to ensure that the progress of it was monitored in terms of costs, savings and value for



money. The Chair acknowledged the comments made and emphasised the vital role that face to face contact played in the delivery of Council services.

Following consideration of Appendix A 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** – That the proposals outlined within the submitted report, regarding city centre office accommodation, together with the specific recommendations contained within section 6.0 of the exempt appendix to the submitted report (which included the submission of an annual report to Executive Board providing an update position of spend on the programme against outcomes delivered), be approved.

**54 Loan with Yorkshire County Cricket Club - Variation of Agreement and Granting of Consents**

Further to Minute No. 184, 14<sup>th</sup> January 2009, the Director of Resources submitted a report providing information on a request received by the Council from Yorkshire County Cricket Club regarding a loan provided by the Council to the Club in 2005. The Club's request related to amending the current schedule of repayments for the loan and extending the repayment period. In addition, the report noted that the Club was also seeking the Council's consent to amend its term loan with its bank and to enter into a financial liability.

On behalf of the Board, the Chair thanked all officers who had been involved in the negotiation process with the Club in respect of this matter.

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

**RESOLVED** –

- (a) That the variation to the Council's loan agreement with Yorkshire County Cricket Club be agreed, as outlined within the submitted report.
- (b) That the necessary consents be granted to facilitate Yorkshire County Cricket Club entering into a variation in respect to their loan agreement with their bank and also to enable the Club to accept the loan from its Chairman.

(Councillor Yeadon declared an Other Significant Interest in respect of this matter, as a member of Yorkshire Disabled Cricket Club, whilst the Director of City Development also declared an Other Significant Interest in respect of this matter, as the Council's nominated Director on the Board of Yorkshire County Cricket Club)

**55 Commission on the Future of Local Government - Progress Update**

Further to Minute No. 232, 11<sup>th</sup> April 2012, the Assistant Chief Executive (Customer Access and Performance) submitted a report providing an update

on the outcome of the work undertaken by the Commission on the Future of Local Government which explored the concept of Civic Enterprise as a means to respond to the changes and challenges which faced local government.

**RESOLVED –**

- (a) That the findings of the Commission, in particular the five Propositions, along with the Commitments and Calls to Action, be noted.
- (b) That the work which is underway to enable Leeds to become an enterprising council be supported.

**DEVELOPMENT AND THE ECONOMY**

**56 Design and Cost Report for Broadband Projects**

The Director of City Development submitted a report regarding the various broadband initiatives which were underway in the city, whilst also seeking approval and commitment to a Leeds City Council contribution to the delivery of such projects.

**RESOLVED –**

- (a) That the Broadband Delivery UK (BDUK) Local Broadband Plan process be ratified and supported.
- (b) That the capital funding contribution to the BDUK and super connected cities project, as outlined within section 4.4.1 of the submitted report be approved.

**57 Quarry Hill, Leeds, LS2**

Further to Minute No. 7, 11<sup>th</sup> June 2008, the Director of City Development submitted a report advising of the revised terms upon which the Council's site at Quarry Hill in the city centre could be sold to Caddick Developments Limited.

Responding to an enquiry, Members received clarification in respect of proposals for the development regarding public car parking provision.

Following consideration of Appendix 1 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** - That the terms, as detailed within the exempt appendix to the submitted report, be approved.

**58 Community Asset Transfer of Holbeck Youth Centre to Health for All (Leeds) Ltd**

The Director of City Development submitted a report on the proposed Community Asset Transfer of Holbeck Youth Centre to Health for All (Leeds) Ltd. by way of a 25 year peppercorn, full repairing and insuring lease.

**RESOLVED** – That the Community Asset Transfer of Holbeck Youth Centre to Health for All, by way of a 25 year peppercorn lease with full repairing and insuring liabilities, be approved.

**59 Community Asset Transfer of the former Bramley Lawn Day Centre to Bramley Elderly Action**

The Director of City Development submitted a report regarding the proposed Community Asset Transfer of Bramley Lawn Day Centre to Bramley Elderly Action by way of a 25 year peppercorn full repairing and insuring lease.

**RESOLVED** – That the Community Asset Transfer of Bramley Lawn Day Centre to Bramley Elderly Action, by way of a 25 year peppercorn lease with full repairing and insuring liabilities, be approved.

**60 Land Proposals for Eastgate**

Further to Minute No. 214, 7th March 2012, the Director of City Development submitted a report which sought to obtain the necessary authority for further land acquisition which related to the delivery of the Eastgate redevelopment scheme. In addition, the report also detailed the current position regarding the delivery of the John Lewis Partnership store as part of the development and which sought the necessary approvals to enable the delivery of a car park on the land presently held by the West Yorkshire Police Authority.

