



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 12th January 2009

Subject: Recommendation Tracking

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Members introduced a formal recommendation tracking system in December 2006. Each Scrutiny Board receives a quarterly report, coinciding with the quarterly presentation of performance information, on the progress made in implementing the Board's recommendations.
- 1.2 This tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 To assist Members with this task, the Principal Scrutiny Adviser has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.5 This quarterly report shows progress against recommendations arising from a number of previous inquiries dating back to 2004/5. These relate to the following:
 - Inquiry into Bulky Waste Collections (2005)
 - Inquiry into Anti-social Behaviour Interventions (2005)
 - Inquiry into Affordable Housing (2006)
 - Inquiry into Regeneration in Beeston Hill and Holbeck (2007)
 - Lettings Inquiry (2008)

2.0 Recommendations

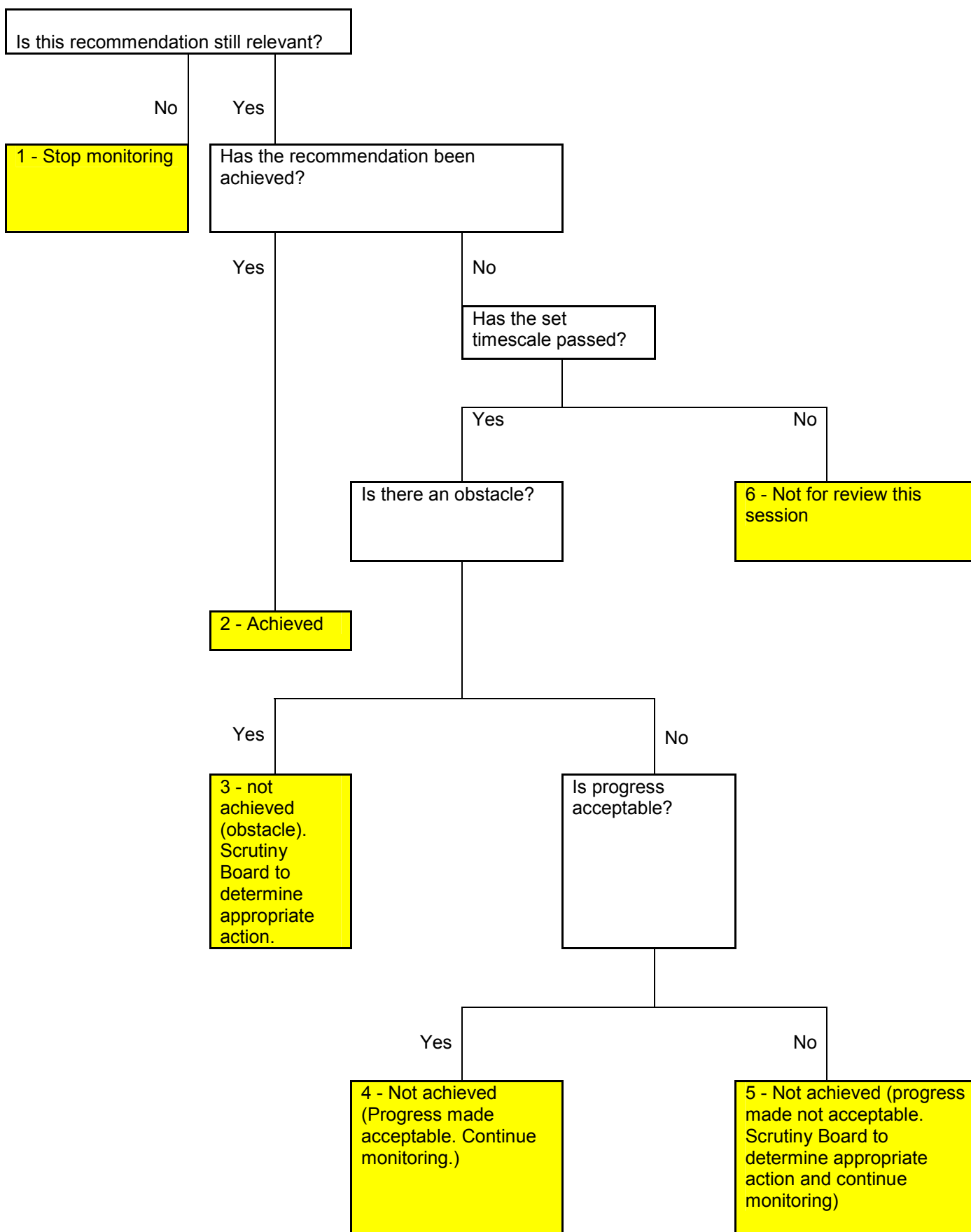
2.1 Members are asked to:

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

Background Papers

None.

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



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

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

Inquiry into Bulky Waste Collections (2005)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>RECOMMENDATION 1</p> <p><i>That the department makes it clear and explicit to residents where and how bulky items need to be presented in order to avoid confusion for the operatives and the public. We also recommend that the department develop a method of identifying items for disposal, particularly in cases where a 'pull out' service is required.</i></p>	<ul style="list-style-type: none"> • Clear instructions given by call centre staff when bulky collection requested. This includes details of what can be collected by the service and how and where items should be presented for collection. • Information about the bulky item collection service are given on the Council's web-site. • Households in the Headingley area are sent separate information giving details of the service and in particular the arrangements that are put in place to cover the tenancy changeover period in June/July. 		

	<ul style="list-style-type: none"> The Council does not offer a 'pull-out' service for bulky item collections (problems have been encountered in the past with staff entering private properties to remove items. In addition, the time allocation for each job is on the basis of items being easily accessible and presented outside) 		
<p>RECOMMENDATION 2</p> <p><i>That the department have a clear strategy to communicate with residents what constitutes trade waste (including arrangements for house clearances) and under what circumstances residents and the business community can be expected to be charged for the service.</i></p>	<ul style="list-style-type: none"> Clear guidelines given by call centre staff, re: what can & can not be taken. Clear details of what can be taken by the service on the Council's web-site. Call centre staff advise trade waste customers that the Council no longer offer this service and direct them to the private sector. In view of the 13 collections per year allowance for domestic customers a single household will not be able to exceed this allowance. Where bulk clearances are requested this is referred to a Streetscene Manager for inspection and costing. 		
<p>RECOMMENDATION 3</p> <p><i>That the department establishes a clearly communicated procedure for missed collections.</i></p>	<ul style="list-style-type: none"> Crews are to be issued with cards to leave at properties where a collection has not been possible, usually due to non-presentation or access difficulties. The customer is asked to contact the Council to re-book the collection. 		
<p>RECOMMENDATION 4</p> <p><i>That the department undertake a thorough education campaign for Councillors, ALMO staff and members of</i></p>	<ul style="list-style-type: none"> Contact centre staff identify waste that can not be removed by this service when the initial request is made by the customer. Waste regarded as hazardous – customers are referred to the Chemical Advisory Service within Environmental Services. The contact 		

<p><i>the public with regard to what is hazardous waste and who to contact for its disposal.</i></p>	<p>details are given on the Council's web-page. Where appropriate arrangements are made with a specialist contractor to have the waste removed. The Council does not provide a removal service for asbestos but customers can take their own asbestos waste to Kirkstall TLS for which a disposal charge is made.</p>		
<p>RECOMMENDATION 5</p> <p><i>That the department seek the views of users of the bulky items collection service in such a way as to provide baseline customer satisfaction information to compare performance year on year.</i></p>	<ul style="list-style-type: none"> As part of the refuse collection service standards review work that will be undertaken during 2009/10 customer consultation and satisfaction surveys will be carried out 		
<p>RECOMMENDATION 6</p> <p><i>That the department develop key indicators which show the types of waste being collected and their disposal to ascertain the percentage of bulky waste being recycled or going to landfill.</i></p>	<ul style="list-style-type: none"> The majority of bulky item waste is disposed of through the Household Waste Sorting Sites which do not have weighbridge facilities. Waste is recorded by type but accurately identifying recycling levels by weight would be difficult. 		
<p>RECOMMENDATION 7</p> <p><i>That the department further develop initiatives which link the bulky items collection service with the recycling policy, such as liaising with voluntary furniture stores. We also recommend that the</i></p>	<ul style="list-style-type: none"> Discussions with the voluntary sector have started. Positive discussions through the Voluntary and Community Sector Recycling Credit Scheme. Some capacity building is needed with individual groups to get to the point where they could collect on behalf of L.C.C. 		

