

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 11th July, 2019 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP**Councillors**

B Anderson (Chair)	-	Adel and Wharfedale;
J Akhtar	-	Little London and Woodhouse;
J Bentley	-	Weetwood;
A Blackburn	-	Farnley and Wortley;
D Collins	-	Horsforth;
A Gabriel	-	Beeston and Holbeck;
P Grahame	-	Cross Gates and Whinmoor;
A Khan	-	Burmantofts and Richmond Hill;
P Gruen	-	Cross Gates and Whinmoor;
M Harland	-	Kippax and Methley;
N Sharpe	-	Temple Newsam;
K Brooks	-	Little London and Woodhouse;
T Smith	-	Pudsey;

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

Principal Scrutiny Adviser:
Sandra Pentelow
Tel: (0113) 37 88655

Produced on Recycled Paper

A G E N D A

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

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

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 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 - 13 JUNE 2019

1 - 6

To approve as a correct record the minutes of the meeting held on 13 June 2019.

7

SCRUTINY INQUIRY INTO KERBSIDE COLLECTION AND RECYCLING OF DOMESTIC WASTE - DIRECTORS RESPONSE AND DRAFT WASTE STRATEGY FOR LEEDS

7 - 28

To receive the report from the Director of Communities and Environment which sets out the response to the recommendations stated in the Scrutiny inquiry report with regard to kerbside collection of recycling of domestic waste. The report also provides the draft waste strategy for Leeds for the Boards consideration.

8		LEEDS ANTI SOCIAL BEHAVIOUR TEAM REVIEW To receive a report from the Director of Communities and Environment which sets out the progress with the LASBT review following consultation with board members in December 2018 and February 2019.	29 - 68
9		FINANCIAL HEALTH - OUT-TURN REPORT 2018/19 To receive the report of the Head of Democratic Services which provides specific financial information relating to the budget out-turn for 2018/19.	69 - 104
10		WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2019/20 municipal year.	105 - 134
11		DATE AND TIME OF NEXT MEETING Thursday 12 September 2019 at 10:30am (pre-meeting for all Board Members at 10:00am)	

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

This page is intentionally left blank

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

THURSDAY, 13TH JUNE, 2019

PRESENT: Councillor B Anderson in the Chair

Councillors J Akhtar, J Bentley,
A Blackburn, D Collins, A Gabriel,
P Grahame, M Harland, N Sharpe,
K Brooks, T Smith, R Grahame and
J Illingworth

83 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

84 Exempt Information - Possible Exclusion of the Press and Public

The agenda contained no exempt information.

85 Late Items

No formal late items of business were added to the agenda.

86 Declaration of Disclosable Pecuniary Interests

No declarations of disclosable pecuniary interests were made.

87 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors P Gruen and J Akhtar. Councillors Illingworth and R Grahame attended the meeting as their substitutes.

88 Minutes - 13 March 2019

RESOLVED- That the minutes of the meeting held 13th March 2019, be agreed as a correct record.

89 Scrutiny Board Terms of Reference

The report of the Head of Governance and Scrutiny Support presented the terms of reference for the Environment, Housing and Communities Scrutiny Board for Members' information.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):
a) Noted the contents of the report and Terms of Reference.

90 Crime and Disorder Scrutiny

The report of the Head of Governance and Scrutiny Support informed the Board of its role as the Councils Crime and Disorder Committee and included the Protocol between Scrutiny and the Community Safety Partnership in Leeds.

The report included the 'Principles for Engagement' document developed by the West Yorkshire Police and Crime Panel in liaison with the five local Crime and Disorder Scrutiny Committees.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a. Noted the attached joint protocol between Scrutiny and the local Community Safety Partnership
- b. Noted the Principles for Engagement document in relation to the West Yorkshire Police and Crime Panel and the Local Crime and Disorder Scrutiny Committees.

91 Co-opted Members

The report of the Head of Governance and Scrutiny Support sought the Board's formal consideration for the appointment of co-opted members.

The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and or/,
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Agreed to consider the appointment of co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

92 Sources of Work for the Scrutiny Board

The report of the Head of Governance and Scrutiny Support provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

The following documents were appended to the report:

- Vision for Scrutiny at Leeds
- Best Council Plan 2019/20 – 2020/21
- Leeds Inclusive Growth Strategy 2018 – 2023
- 2019/20 Budget Report

The following were in attendance for this item and were invited to share their views around potential areas of work for the Scrutiny Board this year:

- Neil Evans Director of Resources and Housing
- Councillor Coupar, Executive Member for Communities
- Councillor J Lewis, Executive Member for Resources and Sustainability

Draft minutes to be approved at the meeting
to be held on Thursday, 11th July, 2019

- Councillor Rafique, Executive Member for Environment and Active Lifestyles
- Councillor Neil Walshaw, Chair of Climate Emergency Advisory Board
- Paul Money, Safer Leeds
- Adam Crampton, Head of Mechanical & Electrical
- Nahim Ruhi-Khan, Head of Responsive Repairs, Voids and Property Management
- Helen Freeman, Chief Officer, Environmental Action
- Sean Flesher, Chief Officer Parks & Countryside
- Jill Wildman, Chief Officer Housing Management
- Martin Dean, Area Leader

Those in attendance provided a summary to the Board of priority areas for the Council over the forthcoming municipal year.

In summary the following key areas were identified, in addition to those detailed in the report, for the Boards consideration:

- Climate Change Emergency, with regard to the remit of the Board and particularly with regard the energy efficiency of the Council House stock.
- Improving standard and quality of private rented sector housing, including energy efficiency
- Review of the delivery of the Council House Growth Programme
- Continuing the review of the roll out of Community Hubs across the city
- Clean Air Zone. Members were made aware there will be one further report going to Executive Board on this matter.
- Reducing the impact of poverty in the city including financial inclusion and universal credit
- An update on the Leeds Anti-Social Behaviour Team Review and wider issues of ASB including graffiti and utilising CCTV provision.
- Review of the parks and greenspace strategy
- Parking services, current strategic approach, including enforcement and traffic regulation orders.

In addition to identifying matters for scrutiny, Members requested to review the climate change emergency work programme and agree how the different Boards will take this forward as part of their remit.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the report and discussions be used to help inform the Board's work schedule for the forthcoming municipal year.

93 Performance Report

The joint report of the Directors of Resources & Housing and Communities & Environment provided the Scrutiny Board with a summary of performance against the strategic priorities for the Council and city and other performance areas relevant to the work of the Board.

The following were in attendance for this item to response to questions from the Scrutiny Board:

- Neil Evans Director of Resources and Housing
- Councillor Coupar, Executive Member for Communities
- Councillor Rafique, Executive Member for Environment and Active Lifestyles
- Paul Money, Safer Leeds
- Adam Crampton, Head of Mechanical & Electrical
- Nahim Ruhi-Khan, Head of Responsive Repairs, Voids and Property Management
- Helen Freeman, Chief Officer, Environmental Action
- Sean Flesher, Chief Officer Parks & Countryside
- Jill Wildman Chief Officer Housing Management
- Martin Dean - Area Leader

The following was discussed:

- Temporary accommodation. A Member requested the number of units in each ward be provided, and this was agreed to be provided before the next Scrutiny Board meeting.
- Responsive repairs. The quality of work and resources was briefly discussed. The Board agreed that a more detailed review be conducted during this municipal year.
- Contact centre. To receive an update in terms of the action plan for telephone performance and figures.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the most recent performance information contained within the report and appendices 1 -3 and the issues which have been highlighted.

94 Work Schedule

The report of the Head of Governance and Scrutiny Support presented the draft work schedule for the forthcoming municipal year. This included the traditional items of Scrutiny work which involves performance monitoring, recommendation tracking and Budget and Policy Framework Plans.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted and approved the work items already identified within the work schedule

- b) Noted that the Principal Scrutiny Advisor would work with the Chair to determine which areas of work identified as a priority would be incorporated into the Board's work schedule for the forthcoming year.
- c) Noted that the Chair and the Principal Scrutiny Advisor would consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a more detailed work programme.

95 Credit Union

The Director of Communities and Environment submitted a report on the long term strategic partnership with Leeds Credit Union (LCU), and provided the Scrutiny Board with information relating to the Executive Board's request for scrutiny.

In attendance at the meeting were:

- Dave Roberts, Financial Inclusion Manager
- Chris Smyth, Chief Executive, Leeds Credit Union
- Paul Higgins, Head of Finance
- Janet Burr, Deputy CEO of Leeds Credit Union

The Financial Inclusion Manager presented the report, and highlighted the main issues identified by Executive Board and provided a summary of the background, future directions and initiatives of Leeds Credit Union.

Key issues identified with the Board:

- Clarity was sought on the acceptance criteria for those with poorer credit histories. In response, Members heard there was a 4% target for bad debts, and although this had the potential to become costly for the Credit Union, risks are taken to help people in need.
- In response to a question in relation to the long term sustainability of the Credit Union, and ideas on how to improve, the Board were advised that:
 - I. The knowledge of customer service employees specifically in one stop centres could be improved, to enable customers to find out about the service.
 - II. Savings and lending schemes could be employed and introduced to further organisations to help with financial inclusion.
- Members noted the potential for the Council, organisations and individuals to invest in the Credit Union through a deferred share scheme and whilst this remains as an option, it was considered to be complex.

The Board passed on their gratitude to the team for their hard work, and the Chair acknowledged that Dave Roberts is soon to retire and thanked him for his hard work and commitment over many years to help the citizens of Leeds.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the significant progress made and projects developed through the partnership work between the Council and Leeds Credit Union

96 Date and Time of Next Meeting

RESOLVED – To note the date and time of the next meeting as Thursday 11th July 2019 at 10.30 am (with a pre-meeting for all Board members at 10.00 am)

Report of the Director of Communities and Environment

Report to Scrutiny Board (Environment, Housing & Communities)

Date: 11 July 2019

Subject: The Directors' response to the recommendations of the Scrutiny Inquiry into Waste Management Services

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

Summary of main issues

1. The Scrutiny inquiry into waste management services in 2018 considered the performance of kerbside collections of domestic waste, service standards and engagement with customers and the recycling of household waste in Leeds.
2. This report provides the formal response of the Director of Communities and Environment, Director of City Development and Director Housing and Resources to the recommendations of the Scrutiny Inquiry into waste management services. All the recommendations made are accepted.
3. In addition, the report takes opportunity to provide updates on each recommendation; in particular those the Scrutiny Board specifically asked for progress to be reported in July 2019. The proposed wording of the city's waste strategy is appended to this report for consideration and comment by Scrutiny Board members.

Recommendations

Scrutiny Board Members are asked to approve the responses to the inquiry recommendations as detailed in the report and note the progress provided for each recommendation.

Members of Scrutiny Board are asked to read the wording of the proposed city waste strategy at appendix 1 and provide comment at the meeting, to be reported verbally to Executive Board on 24th July 2019.

1 Purpose of this report

- 1.1 This report provides the response of the Director of Communities and Environment, Director of City Development and Director Housing and Resources to the recommendations of the Scrutiny Inquiry into Waste Management services. This includes an update on progress made against each recommendation where appropriate.
- 1.2 As required by the constitution, this report has been prepared in consultation with the Executive Member Environment and Sustainability.

2. Background information

- 2.1 Kerbside collections in Leeds comprise mixed dry recyclable waste (green bin), garden waste (brown bin), food waste (to a limited area) and residual waste (black bin). There are some exceptions to this where a bagged service is provided due to practical problems for customers using wheely bins. The brown bin/garden waste service operates 9 months a year (March-November).
- 2.2 Glass is not accepted in the green bins, mainly because it breaks and “contaminates” the other recyclable material such as paper/cardboard, but is instead collected via around 700 glass recycling banks across the city.
- 2.3 The collection frequency for each waste type varies across the city, dependent on whether households are in an alternate weekly collection (AWC) or non-AWC area, the property type and whether included in any trial projects such as food waste collection.
- 2.4 Areas receiving alternate weekly collections make up approximately 76% of the city and the service here is alternating fortnightly collections of residual (black bins) and mixed dry recyclable waste (green bins). Most households in these areas therefore have their black, green and brown bins emptied twice every four weeks. In addition, food waste is collected weekly from 12.5k households in and around Rothwell.

The remainder of the city not on AWC are provided with a more varied service of different containers and frequencies of collection. Households here broadly have their black bin emptied four times, green bin once and brown bin twice (where provided) every four weeks.

- 2.5 For the majority of the year, there is typically around 70,000 collections from kerbside made every day in Leeds.
- 2.6 The inquiry carried out in 2018 reviewed the provision of household waste collections in Leeds and considered improvements to service standards and customer engagement on the kerbside collection service described.

- 2.7 A key focus of the inquiry was the rate of recycling of household waste in Leeds. Members of the Scrutiny Board acknowledged the inquiry was taking place as a waste strategy for the city was under development, which would of course cover this area of waste management performance. The draft city strategy for waste will be presented to the Council's Executive Board in July 2019 and is provided in this report for consideration and comment, at appendix 1.

3. Response to Scrutiny Recommendations

- 3.1 All the recommendations are welcomed and supported and require no further comment.
- 3.2 **Recommendation 1:** that the Director of Communities and Environment, before the July 2019 meeting, explores the creation of a framework contract arrangement to facilitate the expansion of metroSTOR facilities, in situations where funding can be secured.

3.2.1 Recommendation accepted

3.2.2 *Progress update:*

The service will look to explore the availability and suitability of other bin storage solutions similar to the MetroStor (brand name) product which has already been trialled.

There are other commercial providers of this type of bin containment system and we would use learning obtained through the MetroStor product trial to develop a specification for a product which will be fit for purpose and meet the needs of all relevant stakeholders, and to identify the appropriate route for its procurement.

However, the trial, as well as other use of other "communal bin" options show that such solutions are dependent on ongoing engagement with local residents/tenants and still often result in additional side-waste/fly-tipping. This work will help provide options for localised solutions, but is not in itself the answer to reducing waste and fly-tipping. It is more likely to help with increasing recycling/reducing contamination.

- 3.3 **Recommendation 2:** that the Director of Communities and Environment in response to DEFRA's waste strategy identifies:
- a) what funding streams will be made available and how they can be utilised in order to make a positive difference to waste management and recycling rates in Leeds;
 - b) Identifies how current Council resources can be better utilised to support the various relevant requirements outlined.
- A progress update will be required by the Scrutiny Board in July 2019 with a full overview in January 2020.

3.3.1 Recommendation accepted.

3.3.2 Progress update:

- a) *The outcome of specific DEFRA consultations on elements of the Resources and Waste Strategy for England will have a critical bearing on the availability of funding for changes to or expansion of recycling services. Consultation responses were submitted by Leeds to DEFRA in May 2019. Further consultations are now anticipated with more detailed information on funding streams and timescales later this year. There is no further detail as yet about when funding streams will be made available other than the indication in the Strategy that it will be 2023.*
- b) *The Waste Strategy for Leeds will set out aims for maximising the contribution to reuse and recycling by existing services and infrastructure through service improvement and behaviour change. This will inform and be informed by:*
 - *the current Refuse Service Review, due to be completed summer 2019, and desired outcomes in it around improving the efficiency and effectiveness of the currently configured service to move it into a better position to absorb future city growth and to take opportunities/meet requirements that may come from the national and local waste strategies.*
 - *The City Conversation on waste has begun with the people of Leeds to gauge their appetite for making changes to the way we all manage waste.*
 - *The Climate Change agenda, and in particular a move towards carbon based measures of performance, away from weight based recycling targets. So, not simply how much we recycle by weight, but what we recycle and reducing the amount of waste produced in the first place.*

3.4 **Recommendation 3:** that the Director of Communities and Environment:

- a) *outlines a plan to the Scrutiny Board at the July 2019 meeting which identifies the approach to meeting the 2020 recycling rate of 50%; or,*
- b) *provides a revised recycling programme proposal to the Executive Board for agreement during 2019 if it is anticipated that the targets as referenced in paragraph 25 and 33 will not be met, explaining the reasons for this.*

3.4.1 Recommendation accepted

3.4.2 Progress Update:

The current performance in Leeds has been maintained over recent years in the face of progressive Government funding reductions. Although Leeds is unlikely to meet the 50% target in 2020, this is reflective of the national picture in relation to recycling performance and the position in which the majority of local authorities therefore find themselves.