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

**RESOLVED –**

- (a) That approval be given to the capital injection of funds and the authority to spend (identified in the exempt appendix to the submitted report) into the capital programme for the Council to acquire the West Yorkshire Police landholdings, as shown on exempt plan A, and that approval also be given to allocating the sum identified within the exempt appendix for the demolition of the Millgarth building, which will be dealt with as a Design & Cost report to a future Executive Board.
- (b) That subject to the agreement of final terms, approval be given to the Council releasing to Hammerson part of the acquired site necessary to allow for the construction of the John Lewis building (as identified upon exempt plan A to the submitted report).
- (c) That the principle that the Council enters into an agreement, subject to the agreement of final terms, with either or both John Lewis and Hammerson, in respect to the delivery and/or operation of the car park, be approved.
- (d) That the principle that should the Council be unable to agree acceptable Heads of Terms with Hammerson to deliver the car park, approval be given to the Council delivering a car park, the details of

which would be subject to a further Design & Cost report to Executive Board.

- (e) That the necessary authority be provided to the Director of City Development, with the concurrence of the Executive Member for Development and the Economy and the Director of Resources, for the completion of all necessary Heads of Terms and legal documentation, for the various property transactions (as set out within the submitted report and exempt appendix A), so that such matters can be dealt with under the appropriate scheme of delegation.

(The matters referred to within this minute were not eligible for Call In as it was considered that any delay in such matters would seriously prejudice the Council's or the public interest. A delay in completing the Heads of Terms and legal documentation as soon as practically possible may have an impact upon the critical path of approvals which were being sought both from Hammerson and John Lewis Boards)

## **ENVIRONMENT**

### **61 Leeds Climate Change Strategy 2012-2015 (Light Touch Review)**

The Director of Environment and Neighbourhoods submitted a report seeking the endorsement of, and approval to publish the updated Leeds Climate Change Strategy 2012-2015. In addition, the report also outlined the support available from the European Local Energy Assistance (ELENA) mechanism and sought formal approval to join the EU Covenant of Mayors, as a first step towards submitting an ELENA bid.

#### **RESOLVED –**

- (a) That the Leeds Climate Change Strategy 2012-2015 be approved and that it be published via the Leeds Initiative channels, together with a short non-technical summary.
- (b) That the Council's role in delivering the priority actions contained within the strategy be supported and championed.
- (c) That the development of an expression of interest and full business case to ELENA to refine and commercialise a series of strategic low carbon energy infrastructure and energy efficiency projects, in order to deliver the objectives of the Leeds Climate Change Strategy 2012-2015, be supported.
- (d) That approval be given to Leeds becoming a signatory to the EU Covenant of Mayors and to the submission of the Leeds Climate Change Strategy 2012-2015, as Leeds' Sustainable Energy Action Plan, in order to support an ELENA bid.

**62 Funding Application to Department for Communities and Local Government for Weekly Food Waste Collections and Associated Infrastructure**

Further to Minute No. 144, 14th December 2011, the Director of Environment and Neighbourhoods submitted a report regarding the submission of a final bid for funding from the Weekly Collection Support Fund (WCSF) managed by the Department for Communities and Local Government (DCLG).

Responding to concerns raised, the Board was assured that the proposed bid was realistic and that the proposals outlined within the submitted report would not lead to a two-tier system across the city. In addition, assurances were also provided in respect of a Member's specific concerns regarding the future delivery of food waste collections in Leeds.

**RESOLVED –**

- (a) That the contents of the submitted report be noted, and that the submission of a final bid to the WCSF by August 17th 2012, to fund the roll-out of weekly food waste collections to 80% of residents in the City be approved.
- (b) That the continued provision of these weekly food waste collections for at least two years beyond the end of the DCLG funding period (i.e. 2015/16 and 2016/17) as required by DCLG, be agreed.
- (c) That additional funding of approximately £4,000,000 per annum to deliver this service during the financial years 2015/16 to 2016/17 be approved, but it be noted that the savings in disposal costs (compared to landfill) derived from the development of the Residual Waste Treatment PFI facility would significantly offset these costs. Savings of an estimated £2,500,000 per annum from the fortnightly collection of residual waste and recycling that would accompany weekly food waste collections would also mitigate the costs of food waste collections post 2014/15 (as section 4.4 of the submitted report details).
- (d) That authority be delegated to the Director of Environment and Neighbourhoods to amend the bid to address feedback from DCLG, provided that the proposals remain within the level of funding, as agreed at resolution (c) above.
- (e) That if the bid is successful, approval be given to a fully funded injection into the Capital Programme of the capital costs included within the final approved bid (currently calculated at £8,150,000), and that Authority to Spend up to this amount also be approved.
- (f) That officers' intentions to seek further Member approvals regarding the specific weekly food waste collection service roll-out plans be noted, including the proposed geographical areas for inclusion within Phase 1, or, in the event that the DCLG bid is unsuccessful, for the pilot phase of fortnightly residual waste and recycling collections agreed by Executive Board in December 2011.

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

**63 RE:FIT Phase 2**

Further to Minute No. 157, 5<sup>th</sup> January 2011, the Director of City Development and the Director of Resources submitted a joint report which sought the support of Executive Board to participate in phase 2 of the RE:FIT programme. In addition, the report also sought agreement to the scope of the procurement.