<p><i>department seeks ways of establishing partnerships with other areas of the voluntary sector which may provide an avenue to recycle and re-use materials, in consultation with Area Committees.</i></p>	<p>The redevelopment of the East Leeds TLS site has begun which will include a re-use shop. Discussions are on going with social enterprise organizations regarding operating this facility.</p>		
<p>RECOMMENDATION 8</p> <p><i>That the department look for further income generation schemes in terms of recycling and re-use.</i></p>	<ul style="list-style-type: none"> • The redevelopment of the East Leeds TLS site has begun which will include a re-use shop. Discussions are on going with social enterprise organizations regarding operating this facility. Re-useable items collected via the bulky item service will be sold through this outlet. • The Council has a number of contracts in place for the disposal of recyclable materials. Only metal, cardboard and paper generate income although the contract s are linked to market prices which means that income levels change. The remaining contracts are either cost neutral or at a cost to the Council. • A pilot scheme has recently been set up to allow re-usable white goods to be refurbished and put back into use through selected charitable organizations. Although this scheme currently diverts goods from 4 HWSS the potential for the future is to extend it to white goods collected via the Bulky Item Service. • At the point of contact with the Call Centre if a customer enquires about their items being re-used they are directed to one of five social enterprise organizations who will collect furniture free of charge. The SEO's have a limited capacity to deal with work referred from the Council. 		

<p>RECOMMENDATION 9</p> <p><i>That the department consider the use of the internet in accessing the service both in terms of information and in requesting a service.</i></p>	<ul style="list-style-type: none"> • SMS Texting is used to notify customers of planned bulky collections. The Contact Centre is not yet able to accept service requests by text.. • Work is on-going with ICT to develop an on-line booking service. 		
<p>RECOMMENDATION 10</p> <p><i>That the department investigate and discuss the following options as a basis of finding a solution to the issue of charging ALMOs for disposal of bulky items:</i></p> <p><i>That the department establish whether it would be possible to define ALMOs as agents of the department when collecting and disposing of bulky items.</i></p> <p><i>That the department, in conjunction with the Strategic Landlord and ALMOs, investigate the possibility of ‘top slicing’ the management fee allocated to ALMOs to provide an annual payment to Environmental Services, together with a service level agreement which allowed a defined number of free visits to</i></p>	<ul style="list-style-type: none"> • The ALMOs are not charged for the collection and disposal of bulky household items if collected by Streetscene Services. • The last advice given by the Environment Agency was that this would not be possible. This issue has not been pursued as the situation appears to be working well. • Any other type of waste collected by the ALMO’s would be regarded as non domestic and therefore chargeable. • The ALMOs have well developed disposal arrangements in place with private sector waste disposal contractors that appear to work effectively. 		

<p>disposal sites for ALMO operatives.</p>			
<p>RECOMMENDATION 11</p> <p><i>That the department reinforce the relationship with the caretakers of multi-storey accommodation to encourage them to request the collection service in good time and to help manage how bulky items are presented where there is an issue of health and safety.</i></p>	<ul style="list-style-type: none"> • In some high and low rise flats bulky items are stored in a central location on site and collected by Streetscene Services on request free of charge, This arrangements is working well. 		
<p>RECOMMENDATION 12</p> <p><i>That the department considers its service to multi-storey accommodation and how it might encourage residents to make full use of the bulky item collection service provided by Environmental Services.</i></p>	<ul style="list-style-type: none"> • In some high and low rise flats bulky items are stored in a central location on site and collected by Streetscene Services on request free of charge, This arrangements is working well.. 		

Inquiry into Anti-social Behaviour Intervention (2005)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>RECOMMENDATION 1</p> <p><i>That the department report back to the Board progress on previous recommendations relating to anti-social behaviour.</i></p>	<p>To be scheduled in the work programme at the appropriate time.</p>		✓
<p>RECOMMENDATION 2</p> <p><i>That the Scrutiny Board receives a detailed appraisal of the Safer Leeds Strategy and an update on progress made on the action plan.</i></p>	<p>Update December 08 The Safer Leeds Partnership Plan has been produced for the period April 2008 to 31 March 2011. The Executive Board approved the Safer Leeds Partnership Plan in April 2008.</p> <p>The delivery plans will be refreshed and reviewed on an annual basis. The Safer Leeds Executive has completed the second joint strategic assessment (analysis of crime and disorder in Leeds) for the period 08/09 and reviewed the current delivery plans. The refreshed delivery plans and priorities are currently being developed for April 09 to 31st March 2010.</p>		
<p>RECOMMENDATION 3</p> <p><i>Whilst noting the work already taking place we recommend that the police and the Anti-Social Behaviour Panels work towards preventing multiple</i></p>	<p>Update December 2008</p> <p>Following a review of the panel process, to maximize relevant input a new streamlined panel system has been introduced in which all the divisional panels meet on the same day. An offender</p>		

<p><i>breaches of ASBOs, particularly where the behaviour represents a serious breach and that first time breaches are dealt with robustly.</i></p>	<p>management team has been set up within the ASBU to better track and manage ASBOs; the process includes reviewing all orders due to expire, visiting both perpetrator and victim prior to panel, and amending orders where appropriate.</p>		
<p>RECOMMENDATION 4</p> <p>That the Neighbourhoods and Housing department researches the reasons for breaches of orders to determine how they can be tailored more effectively to individuals with the aim of minimising breaches.</p>	<p>Update December 2008 See Recommendation 3 update.</p>		
<p>RECOMMENDATION 5</p> <p><i>We recommend that the Neighbourhoods and Housing department consider how other measures are utilised before ASBOs are put in place in order to preserve the ASBO as a measure of last resort, in most cases. We also recommend that ASBOs are not used routinely in circumstances involving domestic violence or where there are mental health issues.</i></p>	<p>Update received in June 2007 – recommendation completed</p> <p>Although legal outcomes clearly demonstrate where actions have been taken to deal with ASB much of the work of the unit aims to resolve cases without the need to use legal measure if possible through prevention and diversion work.</p> <p>Analysis of cases closed between August and October 2006 found that 105 cases were closed due to no further complaints. The most common activities undertaken to resolve the ASB was the use of ABCs (acceptable behaviour contracts) and ASB warnings (pre legal action warning). Other measures include other warnings/cautions (Housing caution/ Notice of Intention to seek possession, verbal warnings by Police, ASBU or ALMO, referral to diversionary schemes.</p> <p>In the period June- November 2006 the ASBU entered into 66 ABCs with individuals.</p> <p>Further analysis to measure the success of ABCs has established that of the 524 used by the unit (since recording began) only 25</p>		<p style="text-align: center;">✓</p>

	<p>individuals receiving an ABC have progressed to an ASBO. (less than 5%).</p> <p>The circumstances surround Domestic Violence would usually exclude the opportunity to use ASBO legislation (the definition states "... causing harassment, alarm of distress to one or more people not of the same address...") There may be occasions when the behaviour resulting in domestic violence impacts on people outside the immediate household and under these circumstances an ASBO may be appropriate. In addition the ASBU and Police are represented on MARACs (Multi Agency Risk Assessment Conferences) where cases involving high risk victims and perpetrators of Domestic Violence are considered and any decision to use an ASBO would be done in consultation with these groups.</p> <p>In relation to both domestic violence and mental health cases any decision regarding the use of an ASBO would be made through the ASB panel process where representatives from relevant partner agencies including social services would consider the whole circumstances of a case before approving a course of action.</p>		
<p>RECOMMENDATION 6</p> <p><i>We recommend that the Neighbourhoods and Housing Department submit a further report to the Board detailing whether joint working between different services to support ASBOs is successfully and effectively employed.</i></p>	<p>Update December 2008</p> <p>Leeds was last visited by Respect Task Force (RTF) in April 2007. RTF has now been replaced by the Youth Task Force, which funds both coordination and activity towards its action plan.</p>		

RECOMMENDATION 7

That the Positive Actions for Young People scheme is evaluated and assessed according to its impact on anti-social behaviour.

We also recommend that should the evaluation of the scheme confirm its success, it is appropriately funded to allow further development and greater capacity.

Update December 2008

A full evaluation called "The Story So Far" was published in autumn 2008 and describes the work, success and outcomes of the first five years of PAYP in Leeds. Over 8,000 young people have accessed PAYP activities, 330 projects have been delivered with 31 partner agencies, and 1,224 young people have received individual PAYP keyworker intervention during this five year period. The evaluation document would be readily available to Scrutiny Board members. It includes some very interesting and noteworthy case studies.


PAYP funding, through an Area Based Grant, is secure until March 2011. Additional investment from DCSF, for targeted work on weapons awareness and gang culture related work, is confirmed as from April 2008 for a three year period.


RECOMMENDATION 8

That where further operations, such as Operation Chariot, are proposed, consideration is given to extending activities to the district centres within Leeds, taking into account the type of issues specific to the area.


Update December 2008

During 2007 there were 30 separate Operation Champions and during 2008 there have been 36. All inner and outer areas have had operations take place within them during this time but the emphasis has been on the inner areas due to the nature of the problems that exist within those areas. . The areas are chosen generally by the relevant police division and the NPT Inspectors with that division and this decision is intelligence led however each operation is preceded by a planning meeting attended by all participating agencies and this provides an opportunity to bring information to the table to help in refining the area where each operation is to be focussed to ensure that resources are deployed in the most effective manner and place throughout the duration of the operation. These meetings are co-chaired by The NPT Inspector and the relevant Area Community Safety Co-ordinator and are often attended by ward members as well.