The Government's Resources and Waste Strategy 2018 and outcome of the current consultations/availability of funding will inevitably shape future service changes. The consultations cover separate weekly collections of food waste, garden waste, deposit return schemes and producer responsibility and plastic tax. The Strategy talks about a 2023 implementation timescale. It states that net costs will be met by Government for new recycling services provided by a Council as a result of requirements that emerge. Any changes will need to be phased in line with this.

It is important to note that the national waste strategy and other related discussions around climate change talk increasingly about a move away from weight-based recycling targets to measuring the impact of changes/performance through a carbon based methodology. In the meantime, the Refuse Service review is looking at how more can be gained from the existing infrastructure in Leeds. This may mean doing things differently in our more challenging locations, as well as working with residents to make better use of the green bin and local recycling sites/facilities/banks.

- 3.5 Recommendation 4:** that the Director of Communities and Environment:
- a) considers the requirements of the DEFRA strategy and the areas of focus outlined in paragraph 38 by this Scrutiny Board and ensures that the service review and development of the local waste strategy is expedited without further delay.
 - b) ensures that the Scrutiny Board is fully informed of progress and reports back at key intervals to ensure the Scrutiny Board continues to support the development of the local strategy before it is agreed and adopted.

3.5.1 Recommendation accepted

3.5.2 Progress Update:

The Waste Strategy for Leeds is to be presented to the Executive Board on 24th July 2019, and will cover issues raised by Scrutiny through the inquiry, and will take account of the DEFRA Resources and Waste Strategy for England. The wording of the strategy is provided at appendix 1 for consideration and comment by Scrutiny at the meeting on 11th July. These comments will be fed back verbally at the meeting when the local strategy will be considered by Executive Board, on 24th July 2019. Production of the local strategy had been delayed to the summer to allow for initiation of a city conversation on waste and progress on the Refuse Service Review. The conversation is already telling us that there is an appetite for change in the way that we all manage waste and that the city as a whole is keen to play its part. The Waste Strategy Advisory Board has been kept updated on the development of the strategy.

- 3.6 Recommendation 5:** that the Director of Communities and Environment presents an analysis of waste collection systems that could be utilised in the longer term to accelerate improved recycling rates, which also considers suitability, financial viability, sustainability and expected benefits. The analysis is to be presented to the Scrutiny Board in January 2020, or before if practicable.

3.6.1 Recommendation accepted

3.6.2 Progress update:

Scrutiny Board has received information in early 2019 on alternative kerbside recycling collection systems operated by other high performing authorities.

Waste management from a producer, retailer and consumer perspective is at a pivotal point and our view is it would be unwise to propose changes to collections

systems/ regimes until the outcome of the Governments consultations on weekly collections of food waste, garden waste, deposit return schemes and producer responsibility and plastic tax is released.

Further updates will be provided to the Board, including how more can be gained from the existing infrastructure in Leeds, and the anticipated move away from weight based recycling measure to reducing waste in the first place and judging recycling success through carbon based measures.

- 3.7 Recommendation 6:** that the Director of Communities and Environment,
- a) reviews the current missed bin definition and considers whether performance benefits could be delivered should it be aligned to customer expectation.
 - b) explores the different methods of communication and proactively puts measures in place to inform Leeds residents of the current missed bin policy and what they need to do should their bin not be collected on the established collection day.
- An update on progress is to be reported back to the Scrutiny Board in July 2019.

3.7.1 Recommendation accepted

3.7.2 Progress update:

Work is taking place between the Refuse Service and Customer Access to introduce a live update page on the council's website that would allow residents to view that day's bin collection issues – for example to see if there was a particular issue affecting their street that day and what the advice is to do in the meantime. Further work will then take place to make better use of social media and potentially phone apps etc to improve communications. This work is dependent on improvements to how the service records missed bin incidents and in particular the effective use of in-cab technologies. The introduction of a new Crew Chargehand post for every refuse vehicle is seen to be key to this. Proposals for this new role/post have been developed and agreed with unions and the post will be recruited to in due course.

A further update will be provided in January 2020, by when the above actions will be in place.

- 3.8 Recommendation 7:** that the Director of Communities and Environment considers if the existing missed bin policy should be adapted, working with stakeholder groups to explore the:
- a) negative impact of leaving bins on pedestrian walkways for 48 hours
 - b) identification of any innovative solutions or compromise that will prevent access issues for those who are mobility or sight impaired.
 - c) cost, benefit and viability implications of any solution or compromise identified
- The outcome of these considerations is to be reported back to the Scrutiny Board in January 2020.

3.8.1 Recommendation accepted

3.8.2 Progress update:

A work stream has been established to address this and will include conversations with other Councils on their approaches and consultation with stakeholders (including representatives of those most affected). The initial thoughts of the service are that any fundamental changes to a service designed and resourced on the requirement for residents to present and take back their bins from the kerbside will not be possible.

The focus will therefore be on reducing the occasions when bins are not collected on the scheduled day, particularly where the implications are greater with regards to the issues raised in this recommendation, and how residents and refuse staff can do more to ensure bins are more considerably “parked” on the kerbside.

The service review currently being undertaken includes objectives related to this as well as scope to change council-led behaviour change and enforcement provision. Good progress is being made in service redesigns that will help improve collections on scheduled days. The outcome will be reported to Scrutiny Board in January 2020.

- 3.9 Recommendation 8:** that the Director of Communities and Environment explores and resolves the technical in-cab technology issues and
- a) ensures that all waste personnel are appropriately trained to utilise the technology effectively, with clear lines of accountability and responsibility for its use.
 - b) prepares an action plan which clearly outlines existing problems with the technology, how these will be overcome and target dates for resolving the problem areas outlined.
- A progress update will be required by the Scrutiny Board in July 2019 with a more detailed overview in January 2020.

3.9.1 Recommendation accepted

3.9.2 Progress update:

The issues raised in this recommendation are being covered as part of the Refuse Service Review. Although the review is not due to be completed in full until August 2019, sufficient progress has been made on a number of key issues which has allowed proposals to introduce a new role/post of Crew Chargehand to be brought forward in June. As part of this work and discussion with staff and unions, work has begun by relevant crew staff to help identify where there are problems and to get the technology working, with the new Crew Chargehands suitably trained. A more detailed report/update will be provided in January 2020.

- 3.10 Recommendation 9 –** That the Director of Communities and Environment works in collaboration with the Director of City Development to ensure, through national and local planning policy, that Housing Developers are meeting all requirements for the provision of waste storage and collection, at planning and development stages.

The outcome of this collaborative work to be reported to the Scrutiny Board in July 2019.

3.10.1 Recommendation accepted.

3.10.2 Progress update:

It has now been agreed that Communities and Environment will produce a technical specification for Housing Developers to use to ensure that provision of waste storage and collection of waste/recycling from properties is fully considered at the planning and development stages. This will be facilitated initially via a technical specification guidance document which will be published on the Councils website as 'Supplementary Planning Guidance' within the Planning and Waste areas of the website. Officers from Planning and Waste will also direct developers to the guidance and provide advice and further information as required. The technical specification will be a living document capable of being updated and amended to ensure it remains valid and relevant.

Officers from Planning and Waste will work together to explore the most appropriate mechanism for the inclusion of the guidance in the planning process. This will include exploring whether the guidance can be adopted as a Supplementary Planning Document (SPD) in accord with policy EN6 of the existing Core Strategy. The wording of Policy EN6 may need some minor modification to ensure that it forms a suitable parent policy for the SPD and this modification would need to be carried out through the Local Plan Review.

3.11 **Recommendation 10** – That the Director of Communities and Environment works collaboratively with the Director of Resources and Housing to advance fleet upgrade without delay. With an update to be provided to Scrutiny Board in July 2019.

3.11.1 Recommendation accepted

3.11.2 Progress update:

The fleet upgrade for Waste Collection Services has been given priority and as such will now see the replacement of 52% of the fleet (45 vehicles) by mid December 2019.

An analysis has been undertaken of the specific requirements of the service, identifying priority vehicles to be procured, furthermore a training programme is established to ensure drivers are pre-trained in the use of the vehicles before they arrive causing minimum disruption to the service. Four vehicles which are suitable for a trial electric retro fit have now been identified meaning 49 of the 86 will be operating as new. The new vehicles are ordered and are on a delivery program which starts in June 2019 for completion in mid-December 2019.

Fleet Services have a number of measures in place to support the Waste Collection Service in their daily operations and a Transport Logistics Officer has been established who works directly with the service. This is to continually provide vehicle

support to the current operation, identify future needs and make sure the service has the fleet in place which it needs to deliver the required service each day.

The remaining 37 refuse vehicles are scheduled to be replaced over the next three years 17 of which are planned for 2020/21, 16 in 2021/22 and the remaining 4 in 2023/24 as part of a scheduled fleet replacement programme based on a number of factors including reliability, age and intelligence from regular monitoring of the vehicles performance.

In addition to the work already completed fleet are working in collaboration with waste operations to provide advice and guidance around future fleet configuration and vehicle management issues to support any service changes arising from the Refuse Service review and as implications/opportunities from the national waste strategy become clearer.

- 3.12 **Recommendation 11** – That the Director of Communities and Environment works in collaboration with the Director of City Development to explore practical solutions, that are palatable to local residents, to resolve access problems through the implementation and enforcement of Traffic Regulation Orders.
The outcome of this collaborative work to be reported to Scrutiny Board in July 2019.

3.12.1 Recommendation accepted

3.12.2 Progress update:

Consultation and discussions have taken place with all ward members over March/April 2019 on those locations where it is known or felt that access issues regularly cause delays to bin collections. A ward analysis of reported “misses” was provided as part of that consultation. The information gathered has now been collated, together with views from crews (aided by work of union stewards as part of the Refuse Service review). Highways staff are now in the process of working through the many locations identified citywide. Once this work is completed, an Emergency TRO will be submitted, with approval likely to be required through Executive Board in due course.

- 3.13 **Recommendation 12:** that the Director of Communities and Environment considers if the existing side waste policy should be adapted, including the positive and negative implications of adopting a consistent city wide approach. The outcome of this consideration is to be reported back to the Scrutiny Board in July 2019.

3.13.1 Recommendation accepted

3.13.2 Progress update:

The outcome of this consideration is linked to the refuse service review currently taking place and due to be completed late summer 2019. The service view is that there cannot be a one size fits all approach to this issue and there needs to be

bespoke solutions in those areas where this issue actually causes a problem (either by implementing the policy, or not implementing it).

Currently, the policy is that there should be no side waste in streets where alternate week collection takes place, but it is allowed in streets where monthly green bin/weekly black still takes place (the “excluded” AWC areas). Examples of how this does not work locally though are Headingley and Harehills – where allowing side waste has a detrimental effect on the environment of the streets, often contributing towards litter and fly-tipping problems.

Environmental Services is looking at how this issue is looked at in the round in the way the whole environment (service) is managed/delivered in areas such as this. Proposals will be brought forward as part of the refuse service review and reported to Scrutiny Board.

- 3.14 **Recommendation 13** – That the Director of Communities and Environment:
- a) updates alert procedures to ensure that Ward Members are included in Customer Access staff updates, where their ward is affected.
 - b) improves the quality of information provided to Elected Members in the ‘end of day reports’ ensuring that they are accurate, provide an explanation of the reason for the missed collection and detail the action to be taken to resolve the issue, including longer term solutions that may be necessary.
- A progress update is to be reported to the Scrutiny Board in July 2019.

3.14.1 Recommendation accepted

- 3.14.2 *The updates provided for Recommendations 6, 7 and 8 to a large degree cover this recommendation. The information available to Customer Access staff is that which is also made available to Ward Members. Customer Access and Waste Management Services are now looking at how the end of day reports can be improved to be more meaningful to Members, Customer Service Officers and customers.*

- 3.15 **Recommendation 14** – That the Director of Communities and Environment fully explores and implements the provision of customer access information, either web based or app, which enables both residents and Elected Members to identify accurately reported missed bin collections, which is updated in an efficient and timely manner.
- A progress update will be required by the Scrutiny Board in July 2019 with a more detailed overview in January 2020.

3.15.1 Recommendation accepted

3.15.2 Progress update:

As with the previous recommendation, the updates provided for recommendations 6, 7 and 8 to a large degree cover this recommendation. In line with the recommendation a more detailed update/overview will be provided in January 2020.

- 3.16 **Recommendation 15** – That the Director of Communities and Environment reviews
- a) how information is consistently provided when problems arise
 - b) that information sharing processes are being followed, particularly information which advises residents how to present waste for collection, so that they are clear about their responsibilities. (e.g. when contamination is evident, in areas with a transient population and where side waste is an issue)
- A progress update is to be reported to the Scrutiny Board in July 2019.

3.16.1 Recommendation accepted

3.16.2 Progress update:

As with the previous recommendation, the updates provided for recommendations 6, 7 and 8 to a large degree cover this recommendation. In addition, the update provided in recommendation 12 provides information on work being done as part of the wider Refuse Service Review to focus on the most significant areas of the city where a transient population presents a particular challenge to how household waste is presented and collected/managed.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The responses to the recommendations make regular reference to the importance of two ongoing pieces of work which will help deliver most of the recommendations made by Scrutiny Board. These are of course the development of a new Waste Strategy for the city and the ongoing Refuse Service Review which primarily covers household waste collection operations. Both pieces of work include significant elements of consultation and engagement with residents, business, education, third sector partners and for the latter in particular, staff and Trade Union representatives. The outcome of consultation will fundamentally shape these pieces of work and good engagement is a strong principle contained in both.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The implementation of the recommendations will lead to greater consideration of a number of aspects of equality and diversity in the provision of waste management services by the Council. In particular, these include further consideration of avoiding problems caused by bins being left on pavements etc for longer than is absolutely necessary, thus creating a challenging walking route for pedestrians who are mobility or sight impaired. Also, a review of how the service communicates with residents on the correct presentation of their waste will incorporate approaches reflective of the challenges some communities face in understanding English.

4.3 Council policies and City Priorities

- 4.3.1 The activities described in this report contribute to our Best Council Plan ambitions in reducing consumption and increasing recycling in the city. The city's waste

strategy, which was a feature of the Scrutiny Inquiry, has significant potential to promoting a less wasteful, more resource efficient, low carbon economy.

- 4.3.2 The recent declaration of a Climate Change Emergency in Leeds and our commitment to achieve 'net zero carbon' by 2030 has set out starkly the need for radical action at every level, from international to individual, to avoid irreparable damage to the world's eco systems. The earth's resources are precious and finite, and our current rate of consumption and our throwaway culture cannot be sustained. The city's waste strategy shows we are committed as a city to doing our part and leading the way in redressing the balance in favour of the natural world so that it is safeguarded and left it in a healthier state for future generations.

4.4 Resources and value for money

- 4.4.1 The implementation of the recommendations form Scrutiny Board will be delivered within the Council's existing resources.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal implications arising from this report.

4.6 Risk Management

- 4.6.1 The implementation of the recommendations in themselves do not pose any particular additional risk. This will be considered further in practice as each element is implemented in coming months.

5 Conclusions

- 5.1 The recommendations made by Scrutiny Board following the inquiry into waste management services are accepted unchanged.
- 5.2 As reported, positive progress is already being made on most of the recommendations, with the majority linked to the ongoing Refuse Service Review and development of both national and local waste strategies.