**RESOLVED –**

- (a) That the project proposals for RE:FIT phase 2, including the associated portfolio of buildings, be approved.
- (b) That the injection of £1,500,000 into the capital programme, to be fully funded by unsupported borrowing, be approved.
- (c) That the expenditure of up to £1,500,000 on this project be approved.
- (d) That authority be delegated to the Director of City Development in order to approve any changes to the portfolio of buildings falling under the RE:FIT phase 2 proposals, in terms of additions or removals.
- (e) That authority be delegated to the Director of City Development in order to approve the award of the contract.

**DATE OF PUBLICATION:** 20<sup>TH</sup> JULY 2012

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 27<sup>TH</sup> JULY 2012 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 30<sup>th</sup> July 2012)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 5th September, 2012



## **FORWARD PLAN OF KEY DECISIONS**

1 September 2012 – 30 December 2012

## **What is the Forward Plan?**

The Forward Plan is a list of the key decisions the Authority intends to take during the period 1 September 2012 – 30 December 2012. The Plan is updated monthly and is available to the public 14 days before the beginning of each month.

## **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 2 or more wards

## **What does the Forward Plan tell me?**

The Plan gives information about:

what key decisions are coming forward in the next four months  
when those key decisions are likely to be made  
who will make those decisions  
what consultation will be undertaken  
who you can make representations to



## **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?**

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Executive Board members.

## **How do I make contact?**

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring Leeds City Council and staff there will be able to assist you:

**Leeds City Council - Telephone: 0113 2474357**

## **How do I get copies of agenda papers?**

The agenda papers for Executive Board meetings are available five working days before the meeting from:

Governance Services, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 2474350

Fax: 0113 3951599

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

On occasions, 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 Forward Plan?**

The Plan can be found on the Leeds City Council Website [www.leeds.gov.uk](http://www.leeds.gov.uk). The Plan is regularly updated and for legal reasons is formally published on a monthly basis on the following dates:

#### **2012/13**

17 <sup>th</sup> May 2012	16 <sup>th</sup> November 2012
15 <sup>th</sup> June 2012	17 <sup>th</sup> December 2012
17 <sup>th</sup> July 2012	17 <sup>th</sup> January 2013
17 <sup>th</sup> August 2012	14 <sup>th</sup> February 2013
17 <sup>th</sup> September 2012	15 <sup>th</sup> March 2013
17 <sup>th</sup> October 2012	16 <sup>th</sup> April 2013

### **About this publication**

For enquiries about the Forward Plan of Key Decisions please:

E-mail: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk) or telephone: 0113 247 4357

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 247 4357

If you do not speak English and need help in understanding this document, please phone: 0113 247 4357 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۔

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 September 2012 to 30 December 2012