<p>RECOMMENDATION 9</p> <p>That the Anti-Social Behaviour Panels periodically review their workloads and membership to ensure that capacity is maximised and that input from other organisations, particularly in the voluntary sector, is utilised effectively.</p> <p>We also recommend that where the use of supported measures is increased by the Anti-Social Behaviour Unit, this is matched by an increase in capacity in the Anti-Social Behaviour Panels.</p>	<p>Update December 2008</p> <p>See Recommendation 3 update.</p>		
<p>RECOMMENDATION 10</p> <p>That the Director of Children’s Services and the Anti-Social Behaviour Unit consider and review the implications of the Children Act with regard to anti-social behaviour measures, and update the appropriate Scrutiny Board of any issues arising.</p>	<p>Update December 2008</p> <p>CLT considered a report in March 2008 that considered lessons from the impact of support and enforcement interventions on a family with multiple issues. As a result it has been agreed that the Director of Children’s Services is empowered to make a decision on actions to be taken with families with children where no agreement can be reached between services.</p>		
<p>RECOMMENDATION 11</p> <p><i>That consideration is given to the provision of additional PCSOs and Neighbourhood Wardens throughout the city to support the various strategies for tackling anti-social behaviour.</i></p>	<p>Update received in June 2007 – recommendation completed</p> <p>PCSO numbers have increased to 170</p>		

<p>RECOMMENDATION 12</p> <p>That Ward Members are systematically kept informed of anti-social behaviour issues and activities within their Ward by Council departments and ALMOs, within the constraints of the law. We recommend that a mechanism be established that will allow the ‘two way’ sharing of information from Ward Members. We also recommend that Council departments and the ALMOs ensure that the same level of communication occurs between themselves.</p>	<p>Update received in June 2007 – recommendation completed</p> <p>A database of all ASBOs is now sent out monthly to lead members for CS (to then be disseminated through their own internal routes).The Council’s intranet is undergoing a facelift and it is intended that this information will be made available via the intranet. Other data regarding cases being dealt with by the ASBU is available on a ward basis and this will also be made accessible via the intranet.</p> <p>ASBU team leaders and officers attend Area Committees as required and local forums to update on action being taken. ALMO/ ASBU meetings take place on monthly basis to review cases and staff from both organisations attend local ‘tasking’ meetings.</p>		
<p>RECOMMENDATION 13</p> <p>That the Youth Service reports back to the Scrutiny Board on the progress of the Revizit scheme and how it might be implemented more widely</p>	<p>Update December 2008</p> <p>The Revizit programme, delivered jointly by Youth Service and Youth Offending Service, was originally a pilot project in West Leeds. All five wedges now have a Revizit programme in operation. All the schemes are well attended and showing encouraging signs of effectiveness.</p>		
<p>RECOMMENDATION 14</p> <p>That appropriate Scrutiny Board receives information from Youth Services regarding the distribution of resources, the relationship with the ‘narrowing the gap’ agenda and</p>	<p>Update December 2008</p> <p>Ward allocations for Youth Service area based work were reviewed and increased in mid 2008 and communicated to all councillors. The Breeze Youth Promise has been finalized by young people. This sets out a full list of entitlements for young people in the city.</p>		

<p>whether there is scope for further developing ways of ‘rewarding good behaviour’ in young people.</p>	<p>Its contents, and its relationship with various strategies and expectations, have been the subject of a major enquiry by the Children and Young People’s Scrutiny Board.</p>		
<p>RECOMMENDATION 15</p> <p>That consideration is given to Youth Services working more actively with 8 – 13 year olds, should funding allow.</p>	<p>Update December 2008</p> <p>The Youth Service target age range is prescribed nationally as 13 to 19. Within Leeds a flexible approach is taken whereby approximately 20% of young people in contact with the service are aged 11 and 12. Given resource limitations and Best Value Performance indicators to achieve for the 13 to 19 age group, it would be difficult for the Youth Service, as one agency, to increase the current level of flexibility.</p> <p>Some specific, additional, measures have, however, been taken in order to partially address the issues. For example:-</p> <ul style="list-style-type: none"> - Senior member training to enable older young people to work with a younger age group in a voluntary capacity but supported by youth workers. - Youth development workers funded by some Area Committees to support voluntary organisation work with the 8 to 13 age range. - Allocation of Positive Activities for Young People (PAYP) funding to the younger age range. - Open age range for Breeze on Tour events. 		
<p>RECOMMENDATION 16</p> <p>That the Youth Offending Service analyse the reasons for non-attendance for parent programmes in order to devise alternative methods of making contact with parents of young offenders.</p>	<p>Update December 2008</p> <p>Leeds has now established a Parenting Unit, based within Children's Services which coordinates parenting provision within the city. Two senior parenting practitioners are employed to work with the unit. Funding for these employees comes from the Youth Task</p>		


<p>RECOMMENDATION 17</p> <p>That, should the scheme ultimately be judged to have been successful, the Neighbourhoods and Housing department considers the long term funding for Signpost, both through mainstream budgeting and through funding from other partners beyond March 2006 and that a city wide application of the scheme be considered.</p>	<p>Force.</p> <p>Engagement with parenting programmes has increased following the introduction of the 16 week <i>Webster Stratton</i> parenting programme which continues to operate across the city. Parents of young offenders also have access to the 6 week <i>Escape</i> parenting programme which has been developed by the Trust for the Study of Adolescence. Both programme include significant pre programme engagement as part of their methodology and this has secured much better attendance. The programmes are fully evaluated and monitored.</p> <p>Organisations that provide interventions to young people known to the Anti Social Behaviour team including Signpost, the 2 Senior Youth Inclusion Programmes, 5 Junior Youth Inclusion Programmes and Positive Activities for Young People refer into and co-staff a number of these parenting programmes.</p> <p>The Courts remain reluctant to make Parenting Orders (preferring voluntary contracts of engagement) given that the process for breaching parenting orders remains unclear. This is a national issue which the Youth Task Force is progressing with the Home Office.</p> <p>Update received in June 2007 – recommendation completed</p> <p>This scheme will be expanded from 2006 into other areas using Safer & Stronger Communities fund and NRF. While this funding isn't mainstream it will support the scheme over the next two years and will be developed to meet the Governments RESPECT agenda.</p>		
---	---	--	---

<p>RECOMMENDATION 18</p> <p>That Education Leeds provides to a future Scrutiny Board an update on its policies regarding truancy prevention, including information on the guidance provided to parents and the latest information on initiatives such as the City Centre Truancy Sweep.</p> <p>We also recommend that such Truancy Sweeps are done as regularly as possible in order to maintain the momentum and the profile of the message</p>	<p>Update December 2008</p> <p>(i) Education Leeds, Attendance Strategy Team can provide Scrutiny Members with updated reports on strategies and policies regarding attendance improvement, persistent absentees and truancy prevention as requested; including City Centre, Truancy Watch East and local area Truancy Sweeps, Attendance Champions Initiatives, Target School action, Children Missing Education, Looked after Children protocols and use of Legal interventions, including Parenting Orders, Parenting Contracts and Penalty Notices.</p> <p>An update report on the impact of these initiatives and the Attendance Strategy can be found on the Education Leeds site http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=2142 and the Annual Attendance and Exclusions report 2006/07 http://infobase.leeds.gov.uk/Infobase/DocumentsArea/ContentPages/Document.aspx?HoldingPageId=1611</p> <p>New initiative to improve attendance and reduce persistent absentees since June 2007:</p> <ul style="list-style-type: none"> • Refocus of the Education Welfare Service, renaming to the Attendance Strategy team. This included the positions of Attendance Advisers one of whom has a specific remit of the Youth Task Force. • A specific Children Missing Education Team (CME) based at Merrion. • The 'Power of Me' Anti Bullying initiative. • Involvement of ASB Officers at Multi Agency meetings such as School Attendance Panels. 		
---	---	--	--

- Funding was secured for the academic year 2007/08 for the implementation of the Truancy Watch East Team, who do daily sweeps in the East of the City in conjunction with the WYP.
- Raised awareness of Child Employment within the City.
- Training of all new PCSO's around attendance.
- Attendance Strategy Team Looked After Children protocol in place.
- Roll out of the CAF training to all Attendance Improvement Officers.
- Attendance Improvement Officers located within clusters to enhance a more multi agency approach for the family.
- Implementation of the Safer School initiative in partnership with WYP.
- 'Say No to Knives' campaign in partnership with WYP, Education Leeds, Safer Leeds and Royal Armouries.
- Issue of penalty notices for pupils who are found in a public place during the truancy sweeps within the first 5 days of an exclusion.

(ii) Truancy Sweeps are planned activities with WYP, under the Crime and Disorder Act and as such must be undertaken with the cooperation and permission of the Police who have the legal power to stop and detain truants if necessary.