6 Recommendations

- 6.1 Members of Scrutiny Board are asked to approve the responses to the inquiry recommendations and to note the progress reported.
- 6.2 Members of Scrutiny Board are asked to read the wording of the proposed city waste strategy at appendix 1 and provide comment at the meeting, to be reported verbally to Executive Board on 24th July 2019.

Background documents

7 There are no background documents.

Appendix 1. Wording of the draft city waste strategy, to be presented to Executive Board on 24th July 2019.

Appendix 1.

The Waste Strategy for Leeds

Our Vision

Our vision for Leeds is to become the best city in the UK and a world leader in eliminating unnecessary waste and its environmental impact, and in maximising the value in our resources for the benefit of our local economy and communities.

Why do we need a Waste Strategy for Leeds?

The environmental issue of waste is a huge challenge both locally in Leeds and globally. In Leeds alone we still produce over 600,000 tonnes a year of domestic and business waste. However, public awareness of its impacts has never been higher, and this presents an opportunity for change.

The recent declaration of a Climate Change Emergency in Leeds and our commitment to achieve 'net zero carbon' by 2030 has set out starkly the need for radical action at every level, from international to individual, to avoid irreparable damage to the world's eco systems.

The earth's resources are precious and finite, and our current rate of consumption and our throwaway culture cannot be sustained. And so in Leeds we are committed to doing our part and leading the way in redressing the balance in favour of the natural world so that it is safeguarded and left in a healthier state for future generations.

Our recent conversations with the people of Leeds have demonstrated a real desire for this significant change. As part of our own commitment to be the best city in the UK, we are seeking to harness this new public appetite to both influence and deliver take forward positive developments locally and to use our collective voice to influence at both the national and international levels wherever possible.

However, we recognise that this is not an issue that the Council can solve alone, and we need commitment, leadership and action from all sectors, communities and individuals across the city. We therefore see this genuinely as a strategy for Leeds as a whole, which depends on everyone playing their part if we are to realise our ambitions.

What we have done since the last strategy

Since the last Waste Strategy was published in 2006, much has been achieved. As a city we have almost doubled our household waste recycling rate since this time, and the Council has reduced the proportion of domestic waste sent to landfill from around 78% in 2006 to less than 3% in 2019, already exceeding the Government's long-term targets for landfill. During this time we have introduced fortnightly collections of recyclables to the vast majority of households, completed a trial food waste collection service in part of the City and continue to provide the vast majority of waste collection services free of charge in a way which makes us stand out from most other Local Authorities.

We have now redeveloped our Household Waste Recycling Centres into modern facilities which allow a wide range of materials to be recycled, and have opened award winning 're-use shops' on two of these sites in partnership with a consortium of charities.

The Recycling and Energy Recovery Facility (RERF) at Cross Green became fully operational in 2016. This has enabled us to achieve the huge reduction in landfill referred to above, and has enabled enough electricity to power the equivalent of over 22,000 homes to be generated from our non-recycled waste, saving over 60,000 tonnes of carbon a year. The district heating network to be supplied by the RERF has now been installed and will soon be supplying affordable heat to some of the City's social housing, as well as to businesses, thus further improving the energy efficiency and carbon footprint of the RERF. However, there we need to do much more ...

What will make the biggest difference:

Waste and recycling performance is still measured primarily by weight of materials, with Government targets still expressed in these terms, and this has therefore influenced the material streams historically targeted by local authorities. However, in light of the urgency around climate change, the carbon savings that can be made from waste must become the primary driver.

Analysis of the carbon impacts of waste demonstrates the huge potential carbon savings from a reduction in the production and consumption of excess food, which is a key theme and focus of the recently published Resources and Waste Strategy for England as well as the national climate change strategy. It also shows very significant carbon savings from avoiding the production of textiles and plastics. Lesser, but nevertheless significant carbon savings also can be made through the recycling of these materials, but this evidence shows the need for a strategy for Leeds which is focused as much on waste reduction as it is on reuse and recycling.

We believe that the most significant way we can secure major environmental change is for individuals to each make small everyday changes to reduce their waste, to reuse items and to recycle more. We each need to take personal responsibility and play our part.

However, we recognise the importance of supportive policies and legislation from Government, both to ensure that manufacturers and retailers bear the costs of dealing with the products and materials that are sold to customers, and to ensure that local authorities receive the funding necessary to provide the services and infrastructure needed to support the efforts of individuals. The Government's Resources and Waste Strategy published in December 2018 left a range of key issues subject to consultation, especially relating to recycling collections and how performance is to be measured in the future, making it difficult for councils to move forward with certainty until the outcomes are known.

We also believe that collaboration and partnerships across sectors, with strong leadership from key strategic influencers will be crucial if we are to tackle problems and generate solutions for the City. We acknowledge the crucial role that business leaders in the city have in this regard and the potential commercial opportunities ripe for exploration. Opportunities to capitalise on waste management processes which produce hydrogen would be created by through the establishment of a hydrogen network in the city. The Council plays a lead role in the Northern Gas Networks H21 Hydrogen Conversion project, which envisages that Leeds could be one of the first cities to convert its gas supply to hydrogen instead of methane.

These changes need to be complemented by effective and engaging campaigns to change our current waste behaviours and resource consumption, and also services and infrastructure that are designed around local community needs and maximise environmental and economic benefits.

Our success on this agenda will see:

- major reductions in the carbon impacts of waste generated in Leeds;
- a reduction in waste volumes generated in Leeds;
- major increases in reuse and recycling, prioritising materials offering the greatest carbon savings;
- heightened public awareness and local community ownership of waste issues, with clear evidence of increased public action and demand for change;
- a growing body of businesses and other key organisations in Leeds becoming exemplars of waste reduction, and exercising clear influence for change through their own activities and as City leaders;
- evidence of a growing culture of reuse over disposing and buying new;
- measurable economic benefits within the City, in particular benefiting the economically disadvantaged.

The City Conversation on waste

We started a 'conversation' with the people of Leeds in the Spring of 2019 to listen to views on waste within Leeds, to stimulate debate, to identify our influencers, and ultimately to harness the growing desire for positive change. This conversation will be ongoing, and our intention is that this will develop into a city-wide 'movement' which will result in long-term environmental change.

The 'conversation' is happening via a wide range of media, for example through face-to-face conversations, social media, using surveys and physical installations to stimulate views and discussion, and through events with businesses, the universities and the Third Sector. Some of the key things that we as the people of Leeds are saying are as follows:

- we care about waste and what's happening to the environment and in our city
- we are already doing a lot
- we want to be able to do more to reduce and recycle
- we want the people who sell things to reduce waste and packaging
- we think everyone is responsible
- by working together as a city we can make a difference

THEME 1 – Reducing excess

Clearly, if we consume less, less will need to be produced, and this is where the greatest environmental benefits are to be had, particularly from a carbon perspective.

Programmes like Blue Planet II and the recent profile of the climate change agenda have raised public awareness of the environmental impacts of plastics, food and textiles. Last year alone we threw away over 49,500 tonnes of food, 23,300 tonnes of plastics and 5,200

tonnes of textiles just through domestic collections in Leeds. Add to this the amount discarded by businesses in the city and you can multiply these figures several times over.

National research estimates that for every two tonnes we eat, one is thrown away, and that ten million tonnes of food that leaves farms each year is wasted, with 70% of this being thrown away in homes. It is thought that 14% of our weekly shopping bill is spent on food that ends up in the bin. There is also a growing awareness around the environmental impacts of purchasing much more new and cheap clothing and the rise of 'fast fashion' where clothes are purchased and disposed of with little wear.

Although we will work together to recycle more of these materials, we recognise that the greatest benefits are through preventing quite so much of their use or purchase in the first place. This is of particular importance in the case of food waste, with the most significant carbon savings to be had from scaling back the huge level of intensive farming associated with producing food that then goes to waste, especially meat and dairy.

Much of this waste could be avoided through retailers or consumers changing their practices, and reducing their production would provide the most significant carbon savings relating to waste.

Through our city conversation, people and businesses of Leeds have been expressing a clear desire to do more and to change their habits. People were asked to 'Agree your three key actions', helping us to find out what the main things are that people are either already doing or are willing to pledge to do more of to reduce their waste. It is becoming clear that people in Leeds are ready to do more of the following: using reusable shopping bags, coffee cups and water bottles, buying products with less packaging, recycling unwanted clothes and giving away or composting their surplus food to avoid food waste.

Three quarters of businesses who we heard from expressed a willingness to make a public commitment around reducing, reusing and recycling their waste.

Generally, people accept that the problem of waste is their individual responsibility, but they also see a major role for manufacturers and retailers.

Based on this willingness expressed across the city, we are therefore committing to positive action.

The city of Leeds will work together to:

- harness the growing public interest and exert local consumer pressure to influence manufacturers and retailers to reduce excessive and unsustainable packaging;
- engage the businesses sector to seek exemplars in the city to lead and share innovative practice within the sector which advance the city's carbon reductions.
- develop a range of commitments across businesses and public sector organisations in Leeds to eliminate avoidable plastic waste;
- change retailer marketing and promotional practices in the city to support more sustainable consumer purchasing choices;
- deliver measurable reductions in food waste through a change in retailer and food outlet marketing and practices in Leeds, and through influencing consumer behaviour;

- build communities where excess waste is considered to be socially unacceptable.

Key commitments from LCC:

- we will eliminate all avoidable single-use plastics from our buildings, services and supply chain by 2020;
- we will work with and influence Government to ensure that tough producer responsibility measures are introduced for packaging;
- we will take the lead in bringing together different sectors to enter into common waste reduction commitments for the City;
- we will provide support for citywide and community led/based campaigns, initiatives and infrastructure that deliver substantial and measurable levels of waste reduction and carbon savings.

THEME 2 - Getting the most out of our resources

Although the greatest gains are through reducing waste, materials will inevitably be thrown away and will need to be dealt with. In many cases these materials still have value and could be used again, possibly by someone else, or used in a different way. It is crucial that we secure this value and move away from our habits of minimal use before throwing away.

Alongside being much better at reusing items, we want the city to increase how much it recycles. The greatest environmental gains in carbon reduction terms would lead us towards a focus on recycling more textiles, metals, plastics and food waste. Our recent work to look at how high recycling rates are being achieved elsewhere shows that food waste and glass provide significant increases in recycled tonnages if collected at the kerbside.

The national landscape of Government funding and opportunity is changing and the city will need to be smart in order to move with and take advantage of this. However, we also want to determine for ourselves what is best for our city and our region, not being driven solely by historical ways of measuring performance, but by what will deliver the right environmental outcomes.

In practical terms, and given the increasing demand in the recycling markets for high quality materials, it is clear that doing more recycling means being willing to have more containers for these materials and to do more to separate out our waste, whether at home, at work or on the go.

Again, our 'city conversation' demonstrated a willingness amongst residents to do more, with many expressing a desire to be able to recycle more household waste items at the kerbside, and over half willing to separate out food waste at home for composting.

This needs to be balanced with the fact that we could get more recycling out of our existing collection regime, and the challenges faced in a city of Leeds size with a huge variation of housing types, communities and physical spaces for additional bins etc.

Around half of the businesses we listened to are willing to work together with others to understand how they can support Leeds and the local circular economy through managing resources more effectively.

There was also evidence of a growing culture of reuse, with many people giving examples of buying second hand or donating items to give them a second life.

The city of Leeds will work together to:

- establish a single reuse partnership for Leeds and stimulate a culture of reuse within the city, supporting this with infrastructure where appropriate;
- expand the range of materials collected in the City for recycling;
- identify and promote exemplars from the business sector to demonstrate the economic benefits of resource efficiency and sustainable waste management;
- assess the need and seek investment in Leeds for the local infrastructure necessary to support all sectors to realise greater resource efficiency and carbon based recycling outcomes.

Key commitments from LCC:

- we will make a strong and consistent case for us each to accept responsibility for the waste we produce and the need to make our own changes to reduce our environmental impacts;
- we will launch improved waste and recycling centres to increase the use of these sites and the proportion of items brought here which are then reused and recycled;
- we will make preparations to expand the range of materials collected for recycling at the kerbside, to include food waste;
- we will invest in and expand our district heating network, continuously improving the carbon performance of the Recycling and Energy Recovery Facility and delivering wider environmental, economic and social benefits;
- we will demonstrate leadership in ensuring that our strategy is driven by the right environmental targets, completing a full life-cycle assessment of resources and waste in Leeds, and developing a carbon-based measure for waste management.

THEME 3 – All doing our part

Although we recognise as a city that we need to do new things and to do things differently, it is also essential that we get the basics right in supporting people to manage their waste well. This starts at individual and local community level.

The greatest gains are to be had through very many individuals making small changes to their behaviours and lifestyle so as to minimise their environmental impact. Our conversations with the people of Leeds have demonstrated a significant desire to do more and to each do their part.

Together, Leeds can do much to get the messages about recycling out effectively so that a shift occurs in our understanding of the importance of our contribution, and in the ease with which people see how they can play their part. Key influencers in the city can build a 'movement' in Leeds which will bring about fundamental change in the social norm in relation to waste and resources.

However, there are still parts of the city where people are not using the current waste collection services fully; whether due to lack of understanding, motivation or interest, or issues of limited waste storage capacity and / or vehicle access. Some areas of Leeds have large concentrations of terraced streets and dense housing with significant transient populations adding to the challenges of managing waste well which would benefit from a different service offer here.

Over 20% of the materials residents put in their recycling bins cannot be recycled because the materials are either the wrong ones or are contaminated. Dealing with this costs the city around £0.7 million a year. Also, there are still a lot of recyclables going in the black bins unnecessarily. If we were to put all of the relevant recyclables into their green bins that are currently going into the black bins, this could add an estimated 7% (percentage points) on to the city's domestic recycling rate. In this way we could significantly improve performance, whilst also reducing costs.

The incidence of waste related crime in Leeds is also still too high, and further co-ordinated action is required to tackle these issues.

Many of the views we've heard recently indicate that there is a clear willingness to do more with the opportunities for recycling that we already have if these can be made easier to use and understand.

Over half of those we listened to wanted better information on what can be recycled and where, and many expressed confusion over what should go in the green bin, particularly in relation to plastics. Businesses also wanted to have access to more information on what can be recycled and the opportunities available to them.

In light of the above, we need to become smarter in designing information and services around specific local needs so as to make things easier and simpler, and to have practical strategies for changing behaviours in key areas of the City.

The city of Leeds will work together to:

- build a waste and environmental 'movement' in Leeds using creative methods and capitalising on existing initiatives and demand for change within the City;
- develop and secure a range of high-profile pledges and commitments across businesses in Leeds, demonstrating their leadership in influencing for positive change and eliminating unnecessary waste in the City;
- exploit the potential of social media to influence for change across Leeds, showcasing examples of innovation and good practice across all sectors;
- deliver innovative and high quality facilities and services for recycling 'on the go' in the City Centre (and beyond where of proven benefit).

Key commitments from LCC:

- we will significantly reduce the amount of waste created by the Council to further the commitment to become a carbon neutral city.
- we will join the Business in the Community 'Waste to Wealth' Programme and commit to develop actions to meet the five themes of this programme.
- we will increase people's sense of ownership of and engagement with local waste and recycling issues through becoming more responsive and locally

accountable, using technology to provide more accurate and 'live' service performance data;

- we will reduce uncontained waste and green bin contamination and improve recycling rates through a range of solutions and interventions in areas of low service engagement, including investment in a dedicated, bespoke environmental service in parts of the city where the current offer does not work;
- we will simplify recycling messages to the public so as to increase the quantity and quality of materials collected from households;
- we will review planning policy and develop 'best practice' planning guidance to ensure waste management and recycling is designed into new properties, and that developers are meeting all requirements for the provision of waste storage and collection at planning and development stages;
- we will develop and agree localised waste crime action plans for Leeds to tackle all aspects of environmental crime, but prioritising fly-tipping and incorrect handling of domestic and commercial waste. Measures will include enhanced surveillance, engagement campaigns, formal enforcement action and appropriate use of Public Space Protection Orders for managing anti-social environmental behaviour in targeted areas.