<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 (To whom representations should be made and email address to send representations to)</b>
The Manufacture, Supply and Installation of Passenger Lifts, Stair Lifts and through the Floor Lifts to Leeds City Council Buildings Property Maintenance's procurement exercise for the award of a framework contract for the manufacture. Supply and installation of passenger lifts, stair lifts and through the floor lifts to Leeds Council Buildings	Chief Commercial Services Officer	1/9/12	None	The award report from the tender process	sarah.martin@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Yewtree and Rosewood Extra Care Provision To award a contract to Methodist Homes Association to provide 65 housing tenancies for older people residing in the Moor Allerton extra care housing provision</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</p>	<p>Project Board and the Health and Social Care Executive Board Member</p>	<p>Report to the Director of Adult Social Services</p>	<p>susan.gamblen@leeds.gov.uk</p>
<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 contracts procedure rule 13)</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</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@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Advocacy Consortia Model To approve request to invoke Contracts Procedure Rule 31.1 to waive Contract Procedure Rule 13 to enter into a contract with the Advonet from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2016.</p>	<p>Director of Adult Social Services</p>	<p>1/9/12</p>	<p>The joint advocacy review in 2009 included extensive consultation with service users and demonstrated that there is a strong case for advocacy services but that they were working under pressure and in some cases lacked resources to be able to extend their services. Since this time there has been ongoing consultation with advocacy providers and their customers, including involvement of management steering groups. ASC, NHS, ABL and Advocacy providers have worked closely together to develop this model in order to ensure it is fit for purpose and will continue to do so. A 'Briefing Paper' was presented to Councillors on January 27<sup>th</sup> 2012 outlining the action undertaken to date and the future plans for short term, issue based independent advocacy in the city. Throughout the duration of the contract consultation will take place with customers and stakeholders to assess the effectiveness of the service.</p>	<p>Waiver Report</p>	<p>mick.ward@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> (To whom representations should be made and email address to send representations to)
<p>The Learning Disability Section 75 Agreement between Adult Social Care and NHS Leeds (NHS Airedale, Bradford and Leeds Cluster)</p> <p>To agree the Learning Disability Section 75 Agreement between Leeds City Council Adult Social Care and NHS Leeds (NHS Airedale, Bradford and Leeds Cluster)</p>	<p>Director of Adult Social Services</p>	<p>3/9/12</p>	<p>Collaboration with relevant stakeholders including NHS colleagues, legal services and commissioners.</p>	<p>Report to the Director of Adult Social Services and Section 75 Agreement</p>	<p>maxine.naismith@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> (To whom representations should be made and email address to send representations to)
To enter into new contractual arrangements with homecare providers to extend legacy cost and volume provision Request to invoke Contract Procedure Rule 31.1 and to waive Contract Procedure Rule 13 to enter into new contracts with the existing independent service providers.	Director of Adult Social Services	13/9/12	As part of the implementation of the framework contract arrangements two years ago, people in receipt of legacy arrangements cost and volume arrangements were consulted and indicated they wished to retain those legacy arrangements; this decision is therefore directed by that consultation	Report to Director of Adult Social Services	mark.phillott@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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	Chief Planning Officer	1/9/12	Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and Other bodies	Report and Morley Conservation Area Appraisal and Management Plan	phil.ward@leeds.gov.uk
Travel Plan SPD Approve Travel Plan Supplementary Planning Document as adopted part of the Local Development Framework.	Chief Planning Officer (Portfolio: Development and the Economy)	1/9/12	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@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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>1/9/12</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@leeds.gov.uk</p>
<p>The adoption of the Rawdon Cragg Wood Conservation Area Appraisal and Management Plan The adoption of the Rawdon Cragg Wood Conservation Area Appraisal and Management Plan</p>	<p>Chief Planning Officer</p>	<p>1/9/12</p>		<p>Rawdon Cragg Wood Conservation Area Appraisal and Management Plan</p>	<p>andrew.graham@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Modification of the Shadwell Conservation Area and the approval of the Shadwell Conservation Area Appraisal and Management Plan</p> <p>The Chief Planning Officer to approve the following:</p> <ol style="list-style-type: none"> <li>1. The Modification of the Shadwell Conservation Area (boundary map Appendix 2 with effect from 17 September 2012.</li> <li>2. Adoption of the Shadwell Conservation Area Appraisal and Management Plan as non-statutory planning guidance (and as such with weight as a material consideration) with effect from 17 September 2012.</li> </ol>	Chief Planning Officer	3/9/12	A 5 week period of public consultation has already taken place.	Shadwell Conservation Area Appraisal and Management Plan and the Shadwell Conservation Area Boundary	matthew.bentley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Leeds Community Learning Programme 2012-13 Award of contract(s) following a procurement exercise, to deliver Community Learning provision from August 2012 (Formal First Step and Community Learning funding)	Director of City Development	1/9/12	Consultation has taken place with the Executive Member Leisure and Skills and the Executive Board Member, formerly Neighbourhoods, Housing and Regeneration. There has been specific internal consultation with Children's Services and City Development and external partners including Jobcentre Plus, the Skills Funding Agency, training providers and local FE/HE representatives	None	sue.wynne@leeds.gov.uk
Construction Skills Commissioning	Director of City Development	1/9/12	Jobcentre Plus, Members, existing/potential providers	Delegated decision report	jane.hopkins@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> (To whom representations should be made and email address to send representations to)
Reinstatement works following fire damage at Temple Newsam Farm Authority to spend from insurance fund	Director of City Development	1/9/12	Corporate Procurement Unit, Insurance Section, Ward Members, Executive Member for Leisure	Design and Cost Report	anne.chambers@leeds.gov.uk
Elmete Primary Centre To give Authority to Spend for the removal of asbestos and demolition of Elmete Primary Centre	Director of City Development	3/9/12	Executive Member for Development and the Economy, Ward Members	Design and Cost Report	phil.elliott@leeds.gov.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)	1/9/12	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@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>A653 Dewsbury Road junction with A6029 Rein Road, Tingley - Proposed pedestrian crossing facilities To seek approval to incur expenditure and undertake the detailed design and implementation of a pedestrian crossing on the A653 Dewsbury Road junction with A6029 Rein Road, Tingley.</p>	<p>Chief Officer (Highways and Transportation)</p>	<p>1/9/12</p>	<p>Morley South Ward Members</p>	<p>None</p>	<p>nick.borras@leeds.gov.uk</p>
<p>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.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/9/12</p>	<p>Parks and Countryside, Procurement Unit.</p>	<p>Tender Returns</p>	<p>martin.wright@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> (To whom representations should be made and email address to send representations to)
Extension of Disrepair and Shops Maintenance Contract Agreement to final 12 month extension as provided for under 2008 procurement exercise.	Director of Environment and Neighbourhoods	1/9/12	None	Contract Extension Report	david.purdy@leeds.gov.uk
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	1/9/12	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	jeff.dembickj@leeds.gov.uk
Bereavement Services Charges To increase burial and cremation charges by 4.5%.	Director of Environment and Neighbourhoods	1/9/12	Executive Member for Environmental Services, Core City comparison.	Report to accompany delegated decision will be prepared in due course.	sean.flesher@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> (To whom representations should be made and email address to send representations to)
Request to invoke contract procedure rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St Anne's Community Services for six Learning Disability supported living services at a total contract value of Authorisation to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contact with ST Anne's Community Services for six Learning Disability supported living services at a total contract value of £724,849.91 per annum.	Director of Environment and Neighbourhoods	1/9/12	Invocation of extension to existing contract previously authorised to ensure continuity of service delivery. Service will be subject to review and possible remodelling during 2013 as part of the forthcoming Sector Review of supported living services for people with learning disability.	Report to be presented to Delegated Decision Panel	neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St. Anne's Community Service's for Ex-Trust Group Homes at a total contract value of approximately £442,460.32</p> <p>Authorisation to invoke Contract Procedure Rule 25.1 to allow the invocation of the 1 year extension period, to the existing 2(+1) contract with St. Anne's Community Service's for Ex-Trust Group Homes at a total contract value of approximately £442,460.32 per annum</p>	Director of Environment and Neighbourhoods	1/9/12	<p>Consultation Invocation of extension to existing contract previously authorised to ensure continuity of service delivery. Service will be subject to review and possible remodelling during 2013 as part of forthcoming Sector Review of supported living services for people with a Learning Disability.</p>	Report to be presented to Delegated Decision Panel	Neil Evans, Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