The academic year 2007/08 the AST and WYP have carried out

	<p>160 sweeps and 1027 pupils were stopped within the City Centre. AIO's participate in local truancy sweeps in partnership with the School Youth Service Officer, these usually are in connection with Operation Champions that run within the City.</p> <p>Funding was secured from SSCF funding, Area Management Boards, Education Leeds, Tasking groups and David Young Community Academy in April 2007 which enabled us to develop a dedicated Truancy Watch Team in the East of the City. From June 08 to November 08 58 sweeps have been carried out and 224 pupils were stopped. We are currently seeking funding with a view to a possibility to expanding this city wide.</p>		
<p>RECOMMENDATION 19</p> <p>That consideration is given by Education Leeds to introducing business and enterprise and other vocational skills into schools to channel young people's entrepreneurial interests and that any examples of this type of project currently being undertaken by schools be circulated to the Board.</p>	<p>Update received in June 07 – recommendation completed</p> <p>Education Leeds have been working closely with Enterprise Advisory Service and the Learning & Skills Council to form Leeds Enterprising Schools Partnership which has been established to support schools in developing their Enterprise Education capacity.</p> <p>The Partnership Programme provides:-</p> <ul style="list-style-type: none"> • Senior Management briefing on Enterprise Education capacity building • Briefing for key staff on Ofsted Enterprise Inspection Criteria • Support for key staff in completing the Enterprise Progression Guide • Support in identifying gaps in provision • Access and support to Staff Development Programmes • Access and support to Activity Brokering Services • Access and support to materials provision/development • Access and support to business and employer engagement programmes • Access and support to match funding activities 		

Enterprise Funding - All secondary schools have been awarded funds, between £15,000 and £20,000 per annum, to support the inclusion of enterprise programmes into the curriculum at KS4 and there is an expectation that all KS4 students will experience the equivalent of 4 days of enterprise activities a year.

As a result of this there are many commercial organisations offering services to schools most of which are 'events' of one day duration.

Education Leeds Education Business Partnership (EL EBP) support schools throughout the city to deliver enterprise events, examples include:

Everyday Economics Project

Fifty five Year 10 students at Priesthorpe High School worked with business volunteers on an Enterprise project that simulated the running of a business. The objectives were to develop students' financial awareness and their understanding of how businesses operate and the role they play in the economy.

Coca Cola visit

GCSE Business Studies students from Wortley High School visited Coca Cola Enterprises in Wakefield. The objective was to develop business knowledge including marketing, sales, production and distribution.

Enterprise Day

Bright Futures and Business Dynamics delivered an Enterprise event for Crawshaw High School. The objective was to develop the communication, problem solving and personal financial awareness of 205 Yr 10 students.

Stock Market Challenge Activity

Bruntcliffe High School is running the Stock Market Challenge project from December 05 to April 06 with the aim of developing the economic understanding of 280 Yr 10 students. The project entails the students researching companies and then (a virtual exercise only) buying and selling of shares.

‘Newsletter’ Literacy & ICT Activity at Yorkshire Post Newspapers Education Leeds EBP worked with the Education ‘Newsroom’ at Yorkshire Post Newspapers to offer one-day activities for students that involved using Quark Express software to write articles for a newsletter. At the end of the activity each student left with a colour copy of a 4 page newsletter. The schools that took advantage of this activity were Woodkirk, Wortley, Roundhay, Priesthorpe, Lawnswood, South Leeds and Crawshaw High Schools.

Forensic Science Workshops

CSI Workshops is a company that delivers forensic science workshops in High schools that are designed to inspire and enthuse students about scientific careers. Students learn about the retrieval of finger prints, foot prints and the analysis of blood spatter patterns. They use this knowledge to work in teams on a crime scene with a view to identifying the culprit. Education Leeds EBP supported 7 Leeds High Schools to purchase workshops for Year 10 and Yr 11 students. Participating schools in January and February 06 were City of Leeds, Morley, Temple Moor, Allerton, Horsforth, Woodkirk, St Mary’s Menston and Boston Spa High Schools.

During Enterprise Week, in November, a number of funding bodies support enterprise events on a regional basis inviting schools from across West Yorkshire to take part in competitive events such as the Real Business Challenge sponsored by Coca Cola Enterprises. Throughout the year many schools organise their own enterprise programmes.

Over the past two years DTI have sponsored Enterprise Advisers to work with schools to advise on the development of enterprise skills but this programme is due to finish in July 2006.

EL EBP also supports Enterprise activity for students indirectly, by organising Teacher Professional Development Placements in industry, for example, training teachers in the use of Debtcred, the High Sheriff's financial literacy project and Face to Face Finance, sponsored by Royal bank of Scotland. Both of these programmes are free to Leeds High Schools and are an important component of developing an understanding of enterprise. Also a wide range of professional development opportunities are offered for teachers to experience enterprise in industry, for example, Tesco have provided placements for teachers wishing to gain an understanding of the retail industry.

One of the key challenges in schools is to ensure that the concepts of 'being enterprising' are integrated into the curriculum and not considered as another subject to teach. The key skills are learning to work in a team, learning to respond positively to change and challenging circumstances and developing a creative approach to problem solving. An enterprise programme should also include an element of financial awareness.

A wide range of vocational subjects are available to students in Leeds, many of which include work placements and a reduced timetable at school. An example of a creative approach to course development is the BTEC Environment course run by Joseph Priestley College with the support of South Leeds CLC which provides students with laptops that can be used in the field to follow and record course materials.


However, many of these courses are taken up by students who are disaffected with school rather than students who are disaffected



with the curriculum. Another challenge therefore is to introduce vocational subjects for students of C/D borderline and above ability who have the motivation to learn but need a more interactive approach to their learning and demand a greater understanding of the relevance of their learning to their everyday lives. In support of this need Education Leeds EBP has developed resources for the BTEC First Diploma in Retail working with nine partners in the retail industry, the Sector Skills Council and Park Lane College. The course is running at Pudsey Grange field school where students are offered a wide range of opportunity to visit companies related to the retail industry and encouraged to learn independently with the teacher acting as a facilitator. Similar resources are under development to support BTEC Hospitality and Art & Design courses due to start in September 2006.

Education Leeds EBP has also supported the creation of resources for vocational qualifications through the Teacher Professional Development Placements programme by identifying companies willing to collaborate in the production of classroom resources. The first resource is a case study based on Rhodia UK Ltd, a local chemical company. Created by two Leeds science teachers the resource is designed to support the teaching of the Applied Science GCSE and comprises a DVD with presentations about the company history, products and H&S regulations. It also includes printed copies of actual company documents including H&S reports, risk assessments, H&S Policy, Company Training Policy, company structure, job descriptions.

Leeds has a very well developed an extensive **Vocational Offer** that is available to all 14-16 Year olds across the city. A wide range of organisations are involved in the delivery of this provision including; FE Colleges, work-based learning providers, City Learning Centres, LCC Jobs & Skills Department and Voluntary and community Sector organisations as well as schools themselves.

	<p>Currently around 2,500 young people in Year 10 and 11 spend at least one day per week undertaking a vocational programme outside the school, studying for one or more of nearly 100 different qualifications. Several of the programmes available such as the Young Apprenticeship Scheme and Job Guarantee Scheme involve extensive workplacements.</p> <p>Details of all the vocational programmes available to young people in Leeds are contained in the 14-16 web-based prospectus available at www.vocationallearningleeds.org</p> <p>The Education Business Partnership Team within Education Leeds, supported by a grant from West Yorkshire Learning and Skills Council, are driving forward a number of enterprise programmes which include:</p> <ul style="list-style-type: none">❑ During 2006/07 all high schools will be supported in developing an action plan to support the introduction of enterprise across the curriculum❑ An Enterprise Forum has been established to which Enterprise Coordinators in all high schools are invited. This meets each term and offers an opportunity for training and dissemination of ideas.❑ Working with the Business and Enterprise schools to support delivery of enterprise programme 'Project Business' and support the training of staff in identified schools.❑ Individual, city wide and regional enterprise challenges for high schools supported by a range of business partners e.g. Real Business Challenge with Coca Cola Enterprises and Flat Pack Challenge with IKEA; Rotary Club Technology Challenge.❑ Five day programmes involving a whole year group (Y7 & Y9) and all curriculum areas developing, producing and marketing a new product or service e.g Candy Company, promotional campaign for British Legion.❑ Mini enterprise programme for SEN groups in conjunction		
--	---	--	--

	<p>with John Smeaton High School</p> <ul style="list-style-type: none"> ❑ Teacher Professional Development days in industry which result in the development of new classroom based curriculum support materials e.g. visit to chemical company to support delivery of science. Visit includes input on how principles of enterprise can be introduced into curriculum. ❑ Just The Job programme supports Y6 children from 15 inner city primary schools to engage in a number of lessons explaining the world of work followed by visits to two local companies. This involves 45 companies and 700 children. <p>The LEGI funding recently awarded to the city will provide an opportunity to expand on this foundation and, in particular, provide additional support for schools in some of our most deprived areas.</p>		
<p>RECOMMENDATION 20</p> <p>That as an Authority we are robust in our enforcement and that enforcement protocols are quickly put in place.</p> <p>We also recommend that an analysis of the Government’s Alcohol Misuse Enforcement Campaign is provided to the appropriate Scrutiny Board, detailing the lessons learnt.</p>	<p>Update received in June 2007 – recommendation completed</p> <p>The only time when an application will come before the licensing committee is if the applicant has a relevant offence and the police object. In such instance the committee has two options - reject or grant the application. The Act does not appear to allow for the grant subject to conditions.</p> <p>Where an existing personal licence holder is convicted for a `relevant offence' before the Magistrates, he is duty bound to advise the Magistrates that he is the holder of a Personal Licence. In this instance it is the Magistrates who decide on the penalty to be applied - revocation or suspension of licence.</p> <p>Enforcement Protocol for the Licensing Act 2003 is in place. Meetings of all partners held on a monthly basis. Info shared and problem premises identified. Joint visits between LCC Entertainment Licensing and West Yorkshire Police regularly held with positive results.</p>		