This page is intentionally left blank

Report of Director of Communities and Environment

Report to: Scrutiny Board (Environment, Housing and Communities)

Date: 11 July 2019

Subject: Update Leeds Anti-Social Behaviour Team (LASBT) Review

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Is the decision eligible for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary of main issues

1. This report updates the Environment, Housing and Communities Scrutiny Board on progress with the LASBT review following consultation with the Board in December 2018 and February 2019.
2. A consultation process, including discussions with scrutiny members, identified a need to change the way in which the LASBT team operates in in order to respond to unsustainable levels of demand for the service and the increasingly complex vulnerabilities presented by perpetrators and victims interacting with the service.
3. A key recommendation to come out of the review is that decision making should be based on an effective triage system with the identification and assessment of risk embedded in procedures from the first point of contact.
4. This report sets out the recommendations agreed at the Executive Board meeting on 26 June 2019. The proposed actions aim to complement wider corporate ambitions around the Council's Inclusive Growth Strategy and reflect the priorities of the Safer Leeds Community Safety Strategy and the Best Council Plan.

Recommendations

The Scrutiny Board is requested to comment on the contents of the report and progress made since initial consultation took place with the Board.

The full Executive Board report, as agreed at the meeting on 26 June 2019, is attached.

1. Purpose of this report

- 1.1 This report updates the Environment, Housing and Communities Scrutiny Board on progress with the LASBT review following consultation with board members in December 2018 and February 2019.
- 1.2 It sets out the recommendations agreed by the Executive Board on 26 June 2019.
- 1.3 The recommendations reflect the priorities set out in the Safer Leeds Community Safety Strategy, which was considered by the Environment, Housing and Communities Scrutiny Board in July 2018 and was subsequently approved by the Executive Board in October 2018.

2. Background Information

- 2.1 The volume, complexity and breadth of cases being referred to LASBT has evolved since the service was established. Demand for the service has increased, and the team is responding to a far greater number of high risk incidents.
- 2.2 The volume of incoming referrals relating to noise nuisance, in particular, is significantly limiting the team's ability to deliver much needed work around prevention, intervention and community empowerment.
- 2.3 Furthermore, an increasing number of those interacting with the service – both victims and perpetrators - are displaying complex support needs and vulnerabilities such as mental health issues. Those support needs often require specialist interventions, which LASBT is not best placed to deliver.
- 2.4 The consultation undertaken during the review underlined the strengths of the multi-agency approach to tackling ASB in Leeds, and reinforced the importance of a joined up approach to tackling the underlying causes of ASB. However, there was general acknowledgement that present arrangements are not sustainable.
- 2.5 Recommendations have been developed that seek to enable the service to better respond to these issues. These recommendations were endorsed by the Executive Board on 26 June 2019 and will now be implemented.
- 2.6 It is anticipated that once implemented, changes to working practices will enable the LASBT team to work more effectively to complement wider ambitions around the Council's inclusive growth strategy, especially in the context of support for priority neighbourhoods, and also work within children's services and adult social care to support vulnerable families.
- 2.7 Throughout the review officers have worked to ensure connections are made to the priorities identified in the Safer Leeds Community Safety Strategy 2018-21.

3. Main Issues - Recommendations Developed Through Consultation

- 3.1 **Triage of referrals:** The service will implement a triage system for all incoming referrals so that cases can be appropriately prioritised.
- 3.2 That system, which embeds the identification and assessment of vulnerabilities from the first point of contact with service users, has already been designed. Discussions regarding the implementation of these proposals are advanced and, with the agreement of Executive Board secured, this will now be delivered.
- 3.3 The system will be supported by a new system of performance monitoring.
- 3.4 Where cases are assessed as not being ASB cases but a support need is identified customers will be signposted to alternative services. For complex cases it may be appropriate to refer the case for consideration by a community MARAC.
- 3.5 It is crucial that partnerships are in place to enable officers to access support from colleagues in services such as mental health, youth offending, children's services adult social care and housing, as well as partners such as West Yorkshire Police.
- 3.6 **Community MARACs:** For complex and persistent cases the service will begin to use community MARACs. This will promote early resolution of cases, joint decision making and more effective problem solving. This will enable officers to assess and manage risk more effectively for both perpetrators and victims.
- 3.7 **Mediation:** A flexible mediation service will be commissioned to promote early intervention. This approach has the potential to resolve more ASB cases before they escalate and become increasingly entrenched. Not only could this deliver improved outcomes for the individuals involved it also has the potential to reduce costly demands on public services.
- 3.8 **Noise:** Over 60% of incoming referrals relate to noise nuisance. The existing resources cannot meet the demand and expectation of the service. The provision therefore needs to be revised, joining up day time and out-of-hours services more effectively and ideally delivering increasingly flexible coverage.
- 3.9 A separate review of the noise service is taking place. However, in the interim communication with customers will be improved so that they can understand more easily what actions they can take themselves in order to try and resolve the situation they are concerned about.
- 3.10 **Communication:** External communications are being revised in order to provide more clarity and advice to those seeking to use the service.
- 3.11 In order to manage customer expectations a document has been developed which sets out what the service will – and will not – deal with.
- 3.12 With the introduction of the triage process customers should receive more accurate information, from the outset, about how their case will be taken forward.
- 3.13 The consultation process has highlighted a gap in terms of social media presence. Discussions are taking place with the communications team to address those concerns.
- 3.14 **Location of the West Team:** Work is on-going to identify a suitable alternative base for officers currently based in the west of Leeds, ideally co-located with other services in the same area of the city. Discussions with Trade Union representatives are ongoing.

- 3.15 **ASB Strategy:** An Anti-Social Behaviour Strategy has been drafted for the city – this document is attached as an appendix to the Executive Board report. With the endorsement of Executive Board it is proposed that further consultation takes place with stakeholders with a view to developing a final strategy.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 A wide range of consultation events have taken place with staff, elected members and partners. This has included a multi-agency OBA session and a series of staff workshops.
- 4.1.2 Additional work was undertaken with West Yorkshire Police Independent Advisory Board and residents were consulted via TARA. Additional consultation took place via the citizen's panel.
- 4.1.3 Members of the Environment, Housing and Communities Scrutiny Board were consulted in December 2018 and February 2019. Community Safety Champions were consulted in January 2019 and further consultation took place with Community Committee Chairs.
- 4.1.4 The Executive Board member for Communities has been consulted and engaged throughout the process.
- 4.1.5 In addition the LASBT review steering group, which is chaired by the Chief Officer for Safer Leeds, includes officers from a range of services including Adult Social Care, Children's Services, Communities and Housing. Two elected members also sit on the board, along with a Trade Union representative and colleagues from partner organisations such as Victim Support, West Yorkshire Police and the West Yorkshire Fire and Rescue Service.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An equality impact assessment has been carried out as part of the project.

4.3 Council policies and best council plan

- 4.3.1 The Best Council Plan 2018/19 – 2020/21 includes Safe, Strong Communities as a Best City Priority and one of the intended outcomes of the plan is for people to 'be safe and feel safe.'
- 4.3.2 The LASBT review aims to enable officers to increasingly focus on preventative activities and early intervention, with a view to empowering residents and supporting communities to become more resilient. The outcomes that could be achieved through that work would support the ambitions set out in the Inclusive Growth Strategy.
- 4.3.3 The proportion of the households reporting anti-social behaviour is included as one of the KPIs used to measure progress against the Best City priorities.
- 4.3.4 The LASBT review aims to enable the service to work towards priorities set out in the Safer Leeds Community Safety Strategy, which was approved by Executive Board in October 2018.

4.4 Resources and value for money

- 4.4.1 The aim of this review is to change the way LASBT operates in order to maximise the value derived from existing resources.
- 4.4.2 The ambition is to enable officers to work with communities, and to make better use of early intervention tools, thereby reducing demand on public services and the associated cost of dealing with complex cases that have escalated.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The Safer Leeds Executive has accountability for the LASBT review. As a significant programme of change, the review has been a standing agenda item for the Safer Leeds Executive.
- 4.5.2 There are no exempt items so there are no access to information issues.
- 4.5.3 There are no legal implications for the work set out in this report.

4.6 Risk management

- 4.6.1 The increased volume in cases being handled by the LASBT team is unsustainable. Current systems are also not flexible enough to enable a priority based response to reflect varying degrees of severity of ASB and its potential consequences.
- 4.6.2 The key to ensuring a sustainable, effective LASBT service will be to enable decision making to be based upon need, to inform targeted use of resource and capacity. This will rely upon join-up working with colleagues and partners.
- 4.6.3 Safeguarding runs through all the work of the LASBT service and the community safety partnership, as outlined in the corporate risk report on community cohesion.
- 4.6.4 Delivering the proposed changes to the service will ensure vulnerable victims and perpetrators receive a prioritised response and appropriate support from either the LASBT team or through signposting to an alternative service. Embedding an identification and assessment of vulnerability will be a fundamental part of the proposed triage system and is reflective of the ambition to be a compassionate city.

5. Conclusions

- 5.1 Following the Executive Board meeting on 26 June 2019, it was agreed that under the Chief Officer for Safer Leeds LASBT will oversee the implementation of the recommendations set out in the Executive Board report.
- 5.2 At an operational level the LASBT Review steering group will continue to meet in order to bring partners together to shape the programme as it develops.

6. Recommendations

- 6.1 The Scrutiny Board is asked to comment on the content of the report and the progress made since consultation with the Board in February.

7. Documents Attached

- 7.1 Appendix 1: Executive Board Report

This page is intentionally left blank

Report of Director of Communities and Environment

Report to Executive Board

Date: 26 June 2019

Subject: Review of Leeds Anti-Social Behaviour Team

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☒ Yes ☐ No
Is the decision eligible for call-in?	☒ Yes ☐ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary of main issues

1. This report sets out proposals for a re-design of the Leeds Anti-Social Behaviour Team (LASBT) following a period of review and extensive consultation.
2. The review has sought to address the fact that current levels of demand are unsustainable and that an increasing number of individuals interacting with the service – both perpetrators and victims – have very complex needs and vulnerabilities.
3. It is recommended that processes are revised to ensure future decision making is based on an effective triage system with the identification and assessment of risk embedded in procedures from the first point of contact. In addition partnership working should be extended and strengthened.
4. Organisations including Nacro, Shelter and Centrepont have demonstrated that ASB is often prevalent where there are wider risk factors such as living in a disadvantaged neighbourhood and/or poor housing, or in a family where there is conflict, social exclusion or poverty.
5. With this in mind, redefining the way in which LASBT operates offers the potential to complement wider corporate ambitions around the Inclusive Growth Strategy and Health and Well-Being Strategy, especially in relation to support for priority neighbourhoods and work within children's services, public health and adult social care to support vulnerable families.
6. The changes proposed in this report reflect the priorities of both the Safer Leeds Community Safety Strategy and the Best Council Plan.

Recommendations

Executive Board members are asked to consider the priorities outlined in the report and to endorse to the implementation of the service changes set out in paragraphs 3.7 – 3.20.

1. Purpose of this report

- 1.1 This report seeks the approval of Executive Board to take forward proposals to re-design the LASBT service. The aim is to establish a more sustainable service through which officers are increasingly able to focus on early intervention and working with communities to prevent anti-social behaviour.
- 1.2 Doing so will deliver improved outcomes for citizens and communities, and reduce demand on a range of public services. This approach will also provide improved long-term financial management by tackling the causes of ASB before situations escalate into complex scenarios, requiring more costly responses.
- 1.3 The LASBT review is complex due to the different components of the service. The implementation of the program of change will be stepped, and will commence in August 2019 with the creation of the triage process / team.
- 1.4 It is recognised that the proposed program of change within LASBT must be underpinned by a robust delivery plan. The officer responsible for this plan is Harvinder Saimbhi, Head of Operational Delivery Safer Leeds.
- 1.5 The approach reflects the priorities set out in the Safer Leeds Community Safety Strategy, which was approved by Executive Board in October 2018, and supports the ambitions of the Inclusive Growth Strategy, Health and Well-Being Strategy and the Best Council Plan.

2. Background information

Development of Leeds Anti-Social Behaviour Team (LASBT)

- 2.1 In October 2009 the Home Secretary, Rt. Hon. Alan Johnson MP announced a package of measures to improve the collective response to ASB. This followed an incident in Leicestershire, which had resulted in serious criticism of both the local council and the police for failing to share information and respond appropriately.
- 2.2 In January 2010 it was agreed that a review would take place in Leeds of the local partner agency protocols and processes used to respond to Anti-Social Behaviour. This was completed using the nationally recognised QUEST methodology.
- 2.3 As a result of the recommendations of that review, a multi-agency unit – Leeds Anti-Social Behaviour Team (LASBT) – was established to deliver a specialist ASB service through locally based teams. Uniform service standard were introduced to ensure consistency of delivery across all teams.
- 2.4 Due to the success of the team, the domestic noise and out-of-hours noise nuisance team was transferred and integrated into LASBT in 2012.

Current Provision

- 2.5 LASBT is part of Safer Leeds. It includes officers from Leeds City Council, West Yorkshire Police, Housing Leeds, Belle Isle Tenant Management Organisation, Youth Offending, and Victim Support.

- 2.6 There are currently three operational teams covering the South and City Centre, East North East, and West North West areas of Leeds. The operational teams are supported by a performance and information team based at Merrion House. The out-of-hours noise nuisance team is co-located within the LeedsWatch Service.

Defining Anti-Social Behaviour

- 2.7 LASBT was designed to deal with behaviour that cannot be reasonably resolved through tenancy management or mediation. This includes, but is not limited to, those listed below:
- **Harm to individuals:** Harassment, threats of violence and/or intimidation, racist behaviour or language and verbal abuse.
 - **Harm directed at communities:** Drug dealing and misuse, street drinking, prostitution, kerb crawling, aggressive begging, public drunkenness and disorder and persistent domestic noise nuisance.
 - **Environmental harm:** Graffiti and vandalism/damage to public property.
- 2.8 The Anti-Social Behaviour, Crime and Policing Act 2014 uses two definitions of ASB depending upon whether anti-social behaviour is related to a housing function.
- 2.9 Where anti-social behaviour has occurred in a housing context, LASBT will consider whether the conduct is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or whether the conduct is capable of causing housing-related nuisance or annoyance to any person. It is important to note that LASBT works across all housing tenures.
- 2.10 Where anti-social behaviour occurs in a non-housing related context the test will be as to whether the behaviour has caused, or is likely to cause, harassment, alarm or distress to any person.

Drivers of the LASBT Review

- 2.11 The challenges facing LASBT have evolved since the service was established. There has been increased demand for the service, which is responding to a far greater number of complex cases and high risk incidents.
- 2.12 The volume of incoming referrals relating to noise nuisance, in particular, is significantly limiting the team's ability to deliver much needed work around prevention, intervention and community empowerment.
- 2.13 The breadth of issues being referred has also increased. Arguably the interpretation by many people outside the service of what constitutes 'anti-social behaviour' has expanded, with ASB becoming a 'catch all' for activity ranging from minor instances of noise nuisance to serious criminal activity.
- 2.14 Furthermore, an increasing number of those interacting with the service – both victims and perpetrators - are displaying complex support needs and vulnerabilities such as mental health issues. Those support needs often require specialist interventions, which LASBT is not best placed to deliver.