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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	1/9/12	None	Delegated Decision Report	neil.evans@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Request to invoke Contracts' Procedure Rule 25.1 in order to invoke the second 12 month extension periods to the three existing contracts with DISC.</p> <p>Approval required to invoke Contracts' Procedure Rule 25.1 in order to invoke the second 12 month extension periods to the three existing contracts with DISC for the Drug Rehabilitation Requirement Care Coordination &amp; Structured Intervention Service, the Community Drug Treatment Advice, Information, Triage &amp; Support Service and the Community Drug Treatment Psychosocial &amp; Structured Intervention Service.</p>	Director of Environment and Neighbourhoods	1/9/12	Consultation currently being undertaken with service users, providers and key stakeholders through the Drug Treatment Strategic Sector Review which is currently underway.	Report to be presented to the Delegated Decision Panel	neil.evans@leeds.gov.uk

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Furniture Framework Agreement Approval to proceed with a furniture framework tender agreement in order to procure a suitable single supplier for the supply and installation of office furniture over a minimum period of two years.	Director of Resources	1/9/12	Procurement, Business Improvement, Facilities Management, Health and Safety, Occupational Health, Business Support.	Tender document for a furniture framework agreement	jane.watson@leeds.gov.uk
Collective Agreement Offer Part 1 and Part 2 Changes to Working Practices as outlined in accompanying sheet	Director of Resources	1/9/12	Through existing trade union consultation and negotiation arrangements with GMB, UNISON, UCATT and UNITE	Collective agreement offer Part 1 and Collective agreement Offer Part 2	jane.stageman@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write offs for period 1 <sup>st</sup> October 2011 to 31 <sup>st</sup> March 2012.	Director of Resources	1/9/12	Chief Financial Officer	Report on values and type	david.levitt@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Occupational Health Services and Complementary Framework Services Award of contracts	Director of Resources	1/9/12	Subject to Call in	Award Report	kathryn.tarrant@leeds.gov.uk
Design and Cost report for Passenger Transport replacement vehicles Director of Resources is asked to approve the purchase of twelve wheelchair accessible vehicles, to replace twelve vehicles which were originally due for replacement January 2011.	Director of Resources	1/9/12	There is no requirement for corporate consultation though the drivers have been consulted as to the changes to vehicle specification. If the request is approved, customers will also be consulted as to requirements.	Associated report	julie.hatton@leeds.gov.uk

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Provision of Transport for Leeds City Council Staff engaged on Council Business To agree the award of Tender for the Provision of Transport for Leeds City Council Staff engaged on Council Business	Chief Officer Resources and Strategy	1/9/12	Planning Policy and Improvement, Procurement Unit, Chief Officer concerned	Tender Submissions	suzanne.hopes@leeds.gov.uk
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	1/9/12	n/a	Waiver Report	paul.bollom@leeds.gov.uk
Schools devolved formula capital budgets 2012/13 Approval to carry out capital works and incur expenditure at Leeds schools, to be funded by Devolved Formula Capital Grant	Director of Children's Services	1/9/12	Schools (excluding VA schools and Academies)	Design and cost report	charlotte.foley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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>1/9/12</p>	<p>Elected Members</p>	<p>Funding Letter</p>	<p>ken.morton@leeds.gov.uk</p>
<p>Leeds 10 Primaries PFI Project (PFI-10) - Outcome of TUPE Negotiations Recommendation that the Director of Children's Services approves this one off payment (actual figure to be confirmed within Decision Report) in respect of the TUPE settlement submitted through the 10 Primaries PFI Project.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>		<p>LCC Decision Report/TUPE Reconciliation Data (Spreadsheet)</p>	<p>nigel.wilson@leeds.gov.uk/ matthew.cooper@leeds.gov.uk</p>