<p>RECOMMENDATION 21</p> <p>That the Scrutiny Commission undertaking an inquiry into the misuse of alcohol receives the comments and recommendations from Scrutiny Board (Environment and Community Safety) on enforcement and reviews for licences.</p>	<p>Update received in June 07 – recommendation completed</p> <p>The Scrutiny Commission has now ceased, however, the licensing aspect falls under the remit of Overview and Scrutiny.</p>		
<p>RECOMMENDATION 22</p> <p>That Council departments consider how ‘good news’ press releases can emphasise the positive contributions being made by young people.</p>	<p>Update received in June 07 – recommendation completed</p> <p>Continue to consider all positive stories as good news opportunities and to link with Children’s services to make the most of such opportunities. Work is also underway to link with the Youth Council to establish links and identify opportunities to work together to promote young people who have made positive contribution. An event is being considered aimed at young people to make them aware of the work being done to deal with ASB and also to recognise young people are often victims of asb and methods that can be used to avoid victimisation or how to report incidents.</p>		
<p>RECOMMENDATION 23</p> <p>That the department continues to study best practice from other authorities and where appropriate apply it to this Council’s own approaches to tackling anti-social behaviour.</p>	<p>Update December 2008</p> <p>Leeds has participated in an ESRC-sponsored seminar series that featured research and practice in the UK and in Europe. The series concludes with a conference in 2009.</p> <p>Gillian Mayfield, the Public Safety Manager, is being seconded to</p>		

	<p>the Youth Task Force from February 2009, and will feed back to Leeds identified good practice from other areas.</p>		
<p>RECOMMENDATION 24</p> <p>We recommend that wherever possible the Youth Council is given a higher profile and that the Youth Council itself seeks creative ways of representing more widely the views of young people across the city, particularly around the issue of anti-social behaviour.</p>	<p>Update December 2008</p> <p>The Youth Council has recently reconfigured its working groups to look at different and creative ways to not only engage other young people, but also elected members and service providers. The groups include communications, scrutiny and the Breeze Youth Promise. The Youth Council also works alongside young people from ROAR, (Reach Out and Reconnect) a membership forum that enables a wider range of children and young people to be proactive in the positive contribution agenda whilst promoting opportunities for others. Over the next year the Youth Council will be taking more structured activities into schools to seek the views and ideas of young people on a variety of issues. They will also work closely with young people from ROAR on a variety of issues including anti social behaviour and be part of the extension of the successful Anti Bullying Ambassadors programme from schools to communities.</p> <p>They are also looking to raise their profile through Campaign work, new publicity materials and working with the Breeze website on the Have Your Say section of the Breeze Youth Promise. Alongside other participation initiatives such as the Anti Bullying Ambassadors, Youth on Health, the Youth Council is exploring creative ways to use collaborative sites with Leeds Learning Net.</p>		
<p>RECOMMENDATION 25</p> <p>We recommend that bodies, (public and voluntary) working within the community should look for further</p>	<p>Update December 2008</p> <p>Under the Breeze Youth Promise agenda, the Youth Council will work with a range of young people from different sections of the community to check out whether Leeds is keeping its promise of</p>		

<p>opportunities to involve young people in community projects, which allow contact between the different sections of the community. We also recommend that the Council continues to encourage the involvement of young people in the democratic functions of the Council, such as the Scrutiny process and the work of Area Committees.</p>	<p>safe places to go and things to do, someone to talk to and having opportunities to have their say. This is a main focus of the Teens transforming Leeds event in February 09, where over a hundred young people will come together in half term at a young person led event to talk about their issues and solutions.</p> <p>Having won national recognition for their first joint scrutiny process on Transport, the Youth Council and young people from ROAR will be meeting with members of the Children and Young People's Scrutiny Board early in the new year to look at building and developing children and young people's engagement with the scrutiny process. Current young people led scrutiny initiatives include the young people's scrutiny panel looking at environment issues, a new young people led scrutiny process for Advice, Information and Guidance services and an activity pack for schools to make young people aware of the Breeze Youth Promise and obtain their feedback.</p> <p>The LS£ash group (young people's panel for Youth Opportunity and Youth Capital Fund) are training and working with young people to localize their grant giving activities. Part of this process will include working with Area Committees to increase young people's participation in their decision making activities.</p>		
---	--	--	--

Inquiry into Affordable Housing (2006)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>RECOMMENDATION 1</p> <p>That the Director of Neighbourhoods and Housing takes forward the proposal to promote moves for people under occupying council properties, and also that possible management incentives for ALMOs to promote the policy sensitively are considered.</p>	<p>Following the debates held at the Scrutiny Board a revised Lettings Policy was implemented in April 06, setting out a number of incentives for customers living in council or Housing Association homes that are under occupying their home. These include:</p> <ul style="list-style-type: none"> • awarding Priority Extra where appropriate, • greater promotion and support for those moving, from ALMO staff, • The ability for ALMO to consider making financial payments to assist such customers with the moving process. <p>In the Department's view, under occupation does not lend itself easily to be linked with a financial incentive to the ALMO's.</p> <p>The number of council tenants moving to smaller accommodation rose from 63 in 2004/5 to 175 in 2005/6. Such an increase is in part attributable to the introduction of the revised policy, but also due to the lettings as a result of rehousing those displaced from clearance schemes. In such circumstances, many customers may be let homes based upon their housing need, and thereby rehoused in smaller properties.</p>		
<p>RECOMMENDATION 2</p> <p>That mutual exchange marketing is further developed by the Strategic Landlord and ALMOs.</p>	<p>Mutual Exchanges have been advertised weekly in the Leeds Homes flyer and on the Leeds Homes website since 2005. In addition Housing Associations advertise their mutual exchanges in these media.</p>		

	Mutual Exchanges have increased from 22.2 per month in 05/6 to 25.7 per month in 06/7.		
RECOMMENDATION 3 That the Neighbourhoods and Housing department encourage Registered Social Landlords to advertise their available properties through the choice based lettings scheme.	Leeds Federated HA and Unity HA advertise almost all their properties through the Leeds Homes choice based lettings scheme. In 2006/7 q1 – 3 131 properties were advertised. Registered Social Landlord (RSL) properties were advertised. . Negotiations are on-going with 10 other housing associations to advertise their properties.		
RECOMMENDATION 4 That the Neighbourhoods and Housing department develops stronger links with RSLs, particularly in establishing nomination agreements.	<p>The Council re-launched the need for nominations in 2006 by developing both a new strategic and operational monitoring structure. Officers are in contact with meet each RSL monthly to discuss their nominations performance. As a result, nominations performance is being monitored by Strategic Landlord Group.</p> <p>All RSLs are expected to sign an agreement stating that they will let a minimum of 50% of their properties as a nomination. To date 19 RSLs have agreements have been signed covering 85% of RSL stock in the city</p>		
RECOMMENDATION 5 That a profile of the housing register is made to find the average length of time a customer waits for rehousing, and the sizes of households who need rehousing.	<p>Strategic Landlord group can now inform ALMOs the average lengths of time to rehouse customers by their Priority band, and for homeless customers. This information will be very useful to inform customers, so that they can then make informed decisions on where to be rehoused.</p> <p>In addition, reports are now available to demonstrate average length of time for some customer profiles – by ethnicity, and age.</p>		

RECOMMENDATION 6

That the Affordable Housing Task Group develops further affordable housing schemes in Leeds, and takes note of key research findings and best practice being established nationally.

A Housing Market Assessment including the needs assessment for affordable housing across the City based upon the national guidelines set out by the Dept of Communities and Local Government has been completed. The conclusion is that there is a need for an additional 1889 affordable homes on a year by year basis for the next 15 years. A follow up piece of research has been commissioned which is to be made available early 2009. It is not expected that any of the figures will have altered however it demonstrates that key research is up to date.

Research has also been carried out to understand the issues behind the resurgence in social housing being seen by customers as a form of entry into the housing market. The research was completed in 2007. This research demonstrated that there is a growing demand for council and social housing. From the 1889 figure requiring affordable housing on a year on year basis 30% of the figure relates directly to the social housing sector.

87 acres of Council owned land has been transferred to The Strategic Affordable Housing Board in order to develop for affordable housing. To date the first phase of sites has attracted grant in the region on £5m and private sector investment in the region of £23m. The first 6 sites will see 190 new affordable units developed. Work is underway on the preparation of the next phase of sites in order to maximise public and private sector investment.. In addition a further 5.5m has been attracted to develop affordable housing on sites within the Fairfield's Estate under the Northern Affordable Housing Challenge

Phase 2 Sites – Work has been underway during 2008 to prepare the remainder of the sites for development. The Partnership has identified a number of sites which initially could have been sold on the open market (with the affordable Housing planning component); however the current financial conditions have led to these sites being

considered for auction. If the reserve value placed on each of the sites is not met. Then consideration will be given to developing the schemes for affordable housing utilising resources from the National Affordable Housing Programme

Smaller sites have been packaged up for development and are in the process of being procured.