- 2.15 A variety of organisations including Nacro, Shelter and Centrepont have demonstrated that ASB is often prevalent where there are wider risk factors such as living in a disadvantaged neighbourhood and/or poor housing, or in a family where there is conflict, social exclusion or poverty.
- 2.16 With this in mind, redefining the way in which LASBT operates offers the potential to complement wider ambitions around the Council's Inclusive Growth and Health and Well-Being Strategies, especially in the context of support for priority neighbourhoods and also work within children's services, public health and adult social care to support vulnerable families.

3. Main issues

- 3.1 Consultation with a wide range of stakeholders has underlined the strengths of the multi-agency approach to tackling ASB in Leeds, highlighting the positive impact of the service on communities and the value of the knowledge and skills of staff.
- 3.2 It has also reinforced the fact that anti-social behaviour cannot be tackled or prevented by one agency in isolation. In order to address the causes of ASB, a joined up, partnership approach is required. This will involve Leeds City Council colleagues in areas such as public health, adult social care, children's services and housing, as well as external partners and residents.
- 3.3 The consultation also revealed concerns about the sustainability of the current LASBT service in the context of significantly increased and complex demand.
- 3.4 In response it is proposed that working practices are revised to ensure decision making is based upon a thorough assessment of the severity of incoming cases. It is intended that a triage system is introduced to manage this process, and that the identification and assessment of risk is embedded within the system from the first point of contact.
- 3.5 The proposed programme of change within LASBT must be underpinned by staff training to ensure officers are confident using all tools available to them, and to empower them to provide robust advice, deliver successful early intervention and, where necessary, to challenge customer expectations.
- 3.6 It is recommended that a programme of regular training about the role of LASBT is also introduced for Council officers in other services and for partners such as the Neighbourhood Policing Teams.

Areas for Priority Action

- 3.7 **Triage of referrals:** it is recommended that the service designs and implements a triage system for all incoming referrals so that cases are appropriately prioritised.
- 3.8 The identification and assessment of vulnerabilities must be embedded in that process from the first point of contact with service users.

- 3.9 The triage system should be based on clear Terms of Reference, which support the priorities of Safer Leeds as outlined in its Community Safety Strategy. It should be supported by a system of performance monitoring that reflects the different responses required for cases differing in risk and severity.
- 3.10 Where cases are assessed as not being ASB cases but a support need is identified customers will be signposted to appropriate, alternative services. For complex cases it may be appropriate to refer the case for consideration by a community MARAC.
- 3.11 **Community MARAC:** For complex and persistent cases it is recommended that the service establishes the use of community MARACs. This will promote early resolution of cases, joint decision making and more effective problem solving. Officers will therefore be able to assess and manage risk more effectively for both perpetrators and victims.
- 3.12 **Mediation:** Early intervention has the potential to resolve more ASB cases before they escalate and become increasingly entrenched. Not only could this deliver improved outcomes for the individuals involved it also has the potential to reduce costly demands on public services created through having to resolve more complex cases once they have escalated.
- 3.13 It is recommended that a mediation service is commissioned which has the flexibility to work in various localities and at times which suit the needs of residents.
- 3.14 **Noise:** Over 60% of incoming referrals relate to noise nuisance. The existing resources cannot meet the demand and expectation of the service. The provision therefore needs to be revised, joining up day time and out-of-hours services more effectively and ideally delivering increasingly flexible coverage.
- 3.15 **Communication:** External communications need to be revised in order to provide more clarity and advice to those seeking to use the service, particularly in the case of out-of-hours noise nuisance.
- 3.16 In order to manage customer expectations clear information about details such as anticipated response times should be accessible and, with the introduction of a triage system, customers should receive accurate information about how their case will be taken forward.
- 3.17 Advice is being sought from the communications team as to how social media may be used more effectively to strength communication with citizens.
- 3.18 **Location of the West Team:** Officers based in the west of Leeds are in accommodation that does not fully meet the needs of the service. Work is underway to identify a suitable alternative, ideally co-located with other services in the same area of the city. Trade Union representatives are involved in these discussions.
- 3.19 **ASB Strategy:** It is proposed that an Anti-Social Behaviour Strategy is developed for the city which sets out a strategic framework for activity moving forward. It is intended that this should be focused around the themes of prevention, intervention, enforcement, community empowerment and integrated intelligence.

- 3.20 A draft strategy is included. If the Executive Board endorse the recommendations of this report it is intended that further consultation will take place with stakeholders with a view to developing a final strategy.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 A wide range of consultation events have taken place with staff, elected members and partners. This has included a multi-agency OBA session and a series of staff workshops.
- 4.1.2 Additional work has been undertaken with West Yorkshire Police Independent Advisory Board and residents have been consulted via TARA the citizen's panel.
- 4.1.3 Members of the Environment, Housing and Communities Scrutiny Board were consulted in December 2018 and then again in February 2019. Community Safety Champions were consulted in January 2019 and further discussion has taken place with Community Committee Chairs.
- 4.1.4 The LASBT review steering group, which is chaired by the Chief Officer for Safer Leeds, includes officers from a range of services including Adult Social Care, Children's Services, Communities and Housing. Two elected members also sit on the board, along with a Trade Union representative and colleagues from partner organisations such as Victim Support, West Yorkshire Police and the West Yorkshire Fire and Rescue Service.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An equality impact assessment has been carried out as part of the project.

4.3 Council policies and best council plan

- 4.3.1 The Best Council Plan 2018/19 – 2020/21 includes Safe, Strong Communities as a Best City Priority and one of the intended outcomes of the plan is for people to 'be safe and feel safe.'
- 4.3.2 The LASBT review aims to enable officers to increasingly focus on preventative activities and early intervention, with a view to empowering residents and supporting communities to become more resilient. The outcomes that could be achieved through that work would support the ambitions set out in the Inclusive Growth and Health and Well-Being Strategies.
- 4.3.3 The proportion of the households reporting anti-social behaviour is included as one of the KPIs used to measure progress against the Best City priorities.
- 4.3.4 The LASBT review aims to enable the service to work towards priorities set out in the Safer Leeds Community Safety Strategy, which was approved by Executive Board in October 2018.

Climate Emergency

- 4.3.5 Officers recognise the ambition to tackle the Climate Emergency in Leeds as declared at the Council meeting in March.
- 4.3.6 The direct CO2 impacts of the proposals in this report are anticipated to be relatively low and primarily relate to the use of offices and vehicles.

- 4.3.7 Relocating staff from the West team to co-locate with other services offers the opportunity to reduce energy use. In line with existing Council policy opportunities will also be explored as appropriate to support the move away from diesel vehicles to electric vehicles.
- 4.3.8 Similarly, telemetry in vehicles will also be considered to support more efficient use of vehicles and to improve staff safety.

4.4 Resources and value for money

- 4.4.1 The aim of this review is to change the way LASBT operates in order to maximise the value derived from existing resources.
- 4.4.2 The ambition is to enable officers to work with communities, and to make better use of early intervention tools, thereby reducing demand on public services and the associated cost of dealing with complex cases that have escalated.

4.5 Legal implications, access to information, and call-in

- 4.5.1 As a significant programme of change, the review has been a standing agenda item for the Safer Leeds Executive, which has accountability for the LASBT review.
- 4.5.2 There are no exempt items so there are no access to information issues.
- 4.5.3 There are no legal implications for the work set out in this report.

4.6 Risk management

- 4.6.1 The increased volume of cases being handled by the LASBT team is unsustainable. Furthermore, current systems are not flexible enough to enable a priority based response to reflect varying degrees of severity of anti-social behaviour and its potential consequences.
- 4.6.2 The key to ensuring a sustainable, effective LASBT service will be to enable decision making to be based upon need, to inform targeted use of resource and capacity. This will rely upon more integrated, join-up working with both LCC colleagues and external partners.
- 4.6.3 Safeguarding runs through all the work and priorities of the LASBT service and the community safety partnership, as outlined in the corporate risk report on community cohesion.
- 4.6.4 Delivering the proposed changes to the service will ensure vulnerable victims and perpetrators receive a prioritised response and appropriate support from either the LASBT team or through signposting to an alternative service. Embedding an identification and assessment of vulnerability will be a fundamental part of the proposed triage system and is reflective of the ambition to be a compassionate city.

5. Conclusions

- 5.1 The current LASBT service is unsustainable given the increasing demands on the service and the increasingly complex needs of the victims and perpetrators interacting with the team.
- 5.2 The proposed re-design aims to strengthen partnership working and better target resources and capacity. Critically, decisions about how to best to target resources

will be based on an assessment of risk at the first point of contact, ensuring citizens receive a more efficient response.

- 5.3 It is intended that improved communications will also ensure that customers are better informed about what they can expect from the service, as well as the expectations the service will have of them.
- 5.4 Successfully implementing this approach will deliver improved outcomes for citizens in line with Council ambitions and help manage financial risk by preventing incidents of ASB escalating into more complex, costly scenarios.

6. Recommendations

- 7. Executive Board members are asked to consider the priorities outlined in the report and to endorse the implementation of the service changes set out in paragraphs 3.7 – 3.20.

8. Background documents¹

- 8.1 None

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



Anti-Social Behaviour Strategy 2019-2022

Safer Leeds
Working in partnership to keep communities safe

Foreword

1



Councillor Debra Coupar
Executive Member for Communities

Welcome to Leeds City Council's Anti-Social Behaviour Strategy 2019-22. This strategy sets out our priorities for preventing and tackling anti-social behaviour for the next three years, with the aim of ensuring that residents in Leeds are safe and feel safe.

Partnership working has long been at the heart of our city's approach to preventing and tackling anti-social behaviour. A multi-agency unit – Leeds Anti-Social Behaviour Team (LASBT) includes officers from Leeds City Council, West Yorkshire Police, Housing Leeds, Belle Isle Tenant Management Organisation, Youth Offending, and Victim Support.

LASBT delivers a specialist anti-social behaviour service through locally based teams covering the South and City Centre, East North East, and West North West areas of Leeds.

Anti-social behaviour continues to be a priority for many of our neighbourhoods. It is often a symptom

of deep rooted issues and we recognise that no one agency can resolve the problems in isolation.

Clearly communities are best served by not having to experience ASB in the first place. As such this strategy advocates an approach to ASB based on prevention, ideally delivered through effective community engagement. The strategy provides a framework for our work that incorporates five strategic themes - prevention, intervention, enforcement, community empowerment and integrated intelligence.

The Safer Leeds Community Safety Strategy 2018-2021 sets out an ambition to ensure that people in Leeds are safe and feel safe in their homes, in the streets and the places they go. We are working hard to reduce levels of anti-social behaviour to contribute towards this wider ambition, and this strategy will assist us in extending the impact of our activity to improve the response residents receive from our service.

Introduction

2

The Safer Leeds Community Safety Strategy 2018-21 and Leeds City Council's Best Council Plan 2018/19-2020/21 both set out a clear ambition to make Leeds a place where everyone is safe and feels safe.

Safer Leeds has also agreed the following shared priorities for the next three years:

- Keeping people safe from harm
- Preventing and reducing offending
- Creating safer, stronger communities

Anti-social behaviour can cause considerable distress to individuals, their families and communities. It can be damaging and can escalate into more serious behaviours.

ASB is often a visible symptom of deep-rooted problems linked to risk factors borne out of persistent social and economic inequalities. Building confidence and resilience in those

neighbourhoods most at risk has the potential to complement wider work ongoing across the local authority linked to the Inclusive Growth and Health and Well-Being Strategies.

This ASB strategy aims to deliver positive outcomes for communities by preventing ASB before it occurs and intervening early, using insight gained from integrated intelligence, in order to reduce the risk of negative behaviour escalating.

People who come into contact with our services can have multiple and complex needs so it is essential that we have a **person-centred approach** that embeds the Think Family/Work Family ethos endorsed by Safer Leeds. This will be strengthened by adopting a collective response to – and responsibility for – problem solving.

Within this context it is important that enforcement action can also be used to protect individuals, families and communities, as well as providing

appropriate consequences for those causing significant or persistent harm.

In recent years we have made real progress in preventing and tackling anti-social behaviour. We know, however, that there is still more we can do in order to reduce ASB and improve the quality of life for residents across Leeds.

With our partners in Safer Leeds we have committed work more closely with communities, so that residents are empowered to resolve problems and conflict locally.

The strategy reflects the ambitions of the Safer Leeds Community Safety Strategy, Leeds City Council's Inclusive Growth Strategy and the Best Council Plan.

Mission Statement

LASBT will seek to tackle anti-social behaviour at the earliest opportunity through a tiered approach of prevention, intervention and enforcement.

It will do so through strengthening community engagement, making best use of integrated intelligence and ensuring people are at the heart of our approach.

Definition of Anti-Social Behaviour

3

A wide range of activities, causing varying degrees of harm, could be interpreted as anti-social behaviour. For the purposes of this strategy the definition of anti-social behaviour adopted by Leeds Anti-Social Behaviour Team (LASBT) is outlined below.

The Anti-Social Behaviour, Crime and Policing Act 2014 uses two definitions of ASB depending upon whether the ASB is related to a housing function.

Where anti-social behaviour has occurred in a housing context, LASBT will consider whether the conduct is capable of causing nuisance or annoyance to a person in relation to

that person's occupation of residential premises or whether the conduct is capable of causing housing-related nuisance or annoyance to any person. LASBT works across all tenures.

Where anti-social behaviour occurs in a non-housing related context the test will be as to whether the behaviour has caused, or is likely to cause, harassment, alarm or distress to any person.

LASBT was designed to deal with behaviour that cannot be reasonably resolved through tenancy management or mediation. This includes (but is not limited to)



Harm to individuals

Harassment, threats of violence and/or intimidation, racist behaviour or language and verbal abuse.



Harm directed at communities

Drug dealing and misuse, street drinking, prostitution, kerb crawling, aggressive begging, public drunkenness and disorder and persistent domestic noise nuisance.



Environmental Harm

Graffiti and vandalism/damage to public property.

Service Standards

4



Victims and witnesses of anti-social behaviour should receive a swift and efficient service that is reflective of Leeds City Council's Core Values:

- Working as a team for Leeds
- Being open, honest and trusted
- Working with all communities
- Treating people fairly
- Spending money wisely

Those reporting anti-social behaviour should feel that their case has been handled fairly and appropriately, and that there is clarity about each stage of the complaint process. Where an issue falls outside the remit of LASBT, our response may include signposting or referral to alternative services.

Anyone contacting LASBT can expect the following minimum standards:

- They will receive a prompt response to their complaint.

- They will be treated fairly with dignity and respect.
- Reports will be taken seriously.
- Information will be kept confidential and we will only share it between agencies with permission in order to help with resolving the case.
- They will be kept regularly informed about the progress of the case.
- The victim will know who to contact if they are not happy with the service received.

Leeds City Council will ensure that clear information is available to residents detailing how to contact partner agencies to report anti-social behaviour.

Aims and Objectives of the Strategy

5

The Leeds City Council Anti-Social Behaviour (ASB) Strategy is intended to support and strengthen the Safer Leeds Partnership approach to tackling ASB across the city while also contributing to the ambitions set out in the Best Council Plan 2018-20/21.

Safe, strong communities:

The main objective of the ASB Strategy is to co-ordinate the Council's response to tackling ASB, helping to keep people safe from harm and protecting the most vulnerable. As fear of ASB contributes to feelings of vulnerability within communities, the strategy will also prioritise the reduction in the perception of ASB in Leeds. If we fail to tackle ASB effectively our ability to create safer, stronger and resilient communities will be weakened.

Promoting community resilience:

By focusing on increasing work with communities to strengthen their resilience and local leadership, it is the intention that it will be possible to deliver more locally derived solutions to ASB.

Child friendly city:

By supporting young people who are in danger of becoming involved in ASB through prevention and early intervention, the ASB Strategy will contribute to a number of the priority areas in the Children's and Young People's Plan – for example, helping young people to make good choices and minimise risk-taking behaviours. The Safer Leeds Partnership has embedded the 'Think Family/Work Family' approach for practitioner responses to ASB, which provides increased opportunities to support local families, identify safeguarding issues and give children the best start in life.