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Youth Inclusion Projects, Inclusion Service, Substance Misuse Treatment To agree the waiver of contracts procedure rule 13 to enter into contracts for the provision of: Youth Inclusion Projects, Inclusion Services, Substance Misuse Treatment.</p>	<p>Director of Children's Services</p>	<p>1/9/12</p>	<p>Children's Services Directorate, Procurement Unit, Chief Officer Concerned</p>	<p>Proposals from the existing contracted providers</p>	<p>iain.dunn@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>1/9/12</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@leeds.gov.uk</p>

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<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>1/9/12</p>	<p>Staff, Trade Unions</p>	<p>Delegated Decision Report and relevant structure charts</p>	<p>Nigel Richardson, Director Children's Services nigel.richardson@leeds.gov.uk</p>

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<p>ICT Services - Invest To Save Initiatives Invest in a range of initiatives to deliver services more efficiently and save the council money in the long term. Replace the IT Asset Management software with a more efficient product and so better manage the estate. Continue the programme of server virtualisation and so create a more efficient and supportable environment. Start to look at 'cloud' service options as a consumer and potentially a provider. Further develop more 'Bring Your Device' options.</p>	Chief ICT Officer	1/9/12	ICT Commissioning Board, departmental and member communication ongoing and planned. Strategic Investment Board	Invest To Save Business Case & DDN, SIB Report.	david.maidment@leeds.gov.uk

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Restructure of Regional Policy Team Approval of the restructure of the Regional Policy Team including deletion of four existing posts and the creation of fourteen new posts. The additional posts will support the activity of the Leeds City Region in particular the Local Enterprise Partnership and new activity relating to the development of the City Deal.	Assistant Chief Executive (Customer Access and Performance)	21/9/12	Affected staff / trade unions	Delegated decision report including appendices, equality, diversity, cohesion and integration screening	rob.norreys@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Development Proposals for the Sovereign Street site The report seeks approval to:</p> <ol style="list-style-type: none"> <li>1. the concept design scheme for the new greenspace at Sovereign Street;</li> <li>2. the submission of a planning application for the greenspace at Sovereign Street;</li> <li>3. the injection of £2.5 million into the Sovereign Street greenspace scheme, utilising part of the KPMG receipt;</li> <li>4. the consultation proposals with key stakeholders prior to the planning application determination</li> </ol>	Executive Board (Portfolio: Development and the Economy)	5/9/12	Executive Members, ward members, key stakeholders consulted as part of the development of the Planning Statement, the Environment Agency, British Waterways and the public in general through a public exhibition.	The report to be issued to the decision maker with the agenda for the meeting	jane.cash@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Community Asset Transfer Policy To consider and agree the Community Asset Transfer Policy and Framework documents for use in developing and considering Community Asset Transfers</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>5/9/12</p>	<p>Consultation has been undertaken with the local and national third sector representative bodies and local groups as well as internal service areas.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>neil.charlesworth@leeds.gov.uk</p>
<p>Stimulating Growth in Affordable Housing Approve use of resources to support investment in new housing supply and bring empty properties back into use.</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>5/9/12</p>	<p>Executive Member for Development and the Economy, Ward Members on the specific site proposals as they are developed.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>maggie.gjessing@leeds.gov.uk</p>

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Transfer of Council owned land and buildings to trust schools Authorise the Director of City Development or such other officer authorised by him to negotiate the detailed terms of the transfer of the freehold land and buildings to trust schools at less than best considerations	Executive Board (Portfolio: Children's Services)	5/9/12	Consultation has already taken place in relation to each individual school regarding the conversion to trust status	The report to be issued to the decision maker with the agenda for the meeting	stuart.gosney@leeds.gov.uk
Waste Management - Replacement of Household Waste Site (HWSS) Vehicles Approval to purchase up to 7 new HWSS vehicles from the Vehicle Replacement Programme	Executive Board (Portfolio: The Environment)	5/9/12	Fleet Services, Procurement and Waste Management Drivers (vehicle users)	The report to be issued to the decision maker with the agenda for the meeting	Rachel Chadwick chris.tomlinson@leeds.gov.uk
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)	5/9/12		The report which will 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 (To whom representations should be made and email address to send representations to)
<p>Award of Residential Care Home Framework Contracts to Care Homes who comply with the Leeds Quality Standards</p> <p>To agree to the placement of care homes onto the Residential Framework Contract on either the core standard or the enhanced standard.</p>	<p>Director of Adult Social Services</p>	<p>1/10/12</p>	<p>The process was developed in partnership with Ernst and Young and all providers were given opportunities through a range of consultation events to comment on the service specification, quality standards and the methodology applied to derive the fee that LCC will pay for care services within the Leeds boundary. A cross party Advisory Group consisting of Elected Members, service providers, voluntary sector, NHS Leeds and service users were consulted through this project, along with residents/relatives and other Older People. Documents published on Talking Point.</p>	<p>Report to Director of Adult Social Services</p>	<p>Tim.OShea@leeds.gov.uk</p>