The two largest sites are Middleton which is located in south Leeds and the Beckhills in the North East of the city are in the process of having urban design briefs developed that will lead to the future procurement of the sites. The work undertaken in terms of Middleton is the furthest advanced. Progress reports on all of the sites and actions taken are reported on a regular basis to the Partnership.

Single Regional Housing Pot – A number of sites within the inner urban ring surrounding the City Centre, where obsolete private sector back-to-back housing was identified for clearance works has been undertaken with the use of Regional Housing Board funding.

The Councils Executive Board earlier this year agreed that the sites in question agreed for the sites to be transferred to the responsibility of the Partnership Board in respect of developing the site as and when cleared, subject of course to any Compulsory Purchase Order requirements.

The Development procurement brief has now been produced and was agreed formally by the Partnership Board at his meeting on the 5th of December 2008. The brief is to be circulated shortly to housing associations and private sector developers accredited by the Homes and Communities Agency to elicit bids which will be subject to an agreed assessment criteria.

The submitted bids will be reviewed by assessment panel made up of Council Officers and Representatives from the Homes and

Communities Agency and the Partnership Board with the successful partner being announced in April 2009

Gipton Homebuy Scheme – The Partnership has been briefed on this successful development whereby the Council has used the capital receipt from the land sale to purchase equity shares in 25 of the properties built on the site. This has been an extremely popular scheme and has the added advantage of retaining the homes affordable in perpetuity.

A further scheme is in development with Bellways who have recently agreed a joint venture agreement with the Council known as EASEL on sites that sit outside the joint venture with the possible support of funding from the National Affordable Housing Programme.

Council House Build -In advance of the governments recent announcements the Council following Executive Board approval in April 2008, three sites have been identified to develop over 70 properties of which approximately 30 will be built for council housing with the remainder of the units being funded by funding from the National Affordable Housing Programme and housing association reserves. The Council House Build units will be funded using a combination of capital land receipts and commuted sums.

It is hoped to present this approach as an exemplar project to both the Government Office and the Homes and Community Agency next year.

Developing a Public - Private Sector Partnership to create opportunities within the City Centre – Work has been undertaken with Savills to develop a model that can be presented to the Homes and Communities Agency in order to attract funding from the £200 made available by Central Government to the Agency as part of the package of measures to stimulate and support the housing market.

The Council in conjunction with the Partnership Board has also

	<p>received a number of other approaches from private sector organisations and developers which are currently being assessed in terms of viability and value for money.</p> <p>First time buyer's initiatives and Homebuy products are being accessed by the Council in order to widen the range of affordable home ownership products available to people in Leeds.</p>		
<p>RECOMMENDATION 7</p> <p>That clear criteria for access to affordable housing is developed for all schemes, maintaining local links, and giving priority to those who have been displaced through regeneration schemes.</p>	<p>The Affordable Housing Delivery Plan that has been agreed by Executive Board set</p> <p>Out a broad strategic framework in relation to developing criteria for access to affordable housing. Separate to this area, Environment and Neighbourhoods and the Development Department are working closely to develop standardised section 106 agreements and in relation to new and existing planning applications are working closely to ensure that affordable housing requirements are fully met in line with the Supplementary Planning Guidance and that local requirements in terms of management and meeting the needs of the local community are met. An updated SPD 'Affordable Housing' is being produced and having gone through all the various consultation processes should be adopted early in 2009.</p> <p>With the current pressures on social housing in terms of managing the decanting of secure tenants and residents, ongoing work is being undertaken with the Regeneration Partnerships Division of Neighbourhoods and Housing to see how additional affordable housing developed either by public or private sector funding can assist with the delivery of regeneration schemes and the re housing of those displaced.</p>		

<p>RECOMMENDATION 8</p> <p>That a co-ordinated approach to marketing affordable housing is established to ensure that those who are eligible are given opportunity to benefit from the schemes.</p>	<p>The Housing Market Assessment will inform and advise in terms of housing need across all tenures. Development Department and Environment and Neighbourhoods are working to ensure a co-ordinated approach towards the marketing of affordable housing. In addition Environment and Neighbourhoods are working closely with registered social landlords who will be either managing or marketing properties to take into account local requirements where applicable.</p>		
<p>RECOMMENDATION 9</p> <p>That the appropriate Scrutiny Board receives a progress report on the Golden Triangle Partnership</p>	<p>The Golden Triangle Partnership has been developing a Mortgage Rescue Scheme in advance of the recent development of the Central Government scheme. The procurement process has been undertaken and a contractor appointed to deliver the scheme.</p>		
<p>RECOMMENDATION 10</p> <p>That the future target attached to BVPI 64 is high enough to ensure that it drives continued improved performance.</p>	<p>Whilst BVPI 64 (non decency in vulnerable private households) is no longer part of the Gov suite of indicators, the Dept continues to set and monitor performance in terms of the numbers of households occupied by vulnerable people made decent. In 2008/9 the target is 600 homes to be made decent</p>		
<p>RECOMMENDATION 11</p> <p>That the department considers future funding arrangements for the Empty Property Team.</p>	<p>As part of the reorganisation of services and the establishment of the Health and Environmental Action Service in May 2008, the Empty Property Team was incorporated as part of the permanent structure, funded through base budget, and continues to operate as a dedicated unit to address the problems associated with long term empty private properties</p>		

RECOMMENDATION 12

That the department reports to the appropriate Scrutiny Board on the Housing Market Assessment once this is complete.

A report on the outcome of the Housing Market Assessment will be reported back to the appropriate scrutiny board in April 2007.

--	--

Inquiry into Regeneration in Beeston Hill and Holbeck (2007)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1: Shaftesbury House be used as a flagship for promoting the regeneration of the area.</p>	<p>We have worked closely with the developer behind this project. Despite various delays, the project is ongoing and does afford a real opportunity to promote the area. We will continue to offer support to the developer, not least in seeking to secure a suitable site for the required wind turbine, which also affords the opportunity to create a Leeds landmark, and statement about the local concern for environmental sustainability.</p>		
<p>Recommendation 2: That clear and regular communication is offered to residents currently not included in regeneration projects in order to keep them informed of progress and the likely timescale of future schemes and that the strategy for achieving this is reported back to the Board.</p>	<p>A wide range of ongoing regular and bespoke consultation has taken place regarding key developments in the area and both the Holbeck and Beeston Hill regeneration plans. Despite the loss of significant funding which would have previously underpinned this work, we are pursuing all opportunities for regular newsletters. The advent of the PFI scheme has enabled a newsletter covering regeneration issues in the BHH area to be produced, and work is ongoing for a version to be published in early February. See also answer 8</p>		
<p>Recommendation 3: That the department report back to the Board outlining the benefits and risks of extending the licensing scheme to all private landlords.</p>	<p>Selective Licensing is no longer being promoted for South Leeds, primarily due to a concern that in an improving area it could possibly destabilise the market. . However we have been pursuing this as an opportunity in the Richmond Hill area, and after a very extensive process, and careful consideration of reservations expressed by sections of the private rented sector, we are just nearing securing the consent of the DCLG to this scheme.</p>		

<p>Recommendation 4: That the Regeneration Board make shop fronts a priority (where this has not already been done) and that such schemes include wider factors such as traffic and environmental improvements</p>	<p>No funding has been available to improve shop fronts. Work is ongoing to progress environmental works, not least on Holbeck Moor. However, funding for such projects is going to prove difficult to achieve at desired levels due in part to the present market valuation of the potential sites for sale. Such opportunities were viewed as one of the main mechanisms for funding this work. Given the present economic climate it is likely that funding will still be forthcoming but over a longer timescale.</p>		
<p>Recommendation 5: That consideration is given to the appropriate development of the Matthew Murray school site. We recommend that the primary consideration should be the development of affordable housing.</p>	<p>Residential use still remains the first choice for the redevelopment of this site. However careful consideration will now be required regarding when to bring this site to the market. Affordable housing options are also being developed for the Beverley's site which is partly cleared and the land around Brown Lane East which will be cleared in the new year.</p>		
<p>Recommendation 6: That wherever possible, local businesses within the regeneration area are employed to undertake regeneration activities.</p>	<p>Opportunities for this have been limited due to the technical nature of the work required, procurement requirements and the scale of the PFI contract itself. However, the consortia's still involved with the process are indicating that wherever possible and appropriate they do wish to work with locally based companies to promote local training and employment. At the Beverleys site, local companies have been used. For example following a tendering exercise, demolition work was awarded to the in house LCC Building Agency, and local removal companies have been employed to help people move. At Holbeck Moor, groundwork has assisted parks and countryside staff to undertake planning and design work. On the Group repair sites local training and local labour both feature with 11 of the 20 staff on site being Leeds based. Local firms have also been used where ever possible; however this does depend on cost and availability.</p>		