Living in clean, well cared for places:

Environmental crimes such as fly tipping, litter and graffiti are ASB. The strategy will focus on trying to reduce the incidence of these offences and increase the use of enforcement action against them to improve and protect the environment.

The ASB strategy will aim to deliver the objectives presented below:

- Reduce the incidence of ASB.
- Tackle inaccurate perceptions about the extent of ASB.
- Support individuals to change damaging or risky behaviours.
- Improve customer satisfaction, and support for victims and witnesses.
- Engage with local people to influence and shape resolutions for ASB.

To deliver these objectives, five strategic themes have been developed which will be presented later in the strategy.

Key Legislation

The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a significantly changed tool kit for local authorities, the police and other local bodies to tackle anti-social behaviour. The Act aimed to enable communities to play a bigger role in shaping the local response to ASB and to put the needs of the victim first. The Act consolidated and simplified the law, reducing the pre-existing anti-social behaviour tools and powers from nineteen to six. It also introduced the Community Trigger and Community Remedy.

The Clean Neighbourhoods and Environment Act 2005 sets out a wide range of measures to tackle ASB. These include legislating against nuisance parking and abandoned cars, extending the provisions against dropping litter and graffiti.

City Context

6

Leeds is a growing city with an estimated population of 781,700. There have been rapid demographic changes in the last decade with some of our most deprived communities growing fastest and with the youngest population. Our region is one of the youngest in the UK.

The city's population increase reflects the success of the Leeds economy. Leeds is the main economic centre for Leeds City Region and a driver of growth for the Northern Powerhouse, Yorkshire and the national economy.

However, not everyone is benefiting from this economic success. There remain significant issues of poverty and deprivation in the city. 160,000 people in Leeds live in neighbourhoods that are amongst the 10% most deprived neighbourhoods in England.

Unemployment has been reducing but is still too high in some areas.



Low pay is an increasing problem, with over 80,000 jobs (many of them part-time and insecure) paying less than the Living Wage. People are caught in a trap of low pay and low skills and our education and skills system does not work for everyone.

A variety of organisations including Nacro, Shelter and Centrepont have demonstrated that ASB is often prevalent where there are wider risk factors such as living in a disadvantaged neighbourhood and/or poor housing, or in a family where there is conflict, social exclusion or poverty. In Leeds we know the effects of ASB are felt disproportionately by those living in our most deprived neighbourhoods.

Our Inclusive Growth and Health and Well-Being Strategies aim to bring partners together to address these challenges, and help ensure people and places can contribute to and benefit from growth to their full potential. An effective ASB strategy will be an important tool in complementing ongoing work, particularly in those neighbourhoods where risk factors are heightened.

Strategic Themes

7

The proposed approach to tackling anti-social behaviour, and the public perception of anti-social behaviour, is built around five strategic themes.

- Prevention
- Intervention
- Enforcement
- Community Empowerment
- Integrated Intelligence

Prevention

The aim of this theme is to intervene early to lower the risk of anti-social behaviour occurring in the first place. Prevention of anti-social behaviour has a profound impact on the quality of community life. By working with partners to tackle the root causes of problems and conflicts within communities we can ensure we deliver more effective and sustainable long-term solutions.

In some instances preventative activity will target specific risk factors such as family conflict, poor housing or financial exclusion. Tools may include housing advice, tenancy management, mediation, Acceptable Behaviour Contacts, Parenting Contacts, and environmental improvements.

Prevention will also include more general activity – for example, educating young people about the long-term consequences of engaging in anti-social behaviour.

Targeting resources at preventative activity can also avoid more costly crisis management solutions and enforcement action, potentially

releasing resources to reinvest in further preventative work.

Working in, and with, the community will be key to tackling anti-social behaviour. In some instances the use of a community multi-agency risk assessment (MARAC) may be appropriate to deal with high-risk anti-social behaviour cases. Supporting a victim centred approach, they can speed the identification of underlying causes of ASB, as well as significant risk or safeguarding issues.

We will:

- With partners identify design out crime initiatives within communities
- Work with partners on initiatives such as Operation Champions
- Work with individuals and communities to promote awareness of Hate Crime reporting.
- Support the work of the Safer Schools Officers.
- Triage reports of ASB and Hate Crime effectively to prevent high harm high risk situations.
- Work with clusters to identify families in needs of support.

Intervention

Intervention measures are put in place when preventative action has failed and someone has become involved in committing anti-social behaviour. The aim is to provide support and / or diversion to prevent that individual engaging in further ASB. This is premised on an understanding that delivering support as early as possible

reduces the potential for behaviour to escalate.

Critical to this process will be embedding the identification and assessment of risk in the evaluation process to ensure that vulnerable people with complex needs have the opportunity to receive specialist support from the right services. Ideally early intervention should be arrived at through engagement with individuals, families and communities to maximise the potential for success.

To do this we will:

- Embed a Triage process to respond effectively to reports of ASB.
- Embed a community Marac for problem solving complex ASB issues.
- Promote the use of mediation services for early resolution of ASB issues
- Develop the out of hours noise nuisance service to ensure effective deployment of available resource.

Enforcement

Enforcement is used to protect the community, victims and witnesses, as well as providing a consequence in the case of individuals whose behaviour is causing persistent or significant harm. Enforcement alone will not solve ASB. However, it is useful tool when ASB continues and/or escalates, and those involved refuse support or diversion.

To do this we will:

- Further develop the Neighbourhood Response Teams
- Support the Serious and Organised Crime programme
- Support the Safer Leeds, Road Safety Plan with targeted interventions for vehicle nuisance
- Utilise all available tools and powers to tackle ASB.
- Develop the use of Community Protection Notices.

Community Empowerment

Working with communities to develop strategies to prevent and tackle anti-social behaviour is critically important. Using local intelligence and networks to better inform decision making will improve outcomes for communities. Interventions to prevent ASB are most likely to be effective where those communities experiencing the effects of ASB are closely involved in developing the solutions.

It is important that we listen to our communities and develop responses to ASB that reflect local priorities. In

some areas this will complement wider ongoing work to target resources in priority neighbourhoods.

To do this we will:

- Engage in communities and increase confidence in reporting ASB and Hate Crime
- Support the work of the Communities Teams in priority neighbourhoods
- Embed a Communication and Engagement Plan
- Develop a Customer Service Offer outlining the LASBT service standards

Integrated Intelligence

Where intelligence is shared between partners there is greater scope to identify early interventions that can achieve long-term resolutions and reductions. Furthermore, where integrated intelligence allows the early identification of risk, there is a reduced likelihood of those victims or perpetrators with complex needs being passed between different bodies. West Yorkshire Police is a key partner in the city's approach to tackling ASB. The fact that

policing district structures remain co-terminus with local authority boundaries presents additional opportunities to work effectively together. Sharing information with a clear understanding of each other's responsibility and capability will facilitate the identification of shared priorities, pooling of resources and the potential to deliver timely problem solving and early intervention.

To do this we will:

- Utilise Police / LCC Intelligence to deploy resource effectively
- Enhance links with Leedswatch
- Improve links with Neighbourhood Policing Teams and co-ordinators to identify repeat callers and priority cases
- Develop effective triage performance framework

8

Implementing the ASB Strategy



The five strategic themes set out in section 10 reflect our approach to tackling anti-social behaviour. The actions within each theme will be delivered through an annual action plan. This plan will be reviewed quarterly by ASB Silver Group and monitored by Safer Leeds Executive. It is intended that this will be a living document and as such these actions will evolve over time.

The effectiveness of the strategy will be measured against the aims and milestones detailed in the action plan. As well as this, performance monitoring of case management will allow key objectives and trends to be observed.

This strategy will be shared with partners and stakeholders along with progress made in relation to the actions agreed.

Contact Information

If you experience anti-social behaviour please contact:

Leeds anti-social behaviour team

Email: lasbt@leeds.gov.uk

Phone number: 0113 222 4402

In person: at any One Stop Shop

Noise nuisance team

Email: noise@leeds.gov.uk

Phone number: 0113 222 4402 (daytime) or 0113 376 0337 (6pm – 3am)

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate:	Service area:
Lead person: Harvinder Saimbhi	Contact number: 07981 272111
Date of the equality, diversity, cohesion and integration impact assessment: 15 th February 2019	

1. Title: Leeds Anti Social Behaviour Team Review
Is this a:
☐ Strategy /Policy ☒ Service / Function ☐ Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Harvinder Saimbhi	Safer Leeds	Head of Service
Lisa Ramsden	Safer Leeds	ASB Service Delivery Manager
Paul Money	Safer Leeds	Chief Officer

3. Summary of strategy, policy, service or function that was assessed:

LASBT is part of Safer Leeds. It includes officers from Leeds City Council, West Yorkshire Police, Housing Leeds, Belle Isle Tenant Management Organisation, West Yorkshire Fire and Rescue Services, Youth Offending, and Victim Support.

There are currently three operational teams covering the South and City Centre, East North East, and West North West areas of Leeds. The team are supported by a performance and information team based at Merrion House.

The out-of-hours noise nuisance team is co-located within the LeedsWatch Service.

LASBT was designed to deal with behaviour that cannot be reasonably resolved through tenancy management or mediation. This includes, but is not limited to, those listed below:

- **Harm to individuals**
Harassment, threats of violence and/or intimidation, racist behaviour or language and verbal abuse.
- **Harm directed at communities**
Drug dealing and misuse, street drinking, prostitution, kerb crawling, aggressive begging, public drunkenness and disorder and persistent domestic noise nuisance.
- **Environmental harm**
Graffiti and vandalism/damage to public property.

The Anti-social behaviour, Crime and Policing Act 2014 uses two definitions of ASB depending upon whether the ASB is related to a housing function.

It is important to note that, in relation to housing, LASBT works across all tenures. Where anti-social behaviour has occurred in a housing context, LASBT will consider whether the conduct is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or whether the conduct is capable of causing housing-related nuisance or annoyance to any person.

Where anti-social behaviour occurs in a non-housing related context the test will be as to whether the behaviour has caused, or is likely to cause, harassment, alarm or distress to any person.

Drivers of Review

The nature of the issues facing LASBT has evolved since the service was established. There has been increased demand for the service, which is responding to a far greater number of complex cases and high risk incidents.

The volume of incoming referrals relating to noise nuisance, in particular, is significantly limiting the team's ability to deliver much needed work around prevention, intervention and community empowerment.

The breadth of issues being referred has also increased. Arguably the interpretation of many people outside of the service of what constitutes 'anti-social behaviour' has

expanded, with ASB becoming a 'catch all' for activity ranging from minor instances of noise nuisance to serious criminal activity.

Furthermore, an increasing number of those interacting with the service – both victims and perpetrators - are displaying complex support needs and vulnerabilities such as mental health issues. Those support needs often require specialist interventions, which LASBT is not best placed to deliver.

A variety of organisations including Nacro, Shelter and Centrepoin have demonstrated that ASB is often prevalent where there are wider risk factors such as living in a disadvantaged neighbourhood and/or poor housing, or in a family where there is conflict, social exclusion or poverty.

With this in mind, redefining the way in which LASBT operates offers the potential to complement wider ambitions around the Council's inclusive growth strategy, especially in the context of support for priority neighbourhoods and also work within children's services and adult social care to support vulnerable families.

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes

☐

The vision and themes, objectives or outcomes and the supporting guidance

☐

A specific section within the strategy, policy or plan

☐

Please provide detail:

4b. Service, function, event

please tick the appropriate box below

The whole service
(including service provision and employment)

☒

A specific part of the service
(including service provision or employment or a specific section of the service)

☐

Procuring of a service
(by contract or grant)

☐

Please provide detail:

Areas for Priority Action

Triage of referrals: it is recommended that the service designs and implements a triage system for all incoming referrals so that cases can be appropriately prioritised.

That system should be based on clear Terms of Reference, which support the priorities of Safer Leeds as outlined in its Community Safety Strategy. It should be supported by a system of performance monitoring that reflects the fact that different responses are appropriate for different priorities of cases.

The identification and assessment of vulnerabilities must be embedded in that process from the first point of contact with service users. This will require standardised scripts to be revised and regular training to be provided for both LASBT officers and officers in the contact centre.

Where cases are assessed as not being ASB cases but a support need is identified customers will be signposted to appropriate, alternative services. For complex cases it may be appropriate to refer the case for consideration by a community MARAC.

It is crucial that strong partnerships are in place to enable officers to access support from colleagues in services such as mental health, youth offending, children's services adult social care and housing, as well as partners such as West Yorkshire Police.

Community MARACs: For complex and persistent cases it is recommended that the service establishes the use of community MARACs. This will promote early resolution of cases, joint decision making and more effective problem solving. This will enable officers to assess and manage risk more effectively for both perpetrators and victims.

Mediation: Early intervention has the potential to resolve more ASB cases before they escalate and become increasingly entrenched. Not only could this deliver improved outcomes for the individuals involved it also has the potential to reduce costly demands on public services created through having to resolve more complex cases once they have escalated.

It is therefore recommended that a mediation service is commissioned which has the flexibility to work in various localities and at times which suit the needs of those residents involved.

Noise: Over 60% of incoming referrals relate to noise nuisance. The existing resources cannot meet the demand and expectation of the service. The provision therefore needs to be revised, joining up day time and out-of-hours services more effectively and ideally delivering increasingly flexible coverage.

The use of technology – such as apps to record and report noise nuisance - should be explored.

In addition, a communication plan should be put in place to ensure that customers understand what actions they can take themselves, in the first instance, in order to try and resolve the situation they are concerned about.

Communication: External communications need to be revised in order to provide more clarity and advice to those seeking to use the service, particularly in the case of out-of-hours noise nuisance.

In order to manage customer expectations clear information about details such as anticipated response times should be accessible and, with the introduction of a triage system, customers should receive accurate information about how their case will be taken

forward.

Officers need to be empowered to challenge unrealistic expectations and to set out, if necessary, the limitations of tools available to them in some circumstances.

The consultation process has highlighted a gap in terms of social media presence. Advice is being sought from the communications team as to how instances of successful enforcement may be publicised, along with advice or information.

Location of the West Team: Currently officers based in the west of Leeds are in accommodation that does not fully meet the needs of the service. Work is on-going to identify a suitable alternative base, ideally co-located with other services in the same area of the city. Consultation with Trade Union representatives is taking place in relation to this proposal.

ASB Strategy: It is proposed that an Anti-Social Behaviour Strategy is developed for the city which sets out a strategic framework for activity moving forward. It is intended that this should be focused around the themes of prevention, intervention, enforcement, community empowerment and integrated intelligence.

This will inform the future allocation of capacity and resources and ensure that activity is reflective of the ambitions set out in both the Safer Leeds Community Safety Strategy and the Best Council Plan.

At the heart of the ASB strategy will be a recognition that a holistic, multi-agency approach to resolving the problems associated with ASB, has the potential to deliver longer term solutions for all involved.

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

In October 2009 the Home Secretary, Rt. Hon. Alan Johnson MP announced a package of practical measures to improve the collective response to ASB. This followed an incident elsewhere in the country where a subsequent report criticised the failures of both the local council and the police to share information and respond appropriately.

In January 2010 it was agreed that a comprehensive review would take place in Leeds of the local partner agency protocols and processes used to respond to, and tackle, Anti-Social Behaviour. This was completed using the nationally recognised QUEST methodology and under the guidance of a governance board representing senior leaders of partner agencies.

As a result of the recommendations of that review, a multi-agency unit – Leeds Anti-Social Behaviour Team (LASBT) – was established to deliver a specialist ASB service through locally based teams. Uniform service standard were also introduced to ensure consistency of delivery across all teams.