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NGT - update on progress and spending approvals Update on progress / approval to spend	Executive Board (Portfolio: Development and the Economy)	17/10/12	Extensive consultation already undertaken	The report to be issued to the decision maker with the agenda for the meeting	andrew.wheeler@leeds.gov.uk
Learning Disability Day Service Modernisation Refurbishment of Rothwell Fulfilling Lives Building Release / authority to spend £1,100,000 Capital for refurbishment of Rothwell Fulfilling Lives Building	Executive Board (Portfolio: Adult Social Care)	17/10/12	Extensive consultation has taken place over last 3 years with service users, carers, staff and Elected Members as part of the learning Disability Day Service Modernisation programme; further consultation will take place including Ward Members	The report to be issued to the decision maker with the agenda for the meeting	andrew.rawnsley@leeds.gov.uk
City Centre Water Features Future management of water features in City Centre	Executive Board (portfolio: Development and the Economy)	17/10/12	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@leeds.gov.uk

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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)	17/10/12		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
Proposed Hotel alongside the Arena, Clay Pit Lane, Leeds 2 Approval in principle to leasing a site for the development of a hotel alongside the Arena, Clay Pit Lane, Leeds 2	Executive Board (Portfolio: Development and the Economy)	17/10/12	Ward Members, Executive Member	The report to be issued to the decision maker with the agenda for the meeting	richard.fenton@leeds.gov.uk
Leeds LGBT Friendly City To consider and approve options and proposals on how Leeds can be an LGBT Friendly City	Executive Board (Portfolio: Leader of Council)	17/10/12	Individual options may be subject to consultation when approved	The report to be issued to the decision maker with the agenda for the meeting	leir.yeung@leeds.gov.uk

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Tropical World Refurbishment To approve the design and cost report for the proposed Tropical World refurbishment	Executive Board (Portfolio: The Environment)	17/10/12	Consultation will commence once Executive Board have agreed in principle to inject funds into a capital scheme	The report to be issued to the decision maker with the agenda for the meeting	sean.flesher@leeds.gov.uk

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<p>Outcome of competitions for two new primary schools To determine the outcome of the competitions held to open two new primary schools.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>17/10/12</p>	<p>The competitions were approved following formal statutory consultation held 12 Sep – 11 Oct 2011. This included consultation with and members directly and through area committees, and with all other stakeholders. Following the competition, a statutory notice was published describing the bids received, and advertised to ward members and all other stakeholders. A public meeting was held during the notice period, to allow members of the public and other stakeholders to find out more about the bids. Information on the views expressed during that notice period form the basis of the report.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>stuart.gosney@leeds.gov.uk</p>

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<p>Extension of the 'Building Demolition Framework Contract' for 12 months from 30th November 2012  Request to invoke Contract Procedure Rules 25.1 to apply for the 12 month extension period to the existing 3 year contract for the Building Demolition Framework Contract for Property Maintenance from 30<sup>th</sup> November 2012 to the 30<sup>th</sup> November 2013</p>	<p>Chief Commercial Services Officer</p>	<p>1/11/12</p>	<p>N/A</p>	<p>DDN and extension report</p>	<p>sarah.martin@leeds.gov.uk</p>

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<p>Extension of the 'Asbestos Removal Framework Contract' for the 12 months from 30th November 2012  Request to invoke Contract Procedure Rule 25.1 to apply for the 12 month extension period to the existing 3 year contract for the Asbestos Removal Framework Contract from 30<sup>th</sup> November 2012 to the 30<sup>th</sup> November 2013.</p>	<p>Chief Commercial Services Officer</p>	<p>1/11/12</p>	<p>N/A</p>	<p>DDN and extension report</p>	<p>sarah.martin@leeds.gov.uk</p>