<p>Recommendation 7: That the Regeneration Partnership Manager is proactive in promoting Social Enterprise support in Beeston Hill and Holbeck with the aim of increasing the number of social enterprise businesses being supported specifically in this area</p>	<p>Since this recommendation was formulated, the Area Regeneration Team and both the 'Sustainable Futures Project' and the 'South and West Leeds Community Capacity Building Project' have ceased to operate due to the ending of short term funding streams. Consequently support for this area of work is now more limited. However considerable support has been given by the LEGI team to Tiger 11, and the social enterprise and catalyst centre at Hillside has now opened.</p>		
<p>Recommendation 8: That the department ensures that lessons from previous consultation exercises are applied to the ongoing communication and consultation within Beeston Hill and Holbeck.</p>	<p>See recommendation 2. Extensive consultation has been undertaken in regards to both the RHB and PFI sites. Close working has been established with local elected members and members of the community. For example, to inform work on the PFI scheme, a Community Advisory Group has been established, and the umbrella Neighbourhood Renewal Residents Forum has been enlarged to include membership from an adjoining community group. It also continues to receive support from both the Area Management Team and the City Projects Office, who make a small payment to organizations represented on the group in return for their assistance with communicating information regarding the PFI scheme.</p>		
<p>Recommendation 9: Having emphasised the continued importance of Government financial support, we also wish to urge the Regeneration Board to continue with those activities that are still viable and to begin to seek contingency arrangements should future PFI credits not be forthcoming</p>	<p>In respect of housing regeneration: The PFI bid has been successful. In addition other work is being funded by the Regional Housing Board, the Housing Corporation, and preliminary discussions are ongoing with the private sector regarding the potential for a much wider South Leeds Regeneration programme. As mentioned above and below, many other funding streams have contributed to improvements in educational , health and enterprise schemes.</p>		

<p>Recommendation 10: That the appropriate Scrutiny Board receives six monthly updates on the status of the funding streams on which the current level of regeneration activity depends</p>	<p>Updates have not been requested. However it is fair to say that the Beeston Hill and Holbeck Regeneration Board has been kept informed regarding the availability of regeneration funds in the area. Largely this is positive, in that substantial sums are committed or expected from the sources mentioned above to help regenerate the area. Other initiatives have been financed through Liftco, BSF and housing decency monies. However there have been significant reductions in the smaller pots of funding available including ERDF/ESF, NRF and SSCF. This is taking its toll in terms of revenue funding available to the Council, Partners and the VCF sector to deliver improvement programmes and regeneration activity. These issues have been well documented at a local and national level.</p>		
--	--	--	--

Inquiry into Lettings (2008)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>1. That the Strategic Landlord considers how best to involve the Scrutiny Board (Environment and Neighbourhoods), or its successor body, as part of the annual review of the Council's Lettings Policy, prior to final approval</p>	<p>Strategic Landlord Group is currently consulting on changes to the lettings policy, and has included Environment and Neighbourhoods Scrutiny Board in the formal consultation process.</p> <p>The proposed changes, discussed in the Scrutiny Board Inquiry into lettings, will be considered by Executive Board in October 2008.</p> <p>Timescale: June 2008, then ongoing with future lettings policy revisions</p>		<p>COMPLETE - Scrutiny Board were included in formal consultation of review in Aug 08</p>
<p>2. (i) That, through the ALMOs, the Strategic Landlord ensures that all local ward members are provided with quarterly performance information relating to local housing issues, in particular waiting times and lettings.</p>	<p>Leeds Homes will provide quarterly performance reports on lettings to all ward members.</p> <p>Timescale: From Quarter 1 2008/9, ie July 2008</p>		<p>Quarter 1 +2- COMPLETE</p>
<p>(ii) That, in conjunction with the Head of Scrutiny and Member Development, the Strategic Landlord, as and when appropriate, delivers a series of Member briefing/ information sessions on housing related matters, particularly following any significant changes to policy.</p>	<p>Strategic Landlord will arrange briefing sessions with Member Development to tie in with the revision of lettings policy.</p> <p>Timescale: October 2008, then twice annually</p>		<p>NOT COMPLETE. To be completed once Lettings policy handbook finalised – Jan 09. Sessions to be undertaken in partnership with</p>

			Member Development team
(iii) That, to supplement the Member briefing sessions (referred to above), the Strategic Landlord produces and maintains a Members' handbook on the Council's Lettings Policies.	Strategic Landlord Group will produce a Members' Handbook on the lettings policy and key changes to it. Timescale: October 2008, then updated in line with future lettings policy revision		NOT COMPLETE – to be distributed Jan 08
3. That, to enhance the openness and transparency in the development of Local Lettings Policies (LLPs), the Strategic Landlord ensures that, through the ALMOs, all local ward members are formally consulted in a timely and appropriate manner.	In future, ALMOs will be expected to consult with local ward members as part of the annual review of LLPs. Leeds Homes will revise the LLP review template for use in the next review scheduled for autumn 2008. Where no evidence is provided that member consultation has been undertaken, the council will not approve the LLP. Timescale: From September 2008		COMPLETE – new review template includes requirement for ward member consultation
4. That, working with each of the Arms Length Management Organisations (ALMOs) and the Belle Isle Tenant Management Organisation (BITMO), the Strategic Landlord seeks to develop a set of principles to ensure that information on all LLPs in operation across the City are easily accessible by all members of the public, and are presented in a clear and consistent manner, by December 2008.	The ALMOs will provide customer information leaflets to customers about their LLPs. The Leeds Homes website will provide a web link to this information from all properties with a LLP advertised through the Leeds Homes website. (Timescale: November 2008)		NOT COMPLETE – ALMOs are still developing customer information leaflets. Improved leaflets will be developed as part of the LLP review (to be completed June 09) Website link delayed due to IT

			resources dedicated in other housing projects.
<p>5. That as a matter of urgency, the Strategic Landlord reviews all relevant policies and procedures to ensure that each ALMO adopts a consistent approach and takes appropriate legal action when the Council becomes aware that any false and/or misleading information has been provided at any stage during the application process.</p>	<p>Under the ALMO Management Agreement, ALMOs are already obliged to inform the council of any fraudulent activity they are aware of.</p> <p>Strategic Landlord Group has included a statement on tackling fraud in the revised lettings policy. (timescale: Consultation currently ongoing)</p> <p>In addition, Strategic Landlord Group will develop procedures with Legal Services and implement a reporting regime. (Timescale: August 2008)</p>		<p>COMPLETE – statement included in new lettings policy.</p>
<p>6. That, by December 2008, the Strategic Landlord review the application registration procedures to ensure that appropriate checks on customers' identities are undertaken at an earlier stage of the lettings process, for example, as part of the housing need assessment process.</p>	<p>A new customer checklist has been included in the revised Leeds Homes Register application form which will require customers to provide additional proof of identity, for example, copies of official documentation (such as a bank statement or driving licence) confirming the name and address of the applicant. (Timescale: August 2008)</p> <p>The lettings procedures on priority awards will be updated following the lettings policy review, to require staff to make identity checks being prior to awarding any priority. (Timescale: October 2008)</p>		<p>COMPLETE – checklist included in new LHR form.</p>
<p>7. That, within each ALMO/ BITMO, the Strategic Landlord actively promotes the photographing of all main and joint tenants at the time of signing their tenancy agreements.</p>	<p>The 2008 lettings policy review proposes that main and joint tenants are photographed prior to taking up their tenancy, to enable staff to identify the rightful tenant and reduce incidences of subletting. Strategic Landlord will develop detailed procedures to ensure this is done according to Data Protection requirements. (Timescale: Consultation currently ongoing, Executive Board – October 2008)</p>		<p>COMPLETE – included in new lettings policy. Recognised as good practice in ALMO inspections</p>

<p>8. (i) That, by December 2008 and in conjunction with each ALMO and the BITMO, the Strategic Landlord seeks to develop and implement suitable strategies to tackle sub-letting of council properties.</p>	<p>The proposed revised lettings policy includes a statement that the council takes fraud seriously, including subletting (where a tenant sublets the whole of the property to another person), and that all reports of suspected fraud will be investigated. (Timescale: Consultation currently ongoing, Executive Board – October 2008)</p> <p>Strategic Landlord Group will encourage ALMOs to publicise reporting mechanisms such as hotlines or online reporting to tackle subletting.</p> <p>Strategic Landlord will develop procedures for ALMOs to follow. (Timescale: December 2008)</p>		<p>COMPLETE – included in new lettings policy</p> <p>ENE have established a hotline.</p> <p>Completed & Consultation with ALMOs taken place. To publish when Equality Impact assessment complete in Jan 09.</p>
<p>(ii) That a review of such strategies is undertaken 12 months after implementation, with a view to ensuring such strategies are and remain fit for purpose.</p>	<p>As above (Timescale: December 2009)</p>		<p>As above</p>
<p>9. That by April 2009, the Strategic Landlord, through the ALMOs:</p>			
<p>(i) Ascertain the level of under-occupancy across all council housing stock.</p>	<p>ALMOs are currently gathering data on the level of under-occupancy in their area. This is being undertaken through the customer profiling process. (Timescale: April 2009)</p>		<p>IT was initially thought that ALMO collection of customer profiling data would provide data on the level of under-occupation.</p>