Due to the success of the team, the domestic noise and out-of-hours noise nuisance team

was transferred and integrated into LASBT in 2012. The consultation process to date has underlined the strengths of the multi-agency approach to tackling ASB in Leeds, highlighting the positive impact of the service on communities and the value of the knowledge and skills of staff. The consultation has reinforced the fact that anti-social behaviour cannot be tackled or prevented in isolation by one agency. In order to address the causes of ASB, a joined up, partnership approach is required. This will involve LCC colleagues in areas such as mental health, adult social care, children's services and housing, as well as external partners and residents. The consultation process also revealed concerns about the sustainability of current LASBT arrangements, in the context of significantly increased and complex demand. It was suggested that working practices should be revised to ensure decision making is based upon a thorough assessment of the severity of incoming cases. It is intended that a triage system is introduced to manage this process, and that the identification and assessment of risk is embedded within the system from the first point of contact. It is recognised that the proposed programme of change within LASBT must be underpinned by staff training to ensure officers are confident using all tools available to them, and to empower them to provide robust advice, deliver successful early intervention and, where necessary, to challenge customer expectations.
Are there any gaps in equality and diversity information Please provide detail: N/A
Action required: N/A

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested
☒ Yes ☐ No Please provide detail: Consultation has been undertaken in way of established steering group with strategic membership from partners and elected members. Following this themed workshops have been delivered to capture staff and partners view on changes required and allowed transparent feedback on below key themes: • Noise • Triage Process • Police

- Communication

In addition to staff and partner input a session was run January 2019 with Leeds Tenants Federation to capture public and customer feedback on the review.

Consultation also undertaken with Citizens Panel to allow any feedback to be captured.

All sessions have had feedback collated to drive and changes that's made to the LASBT Service.

Action required:

N/A

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

☒

Age

☒

Carers

☒

Disability

☒

Gender reassignment

☒

Race

☒

**Religion
or Belief**

☒

Sex (male or female)

☒

Sexual orientation

☒

Other

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify:

Due to LASBT been a city wide cross tenure service it has the potential to impact on all the above characteristics. LASBT also is one of the lead agencies for the investigation of hate crime and hate incidents which again covers most characteristics.

Although the all equality characteristics are covered there will not be significant changes how customers access service or the level of service provided.

Stakeholders		
☒ Services users	☒ Employees	☒ Trade Unions
☒ Partners	☒ Members	☒ Suppliers
☐ Other please specify		
Potential barriers.		
☐ Built environment	☒ Location of premises and services	
☒ Information and communication	☒ Customer care	
☐ Timing	☐ Stereotypes and assumptions	
☒ Cost	☒ Consultation and involvement	
☐ Financial exclusion	☒ Employment and training	
☐ specific barriers to the strategy, policy, services or function		
Please specify		
Information and communication. Residents and stakeholders may not be aware of any potential changes to LASBT terms of reference, or changes to how to report antisocial behaviour in the city.		
<u>Action</u> Information to be provided to stakeholders and customers via website and other publications. Briefing notes also to be provided to elected members and partners to any changes to service provision.		
Cost There are cost implication to the council in way of changing existing publications used with partners and customers.		
<u>Action</u> Costs will be monitored and it is anticipated that the positive benefits to residents and visitors will easily justify expenditure.		
Location of premises and services Although LASBT offices are not public facing there could be potential impact on moving of		

office premises. This could impact staff getting to new place of work or associated cost of expenses in way of mileage claims.

Action

Consultation with staff to allow any concerns to be raised and potential reasonable adjustments to be implemented. In addition to this costs to be monitored in way of expenses.

Customer Care

Changes to terms of reference could impact on customer's perception of the service.

Action

Clear communication with partners and customers should help manage expectations of the service.

Consultation and Involvement

Consultation has taken place with key stakeholders but once changes are implemented further review may be required for the service to ensure changes made are working and providing desired outcomes for service.

Action

Further review to be undertaken periodically after changes are implemented by steering group.

Employment and Training

Changes to service may lead to changes to policy and process. Any changes to policy or process will require a training program to staff and a briefing to partners.

Action

If changes are made training package to be developed and training implemented LASBT staff. In addition to this a clear communication briefing to partners and key stakeholders.

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

- People will feel safer across the city
- Community cohesion will increase as people feel safer in their neighbourhoods
- Coordinated response to ASB
- Clear expectations given to public on what the service can provide.

Action required:

N/A

8b. Negative impact:
Language and literacy barriers - Those who first language is not English or who Cannot read will be unable to understand changes made to the service. ACTION: Any changes to correspondence or information we provide to stakeholders and customers to be provided in different languages on request .
Action required:

9. Will this activity promote strong and positive relationships between the groups/communities identified?
☒ Yes ☐ No Please provide detail: Any changes made to the LASBT service will strengthen existing partnerships, and clear terms of reference will provide clarity to communities on what the service can provide. Action required: Good news stories need to be communicated to wider public through appropriate media channels

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)
☐ Yes ☒ No Please provide detail:

Changes to the service will enhance existing arrangements.

Action required:

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

☐

Yes

☒

No

Please provide detail:

Action required:

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Information and communication. Information to be provided to stakeholders and customers via website and other publications. Briefing notes also to be provided to elected members and partners to any changes to service provision.	Review Quarterly	Briefing notes to be reviewed for elected members and partners. Any changes required to be implemented to ensure that communications are clear and consistent.	ASB Service Delivery Manager Cllr update briefing prepared – 15 th May 19
Location of premises and services Although LASBT offices are not public facing there could be potential impact on moving of office premises. This could impact staff getting to new place of work or associated cost of expenses in way of mileage claims.	Ongoing with any team effected	Consultation with staff to allow any concerns to be raised and potential reasonable adjustments to be implemented. In addition to this costs to be monitored in way of expenses	ASB Service Delivery Manager Awaiting update re Armley HUB – possibility of co-location with Housing at that site. Lead Officer: Lisa Thornton Asset Management Team

Action	Timescale	Measure	Lead person
Customer Care Changes to terms of reference could impact on customer's perception of the service.	Quarterly	Information available to customers to be reviewed on quarterly. Any changes required to be implemented to ensure that communications are clear and consistent.	ASB Service Delivery Manager Service Offer agreed by Steering Group. To be tabled at next Community Safety Champions meeting. Working with Communications Team and plan to be devised
Consultation and Involvement Consultation has taken place with key stakeholders but once changes are implemented further review may be required for the service to ensure changes made are working and providing desired outcomes for service.	Quarterly	Further review to be undertaken periodically after changes are implemented by steering group.	ASB Service Delivery Manager Steering Group. As above Communication Plan to cover this.
Employment and Training Changes to service may lead to changes to policy and process. Any changes to policy or process will require a training program to staff and a briefing to partners.	Annual	Annual review to take place on training and development needs of staff throughout the service to ensure any changes to policy or process are captured and delivered	Performance and information Manager This work is ongoing as review progresses.

Action	Timescale	Measure	Lead person
Language and literacy barriers. Customers who English is not first language, may not understand that changes to the service	Ongoing	Provision and budget in place to provide translation services where needed, and ensuring all documentation is in plain English.	Training Programme for new Triage Team to be devised. Performance and information Manager

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Harvinder Saimbhi	Head of Operational Delivery	15 th February 2019
Date impact assessment completed		15 th February 2019

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)☐

As part of Service Planning performance monitoring

☐

As part of Project monitoring

☐

Update report will be agreed and provided to the appropriate board
Please specify which board

☒

Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

This page is intentionally left blank

Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 11 July 2019

Subject: Financial Performance – Outturn 2018/19

Are specific electoral wards affected?	☐ Yes	☒ No
If yes, name(s) of ward(s):		
Has consultation been carried out?	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Will the decision be open for call-in?	☐ Yes	☒ No
Does the report contain confidential or exempt information?	☐ Yes	☒ No
If relevant, access to information procedure rule number:		
Appendix number:		

1. Purpose of this report

- 1.1 The purpose of this report is to provide Board Members with financial performance information relevant to the Board's terms of reference. Specifically, the Board is provided with details of the Council's financial outturn position for 2018/19 and invited to provide any comment on aspects that are relevant to its remit.

2. Background information

- 2.1 Each year the Council's financial outturn position for both revenue and capital is reported to the Executive Board. All Scrutiny Boards are then subsequently given the opportunity to consider and provide any comment on aspects of the outturn position that are relevant to their individual remits.

3. Main issues

- 3.1 Details of the Council's financial outturn position for 2018/19 for both revenue and capital have been provided to the Executive Board for its meeting on 26th June 2019. This report is appended for the Board's consideration (Appendix A). However, appendix 1 within the Executive Board report has been adapted to only reflect information relevant to the Resources and Housing and Communities and Environment Directorates.

- 3.2 Appropriate senior officers have been invited to the meeting to discuss the attached reports and address any issues raised by the Scrutiny Board.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Council's financial outturn is a factual report and therefore is not subject to consultation. However, all Scrutiny Boards are given the opportunity to provide any comment on aspects of the outturn position that are relevant to their individual remits.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Council's revenue budget for 2018/19 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 21st February 2018.

4.3 Council policies and the Best Council Plan

- 4.3.1 The 2018/19 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget in support of our Best Council ambition of offering value for money through being an efficient and enterprising organisation. The Council is committed to spending money wisely and the Scrutiny Board can promote this value by providing support and challenge with regard to budget management for 2018/19.

Climate Emergency

- 4.3.2 Since this is a factual report detailing the Council's financial outturn position for 2018/2019 there are no specific climate implications, however management of the Council's budgets support the ambition of making Leeds carbon neutral by 2030.

4.4 Resources, procurement and value for money

- 4.4.1 All financial implications are detailed in the main body of the Executive Board report.

4.5 Legal implications, access to information, and call-in

- 4.5.1 There are no legal implications arising from this report.

4.6 Risk management

- 4.6.1 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans was in place for 2018/19. The Scrutiny Board may wish to challenge aspects of risk whilst considering the outturn report for 2018/19, and explore how risk would be mitigated.

5. Conclusions

- 5.1 Details of the Council's financial outturn position for 2018/19 for both revenue and capital have been provided to the Executive Board for its meeting on 26th June 2019 and this report is now appended for the Board's consideration in accordance with its terms of reference.

6. Recommendation

- 6.1 That the Scrutiny Board considers the relevant information within the attached Executive Board report and agrees any specific scrutiny actions that may be appropriate.

7. Background documents¹

- 7.1 None.

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

This page is intentionally left blank

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 26th June 2019

Subject: Financial Performance - Outturn financial year ended 31st March 2019

Are specific electoral wards affected?	☐ Yes	☒ No
If relevant, name(s) of ward(s):		
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☐ Yes	☒ No
If relevant, access to information procedure rule number:		
Appendix number:		

Summary of main issues

1. The purpose of this report is to inform members of the final outturn for the financial year 2018/19. The pre-audited accounts will be presented to the Corporate Governance and Audit Committee at its meeting on the 25th June 2019.
2. As set out below, the final position on the General Fund shows an underspend of £3.0m after the creation of a number of earmarked reserves. This is a reduction in the underspend of £0.25m when compared to the provisional outturn position received at Executive Board in April.
3. The 2018/19 budget assumed a contribution to the general reserve of £1.0m. However this planned final outturn underspend results in a net contribution to the general reserve of £2.3m. This planned contribution to the Council's general reserve will ensure that the Council continues to remain financially resilient. This needs to be seen in the context of the inherent uncertainty resulting from delays to the Government's next spending review, the unknown implications of both the Government's intended move to 75% business rate retention nationally and the outcome of the Government's Fair Funding Review. Adding to this uncertainty is the delay in the publication of the Government's green paper on adult social care which will hopefully provide greater certainty around their future funding intentions.

4. The Housing Revenue Account outturn position is a surplus of £1.1m and this has resulted in a corresponding reduction in the contribution required from the PFI reserve to support the 2018/2019 budget.
5. As at April 2018 the level of general reserve was £25.7m. As per table 3 at paragraph 5.1 the amount of general reserve at 31st March 2019 is £28.0m. This planned increase is in line with the Authority's strategy to increase reserves to strengthen financial resilience.

Recommendations

6. Members of the Executive Board are asked to;
 - a. Note the outturn position for 2018/19, to agree the creation of earmarked reserves as detailed in paragraph 5.3 and to delegate their release to the Chief Officer Financial Services;
 - b. To approve the use of the projected surplus from the 2018/2019 Leeds City Region Business Rates Pool to forward fund the projects which are detailed in paragraph 2.9. These projects were initially agreed by the Leaders of the member authorities of this Pool following its disbanding on the 31st March 2019;
 - c. Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the 'call in' period.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's financial outturn position for 2018/19 for both revenue and capital. It also includes the Housing Revenue Account and expenditure on schools.
- 1.2 In addition the report highlights the position regarding other key financial health indicators including Council Tax and Business Rates collection statistics, sundry income, reserves and the prompt payment of creditors.
- 1.3 It should be noted that, in accordance with proper accounting practice, any significant event which occurs prior to the audit sign-off of the accounts in July 2019 could impact on the Council's final published outturn position and hence on the level of reserves. This is known as a post balance sheet event and, should such an event occur, it will be reported back to this Board at the earliest opportunity.
- 1.4 Executive Board will be aware that the Council's unaudited accounts went on deposit for public inspection on 31st May 2019.

2. Main Issues

- 2.1 The 2018/19 general fund revenue outturn position, after the creation and transfer of a number of earmarked reserves as detailed in paragraph 5.3, is a planned underspend of £3.0m.

Table 1 - summary outturn position

Directorate	Director	Staffing	Total Expenditure	Income	Total (under) /overspend	Provisional Outturn 2018/19
		£000	£000	£000	£000	£000
Adults & Health	Cath Roff	(771)	3,647	(3,647)	0	0
Children and Families	Steve Walker	353	5,724	(3,304)	2,420	2,518
City Development	Martin Farrington	(1,551)	5,945	(4,056)	1,890	1,773
Resources & Housing	Neil Evans	(562)	13,864	(13,265)	599	398
Communities & Environment	James Rogers	1,590	8,482	(8,860)	(377)	278
Strategic	Victoria Bradshaw	428	(287)	(7,248)	(7,535)	(8,216)
Total		(513)	37,375	(40,380)	(3,003)	(3,250)

- 2.2 Full details of the directorate variations, budget action plans and risk areas for the year can be found in the financial dashboards attached at Appendix 1. The main directorate issues contributing toward the outturn position are as follows:-

- 2.3 **Adults and Health** - the directorate has achieved a balanced position at the financial year-end.

There have been a number of variations throughout the year and additional government funding of £3.3m via the Winter Pressures grant was received.

There were staffing pressures within Provider Services, but overall slippage to fill posts across the rest of the directorate has delivered a £0.8m saving. This saving has helped mitigate increased expenditure within the Equipment Service to meet increased demand, assist with the NHS's Delayed Transfer of Care (DTOC) targets and to offset potential uncertainty in the market over the next few months.

There is a net £1.6m underspend on demand led budgets. However, this is after the application of £3.0m of the Winter Pressures monies to meet the overspends in home care and supported living. The relatively mild winter, together with improved system flow and the impact of the strengths-based approach has seen demand for residential and nursing placements reduce this year. A decrease in the number of Direct Payments to providers was also recorded.

Whilst further analysis is ongoing, it is currently assumed the majority of this underspend is due to the mild winter and therefore it is likely to be a non-recurrent saving. As a result this variation has been used to forward pay the borrowing costs

associated with the refurbishment of South Leeds Intermediate Centre and the purchase of the Killingbeck site. This proposal will benefit the Adults and Health budget in future years since budgeted contributions to pay off the borrowing will now no longer be required.

Income is higher than initially budgeted for. This is a mixture of the Winter Pressures grant £3.3m, additional funding for Public Health to meet expenditure received from health partners and funds received from the CCG to enable development in future years; this includes funding to support the feasibility of developing an autism facility for meeting complex needs for service users within the Transforming Care cohort.