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<p>Award of contract for Targeted Information, Advice and Guidance (IAG) Service for young people</p> <p>The award of a contract to the successful applicant in the procurement of a Targeted IAG Service for young people. Contract for 1<sup>st</sup> April 2013- 31<sup>st</sup> March 2015, with 3 extension periods of 1 year.</p>	<p>Director of Children's Services</p>	<p>1/11/12</p>	<p>Children's Services Leadership Team – w/c 26/11/12. Consultation that has already taken place:</p> <p>An event for stakeholders, including elected members, to be involved in planning to shape the new service took place in January 2012.</p> <p>A soft market testing exercise has been conducted with the market place to seek their views on contracting models. Consultation took place with young people Feb – April 2012.</p> <p>Consultation with voluntary sector representatives from Young Lives Leeds on 25<sup>th</sup> July 2012</p>	<p>Contract award report</p>	<p>mary.brittle@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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>7/11/12</p>		<p>The report will be issued to the decision maker with the agenda for the meeting</p>	<p>doug.meeson@leeds.gov.uk</p>
<p>Resident Permit Parking Policy To approve the draft Resident Permit Parking Policy</p>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>7/11/12</p>	<p>The report is based on the current working practices developed following the consultation on specific schemes and has been discussed with the Executive Member for City Development. Individual scheme reports would still require approval from the Highways and Transportation Board which details the community consultation on a scheme.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Derek Howell howard.claxton@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> (To whom representations should be made and email address to send representations to)
Tenancy Strategy Executive Board decision to approve the final version of the Tenancy Strategy for Leeds, following consultation with Stakeholders and as required by the Localism Act 2011.	Executive Board (Portfolio: Neighbourhoods, Planning and Support Services)	7/11/12	Consultation will have taken place 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, Voluntary agencies.	The report to be issued to the decision maker with the agenda for the meeting	kathryn.bramall@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Lettings Policy Review Executive Board decision to approve consultation with partners on a revised Lettings Policy for Leeds, in response to changes introduced by the Localism Act 2011 and new government statutory Code of Guidance on allocations.</p>	<p>Executive Board (Portfolio: Neighbourhoods, Planning and Support Services)</p>	<p>7/11/12</p>	<p>The report seeks approval to commence formal consultation on a revised Lettings Policy for Leeds 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.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Holt Park District Centre</p> <p>1) Approval to the Draft Informal Planning Statement as a guide to future development proposals for this site.</p> <p>2) Approval to commence public consultation on the draft Informal Planning Statement</p>	Executive Board (Portfolio: Development and the Economy)	7/11/12	Executive Member for Development and the Economy and Ward Members	The report to be issued to the decision maker with the agenda for the meeting	ben.middleton@leeds.gov.uk
<p>Outcome of consultation on expansion of school places for 2014</p> <p>Permission to publish statutory notices for the proposals</p>	Executive Board (Portfolio: Children's Services)	12/12/12	The report will summarise the formal statutory 6 week consultation period held 11 June to 27 July 2012 with prescribed consultees and other local stakeholders. This includes area committees and all ward members city wide.	The report to be issued to the decision maker with the agenda for the meeting	stuart.gosney@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> (To whom representations should be made and email address to send representations to)
Asset Management Plan (including Community Asset Strategy and Carbon and Water Management Plan) Approval Required	Executive Board (Portfolio :Development and the Economy)	12/12/12	Equality Impact Assessment	The report to be issued to the decision maker with the agenda for the meeting	colin.mawhinney@leeds.gov.uk
Initial Budget Proposals / Medium term financial Plan Agreement to the proposals for the allocation of available resources to support the delivery of the council's spending priorities for 2013/14 and 2014/15, and agreement to the indicative position for the following two years. The final budget proposals will be presented to Full Council in February for approval.	Executive Board (Portfolio: Leader of Council)	12/12/12	In accordance with the Council's constitution, consultation will be undertaken with stakeholders.	The report to be issued to the decision maker with the agenda for the meeting	doug.meeson@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>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>12/12/12</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@leeds.gov.uk</p>

## **NOTES**

Key decisions are those executive decisions:

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

### **Executive Board Portfolios**

### **Executive Member**

Leader of Council

Councillor Keith Wakefield

Deputy Leader and Executive Member for  
Children's Services

Councillor Judith Blake

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

Councillor Peter Gruen

Executive Member for Leisure and Skills

Councillor Adam Ogilvie

Executive Member for Development and the  
Economy

Councillor Richard Lewis

Executive Member for the Environment

Councillor Mark Dobson

Executive Member Adult Social Care

Councillor Lucinda Yeadon

Executive Member for Health and Well Being

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.

**LEEDS CITY COUNCIL**

**BUDGET AND POLICY FRAMEWORK DECISIONS**

<b>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>
Budget	Council	February 2013	Via Executive Board, Scrutiny Board (Resources and Council Services), relevant stakeholders	Report to be issued to the decision maker with the agenda for the meeting covering the following reports a) Revenue Budget b) Council Tax c) Capital Programme d) Treasury Management	Director of Resources
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Children & Young People's Plan (includes Children and Families City Priority Plan and Youth Justice Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Children and Families), Leeds Initiative Board, Children's Trust Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)

<b>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 Plan documents	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board, Scrutiny Board (Regeneration)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Licensing Authority Policy Statement (Gambling Policy)	Council	November 2012	Via Executive Board, Scrutiny Board (Resources and Council Services), Licensing Committee, stakeholders, general public, Ward Members, current licensees	Report to be issued to the decision maker with the agenda for the meeting, including the new policy, consultation report and relevant sections from the Gambling Act 2005.	Director of Resources
Insertion of Large Casino Section	Council	18 <sup>th</sup> January 2012			
Health and Wellbeing City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Health & Wellbeing and Adult Social Care), Leeds Initiative Board, Health and Wellbeing Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care



<b>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>
Safer and Stronger Communities Plan (includes Safer and Stronger Communities City Priority Plan)	Council	July 2013	Via Executive Board, Scrutiny Board (Safer and Stronger Communities), Leeds Initiative Board, Safer and Stronger Communities Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods
Sustainable Economy and Culture City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Sustainable Economy and Culture), Leeds Initiative Board, sustainable Economy and Culture Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Housing and Regeneration City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Regeneration), Leeds Initiative Board, Housing and Regeneration Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods

<b>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>
Local Flood Risk Management Strategy	Council		Via Executive Board, Scrutiny Board (Sustainable Economy and Culture)	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

**NOTES:**

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

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