			<p>However, the methodology used by ALMOs robust data. However, alternative data sources are being used to promote the under occupancy scheme – such as data known on length of tenancy, housing register information.</p>
<p>(ii) Undertakes further research to establish the most appropriate interventions for reducing under-occupancy across council housing stock locally.</p>	<p>In June 2008 Executive Board approved a pilot underoccupation incentive scheme (see point 9 iii below for details). The scheme will be evaluated to establish how successful various interventions are in achieving moves. (Timescale: April 2009)</p> <p>The Golden Triangle Partnership is planning to commission further qualitative research to evaluate underoccupation schemes, through interviewing underoccupiers who have moved successfully as well as those who have decided against moving. (Timescale: 2009/10)</p>		<p>As of early Dec 08, 18 family homes released (most 3 bed+), resulting in freeing up 39 bedrooms of stock.</p> <p>An Executive Board paper will be presented with an evaluations of the scheme in March 08</p> <p>INCOMPLETE - Golden Triangle Partnership plans for research to be reviewed by the Partnership Board. The Board have</p>

			not set up a date.
<p>(iii) Formulate proposals, including the allocation of dedicated resources, aimed at proactively addressing under- occupancy, in the longer-term, across council housing stock locally.</p>	<p>In June 2008 Executive Board approved the establishment of a £300,000 fund for 2008/9 to provide financial incentives to encourage underoccupying council tenants to move to a smaller property. Tenants will receive £1,000 for each bedroom released by a move. The scheme will initially focus on 4+ bedroom properties, but will be rolled out to 2 and 3 bedroom stock in the autumn, dependent on the take up of the scheme. (Timescale: April 2009)</p> <p>A further report and detailed action plan will be brought back to Executive Board proposing a longer term strategy and budget once the initial pilot scheme has been evaluated. (Timescale: February 2009)</p> <p>In addition, the Golden Triangle Partnership is developing a pilot scheme which aims to relocate a total of 50 underoccupying households from across Leeds, Harrogate and York over a two-year period from 2009/10. (Timescale: from April 2009)</p>		<p>As above (ii)</p> <p>As above (ii)</p> <p>INCOMPLETE No developments yet in Leeds. Golden Triangle Partnership (GTP) Partnership Board will consider this latter in 2009. However in York, GTP agreed in Oct 08 to spend £30K for 6 under occupying households units to move into a new build scheme</p>

<p>10. That the Strategic Landlord:</p>			
<p>(i) Continues to monitor the use of Leeds Choice Based Lettings (CBL) scheme, and actively promotes and encourages its use as a mechanism to advertise a range of housing options and opportunities, including private landlord accommodation and affordable housing.</p>	<p>Following a review, the CBL scheme for accredited private landlords was relaunched in March 2008. The scheme is now much more flexible and most landlords are choosing to place freestanding adverts in the Leeds Homes flyer and website with the aim of rehousing more customers from the Leeds Homes Register.</p> <p>Nomination agreements with our Housing Association partners now include affordable housing scheme nomination targets as part of the agreement. (Timescale: ongoing)</p>		<p>COMPLETE – take up from private sector improved and closer working with RSLs on affordable developments. Since April 08 to-date, 322 RSL properties, 10 affordable housing and 65 private rented properties advertised through the CBL scheme</p>
<p>(ii) Ensures that affordable housing solutions are more closely linked to the Leeds Homes Register and CBL scheme by actively identifying appropriate customers and signposting them to relevant schemes in the City.</p>	<p>The revised Leeds Homes membership pack will include a 'Housing Options' customer information leaflet giving details of alternative solutions to their housing need. (Timescale: August 2008)</p> <p>IT improvements to the Leeds Homes registration process will enable staff from Housing Needs and the ALMOs to identify tailored housing solutions for customers, based on the information provided on their membership form. (Timescale: October 2008)</p>		<p>COMPLETE – new form with literature launched Oct 08 On going - dependant on IT solution delivery in early 2009</p>
<p>11. That, by December 2008, the Strategic Landlord:</p>			
<p>(i) Explores and implements ways in which 'mutual exchanges' are better promoted and marketed as part of the available housing options.</p>	<p>Strategic Landlord Group will develop publicity materials eg posters for housing and one stop offices, articles in ALMO newsletters and the Leeds Homes property flyer. (Timescale: December 2008)</p>		<p>INCOMPLETE Strategic Landlord Group have been in negotiations with 2 national IT</p>

<p>(ii) Considers ways in which a more proactive approach by staff could help provide customers with realistic advice and help facilitate mutual exchanges where such an approach offers an appropriate solution.</p>	<p>Strategic Landlord Group will target mutual exchange information to LCC and RSL tenants with LHR applications registered.</p> <p>Strategic Landlord Group will develop IT solutions to enable a better mutual exchange matching process for customers using on-line facilities and for housing staff to actively promote potential exchanges between tenants. (Timescale: December 2008)</p>		<p>based mutual Exchange providers. A decision will be made in Jan 09 on which one to partner with. The MX partner service will provide publicity material as part of the contract.</p>
<p>12. (i) That the Strategic Landlord continues to develop and promote a 'Housing Solutions' approach in order to respond to the changing nature of customers housing needs in the City, including appropriate changes to the Council Lettings Policy.</p>	<p>Strategic Landlord is working closely with Housing Needs Group's Business Change Project to develop a housing solutions approach.</p> <p>A bid has been submitted to Communities and Local Government's Housing Solutions Trailblazer Programme. If successful the council could receive £240,000 for the Housing Options programme in 2009/10. The council is currently awaiting the outcome of the bid.</p> <p>As part of the Business Change Programme, the project aims to deliver a housing solutions website. The website specification is currently being developed, but the site will include information on renting privately, social housing, affordable housing and support available to remain at home. (Timescale: October 2008)</p>		<p>CLG Housing Solutions bid not successful. Despite the unsuccessful bid, within Housing Services a lot of work has been undertaken to improve housing options for customers presenting at Homeless Advice and Prevention. This includes changes in front line delivery, and</p>

			<p>better use of technology, increasing the number of private lettings, RSL lettings and improved literature to so that customer have a more informed choice.</p> <p>Timescale for Housing Solutions website has been delayed to April 09</p>
<p>(ii) That in considering any proposed changes to the Council Lettings Policy, the Strategic Landlord seeks to undertake a further and more detailed examination of the likely implications of such, and provides this to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, for consideration.</p>	<p>Environment and Neighbourhoods Scrutiny Board will be involved in consultation on future lettings policy changes as per recommendation 1.</p> <p>The proposed changes discussed previously as part of the Scrutiny Board inquiry include: action to reduce fraud, eg by photographing tenants prior to sign-up, reducing preference for unsuitable customers and assisted bidding.</p>		<p>COMPLETE – Lettings Policy review approved by Executive Board Oct 2008. Leeds Homes developing lettings policy consultation strategy which will formalise arrangements for involving E&N Scrutiny Board</p>
<p>(iii) That, in developing a 'Housing</p>	<p>A performance framework will be developed covering key areas</p>		<p>Current Homeless</p>

<p>Solutions' approach, the Strategic Landlord develops and implements a robust performance framework, in order to provide meaningful, accurate and timely performance information for all key stakeholders.</p>	<p>including: homeless prevention, support to enable the customer to stay in their current accommodation (eg through mortgage advice / rescue, or prevention of eviction), and customer satisfaction. (Timescale: April 2009)</p>		<p>and Lettings performance targets have been brought together to be reported through the Directorates performance reporting regime.</p>
<p>(iv) That the Strategic Landlord provide a 6-monthly report to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, regarding progress in developing a 'Housing Solutions' approach and any available performance data.</p>	<p>Strategic Landlord will submit a further report to Environment and Neighbourhoods Scrutiny Board. (Timescale: December 2008)</p>		<p>Report not submitted yet, but the Housing Solutions team could provide a report if a date is timetabled.</p>
<p>13. That, within 12 months, the Chief Housing Services Officer establishes and commences a process, involving all key stakeholders, to determine the future customer profile of Council Housing within Leeds.</p>	<p>In 2007 the Strategic Landlord Group published a detailed report on the 'Demand for Council housing'. The main findings was that the future demand for council housing will come increasingly from single and young people, and particularly from BME groups. In addition, customers with increasing chaotic and complex housing needs are being rehoused. As a result Housing management practices need to respond to the changing needs of this new customer profile. ALMOs are addressing this, for example, WNW have implemented a tenancy support team to provide practical support and life skills training to customers who may be at risk of failing in their new tenancy.</p>		<p>NOT COMPLETED. However, the Directorate has a huge amount of data on customer profiles from those both on the housing register and those in council tenancies. The source of this</p>

It is proposed that a future Scrutiny Board session is held to examine the future profile in more detail. Recommendations would be made on how to widen this debate and to involve future stakeholders.
(Timescale May 2009)

information is from research commissioned in 2006, and from the housing management database.