The directorate received the second year of a three year funding stream, referred to as the Spring Budget monies. Slippage has been evidenced this year and £5.3m of planned spend has been transferred to reserves to be utilised in 2019/20. Within Public Health, the contribution from the Health Inequalities Fund reserve was less than budgeted and will therefore be carried forward through reserves; in addition the Public Health grant has underspent by £572k which, in line with its ring-fencing rules, will be carried forward into the next financial year and will be partly used to contribute towards the budgeted grant reduction in 2019/20. Similarly the Leeds Adults Safeguarding Board has underspent by £76k and this underspend will be carried forward into the next financial year as part of their ring fenced arrangements.

2.4 Children and Families – the year-end position is an overspend of £2.42m which is a reduction of £0.1m from the provisional financial outturn position reported to Executive Board in April.

The overspend represents less than 1% of the gross expenditure budget for 2018/19. As projected, the outturn position does include a contribution of £1.6m from Adult Social Care (ASC) from a one-off underspend on demand-led budgets towards services provided by Children and Families to children over 16. Whilst this is significant the underlying overspend is lower than in the last three financial years and reflects the additional resources for demand-led budgets, early intervention work and investment in social worker staffing and training and development in recent years.

The major area of overspend was on the Children Looked After (CLA) budgets where the number of children being supported across a range of interventions was higher than budgeted.

The two highest cost placements, External Residential (ER) and Independent Fostering Agency (IFA), were both higher than the budgeted assumptions. At the end of March 2019 ER numbers were 62 compared to the budgeted number of 53. At the start of the financial year there were 64 children in ER placements. Numbers fell at the beginning of the year and then remained fairly constant for the rest of the year. At year end the number of IFA placements was 206 compared to the budgeted number of 179. As a result the ER budget overspent by £1.1m and the IFA budget by £0.4m, both in line with previous projections. There was also an increase in the number of financially supported non-CLA resulting in an overspend of £1.3m, including £0.3m on Special Guardianship Orders, £0.4m on the Leaving

Care budget and £0.6m relating to Section 17 (Children's Act 1989) costs associated with safeguarding and promoting a child's welfare. The CLA and financially supported non-CLA budgets have been increased by £2m in 2019/20.

The overall position on CLA in Leeds compares favourably to the national position. The CLA rate per 10,000 children in Leeds has remained fairly constant whilst the proportion of children who are looked after has risen by 4% nationally over the past three years. This is despite continuing population growth and growing deprivation in areas of the city. In similar areas of the country, the 'Statistical Neighbour' Local Authorities to Leeds, the proportion of children looked after rose by nearly 6%, with the average now well above the rate seen in Leeds.

As previously forecast, there was an increase of £0.36m in the Council's contribution to the One Adoption West Yorkshire Partnership. External legal disbursement costs exceeded the budget by £0.4m. Both these budgets have been increased in 2019/20 to reflect these pressures.

Transport related expenditure was £0.2m under budget with an underspend of £0.3m on mainstream school transport achieved mainly through the rationalisation of routes in the contracts managed by the West Yorkshire Combined Authority and an overspend of £0.1m on transport for children with Special Education Needs and Disabilities (SEND) and in social care. During the year there was a notable increase in the number of children requiring transport and also an increase in contract prices. This pressure was offset by savings of £0.28m from the successful roll out of Personal Transport Allowances (PTAs) and additional Dedicated Schools Grant (DSG) income of £0.25m. The 2019/20 budget includes an increase of £0.7m in the SEND and social care transport budget reflecting the underlying increase in numbers and costs.

Staffing was £0.35m overspent against a total staffing budget of over £83m with the main area of overspend in Social Care as recruitment increased during the last quarter of the year.

Key variations on income include the £1.6m contribution from ASC, £0.3m additional DSG funding from the High Needs Block towards the education cost of residential placements and £0.2m funding from Housing Services towards the costs of the Children Health and Disability (CHAD) team. This additional income was offset by a shortfall in traded income of £0.4m, mainly in Learning Improvement and music services, and £0.2m shortfall against budgeted from Clinical Commissioning Groups (CCGs) towards the cost of ER placements. The shortfall in traded income should be seen against the context of an increase in the number of schools becoming academies and general ongoing financial pressures in schools. There was a net overspend on Learning for Life of £0.7m, mainly as a result of a shortfall in Free Early Education Entitlement grant income.

The outturn position for the **DSG** is an underspend of £4m. This includes the additional funding for the High Needs Block announced by the Secretary of State for Education on the 17th December 2018 which resulted in an additional £1.76m of funding in both 2018/19 and 2019/20. The additional grant is the major reason for the improved position on the High Needs Block. Overall, spend on the High Needs Block was on budget although there was a reduced contribution to reserves

of £0.67m against the budgeted £0.95m. The Early Years Block was £2.9m underspent, in line with projections and was mostly due to lower actual annual pupil numbers than is assumed in the Free Early Education Entitlement grant received from the Government. The Central School Services Block spent in line with the budget and there was an underspend of £1.1m on the Schools Block including £0.5m on the De-delegated school budgets and £0.5m on the growth fund which it is anticipated will be required in 2019/20. The overall position on general DSG is a surplus of £1.1m against the deficit of £3.4m brought forward from 2017/18. Whilst there is now a surplus on the overall DSG reserves there are still significant underlying financial pressures on the High Needs Block which will need to be managed in future years.

- 2.5. **City Development** – the outturn position for the year for City Development is an overspend of £1.89m which represents an increase of £0.12m from the provisional financial outturn position reported to Executive Board in April.

For 2018/2019 the budgeted return on the Council's commercial asset portfolio increased by £1m to £3.36m. A year-end pressure of £1.78m against this portfolio reflects the limited number of market opportunities with the right risk profile that were available to the Council in 2018/19.

The rising cost of electricity tariffs for street lighting accounts for £1.06m of the budget overspend, however this has been more than offset by savings in the winter maintenance budget due to the mild winter, which in turn has facilitated an increase in DLO productivity and substantial increase in turnover giving a resultant net saving of £1.5m.

A reduction in fee income resulting from slippage in the Capital Receipts Programme accounts for a budget pressure of £0.82m, the most significant issue being the delay in completing the sale of Leonardo/Thoresby. The Thoresby transaction represents a significant acquisition in the regional market and with its redevelopment will attract a number of new investments to the city. The disposal is in the final stages of completion, having incurred a short delay in finalising terms. The receipt from this sale will now be received in 2019/20 with a resultant increase in the level of fee income receivable in this year enabling a contribution to the general reserve to compensate for the budget pressure being funded in the intervening period.

Within the Planning function, a £0.60m pressure on external legal fees relating to Planning Appeals and a £0.13m shortfall in fee income were partially offset by a £0.30m saving on staffing and a £0.16m saving in premises and supplies and services.

A shortfall in markets income of £0.34m alongside spending pressures on running costs of £0.24m account for a £0.59m pressure in Markets and City Centre services.

The Arts & Heritage service overspent by £0.40m of which £0.17m related to additional spending pressures around the Carnival and Black Music Festival events with the balance due to pressures on staffing budgets.

Mitigating savings of £1.29m include one-off income from release of covenants £0.48m, staffing savings of £0.70m (mainly Asset Management) and utilisation of £0.30m of street lighting dispute resolution balances.

2.6 Communities and Environment – the overall outturn position for 2018/19 is an underspend of £0.377m. The main variations across the individual service areas are as follows:

There has been an overall underspend of £0.1m within Car Parking Services, mainly reflecting staffing/expenditure savings of £0.2m and additional Penalty Charge Notice income of £0.3m, partially offset by shortfalls in on-street parking income of £0.2m and Bus Lane Enforcement income of £0.2m.

The Waste Management service has underspent by £0.2m overall. Although the delayed implementation of the Refuse route review has resulted in a pressure of £0.7m, this has been offset by waste disposal savings of £0.6m, additional weighbridge and recycling income of £0.2m and all other expenditure variations across the service of £0.1m.

An overspend of £0.2m within Customer Access mainly reflects the challenges in delivering budgeted staffing efficiencies at the Contact Centre whilst maintaining performance levels in the face of increased call volumes (£0.2m). In addition there has been increased security provision in Community Hubs (£0.2m), although these overspends have been partially offset by additional income and expenditure savings across the service.

There has also been an overspend of £0.1m within Communities which mainly relates to Community Centres and is attributable to a combination of a shortfall in income and additional premises costs.

Within Electoral and Regulatory Services, there has been an underspend of £0.2m which includes reduced Registrars income of £0.1m (including the cessation of the Nationality Checking Service). This has been offset by savings within the Environmental Health service of £0.3m, mainly due to staffing savings and additional pest control income.

Other underspends within the directorate include the Cleaner Neighbourhoods and City Centre Teams (£0.1m) and Community Safety (£0.1m), with the underspends in these services mainly reflecting staffing/expenditure savings.

2.7 Resources and Housing - the Directorate outturned at an overspend of £0.6m (0.76%) which was an increase of £0.2m when compared to the provisional outturn reported to Executive Board in April.

The resources group of services had a collective underspend of £0.3m, meaning this group of services has more than delivered on the reduction of £3.5m of support services costs which had been assumed in the budget; This is despite some significant in year budget pressures.

Whilst there is an overall staffing pressure in the group, this mainly arises from recruitment within DIS and is offset by additional income. HR overspent by £782k,

primarily arising from a reduction in schools income and there were pressures within financial services, mainly staffing, totalling £143k. These pressures are being offset by savings on staffing through managing turnover, vacant posts and additional income within Strategy and Improvement (£247k), Legal (£458k), Democratic Services (£242k) and Shared Services (£173k).

Housing and Property Services overspent by £0.7m, mainly arising from additional spend pressures in the responsive repairs budget in Corporate Property Management of £654k. This was partially offset by savings of £140k within the Strategic Housing Service mainly on staffing through managing vacant posts.

Leeds Building Services delivered a surplus of £9.4m, against the £9.6m target. The £200k shortfall arose mainly from vacant front line posts which led to an under recovery of overheads; these were partially offset by the use of sub-contractors to deliver works and savings in back office and overhead costs.

CEL services outturned in line with previously reported figures at £146k over the approved budget. Within Catering there was a £298k shortfall due to a combination of underlying income pressures and inflationary pressures on food costs; these pressures were offset by savings in Facilities Management of £103k and also additional net contribution from property cleaning and guarding services of £143k.

2.8 **Strategic and Central Accounts** – The outturn position for the Strategic & Central budgets is an underspend of £7.5m. There are a number of key variations within this figure.

A reduction of £7.9m in in-year costs arises as a result of funding PFI lifecycle costs through MRP over a 10 year period, combined with further savings in the debt budget net of prudential borrowing and a prepayment of prudential borrowing income by Adults and Health which will contribute to the Capital Reserve. There will be an impact on interest costs in future years as a result of deferring funding the PFI Lifecycle costs over a 10 year period.

There are income pressures of £1.3m on S278 income (income from developers) due to lower levels of development activity and New Homes Bonus grant received is £0.3m below budget due to levels of qualifying house building being lower than predicted. However, these pressures are more than offset by net additional S31 grant (business rates) of around £3.6m, of which £2.3m is the Authority's allocation of the £180m business rates levy account surplus announced by Government in the Provisional Settlement in December 2018.

A £0.8m pressure relates to a variation in income receivable within Legal Services and the former PPPU and there are shortfalls of £1.8m in respect of budgets for general and schools capitalisation. These are largely offset by contributions of £2.3m from the Insurance Reserve, of which £1m has been released following a review of the level of the insurance reserve required and £1.3m is to fund a projected overspend on insurance claims.

Other variations include a provision for the probable liability of £0.4m for tax on ELI payments in 2018/19 as a result of a change in legislation and a liability of £0.6m in respect of Stamp Duty Land Tax (SDLT) that is now payable to HMRC following

the finalisation of the variation in the Merrion House lease, partially offset by a reduction of £0.2m in the estimated liability for the Carbon Reduction Commitment and increased miscellaneous corporate income of £0.3m.

- 2.9 During 2018/2019 Leeds City Council has been a member of the Leeds City Region Business Rates Pool which has been piloting 100% Business Rates retention. This Pool ended on the 31st March, to be replaced by the North Yorkshire & West Yorkshire Pool in 2019/20. The Leaders of the member authorities of the former Leeds City Region Business Rates Pool have agreed in principle to utilise the provisional 2018/19 surplus of £1.5m (Leeds' share £0.5m) to forward fund expenditure applicable to those member authorities in 2019/20: namely 2019/20 Leeds City Region Secretariat subscriptions, West Yorkshire Transport Fund contributions and to support the WYCA 'China/India Desk' to support and strengthen the region's inward investment activity.

As such, it is recommended that Executive Board note the Leaders' agreement to utilise the projected Pool surplus to forward fund costs in 2019/20 and approve the use of the Leeds share of the projected surplus to forward fund these costs. To enable this, and to hold funds allocated by the Pool to projects sponsored by the Council until they are required, it is proposed at paragraph 5.3 that a new earmarked reserve be created.

2.10 **Early Leaver's Initiative**

The Council has operated a voluntary retirement and severance scheme since 2010/11 which has contributed to a reduction in the workforce and subsequent savings which have contributed towards the Council being able to deliver balanced budget positions. In 2018/19 approval has been given for 66.74 FTE's to leave the Authority through the Early Leaver's Initiative and this will generate savings of £5.9m over the five year period up to and including 2023/24.

Utilising capital receipt flexibilities that the Government introduced in 2016 the Council has funded £1.4m of Early Leaver costs associated with staff exiting the authority in 2018/19.

3. **Housing Revenue Account (HRA)**

- 3.1 Following finalisation of the HRA, the outturn for the year is a surplus of £1.073m when compared against the 2018/19 budget.
- 3.2 Total income received was in line with budgeted expectations, although there are a number of variations to report. An increased level of Right to Buy sales (615 sales compared to the budget of 530 sales) resulted in lower rental income of £0.3m.
- 3.3 The budget for disrepair was overspent by £0.77m. This was largely as a result of a combination of resolving an increased number of disrepair cases.
- 3.4 Against a budget of £43.5m, expenditure on maintaining and repairing the Council's housing stock was £0.4m over budget.

- 3.5 Savings of £2.06m on employee costs arose due to a combination of posts being held vacant awaiting the implementation of new structures and turnover of posts.
- 3.6 Premises costs were approximately £0.3m higher than budgeted for. This was principally due to a £329k overspend resulting from an increase in utility costs.
- 3.7 Supplies and Services overspent by approximately £0.1m. This was principally due to urgent expenditure of £0.3m on sheltered accommodation furniture (funded from an earmarked reserve), £0.1m additional expenditure on Tenant involvement, £0.1m additional insurance expenditure offset with reduced bank transaction charges (£0.1m) and ICT charges (£0.2m) along with (£0.1m) savings across a range of other budget headings.
- 3.8 Services commissioned from the Council were £0.5m above the budgeted level. Additional expenditure of £0.1m on Community Safety, £0.2m on Supporting People and £0.4m on Community Hubs and £0.3m Disrepair Legal Services have been partly offset by (£0.3m) Parks and (£0.2m) Environmental Services charges.
- 3.9 The Capital charges overspend of £0.14m reflects additional costs of borrowing.
- 3.10 Following a review in the level of tenant arrears there was a reduction in the provision for doubtful debts of £0.8m.
- 3.11 The (£0.4m) underspend on the appropriation account partly reflects the impact of utilising reserves which were created from balances approved at the end of 2017/18, after the budget for 2018/19 was finalised. The key elements are Sheltered Accommodation furniture (£0.3m) and Housing Advisory Partnership (£0.1m).
- 3.12 The budgeted use of an insurance reserve was not required as large insurance claims are now forecast and the insurance premium recalculated annually. The Welfare Change reserve continues to be used to mitigate the impact on Universal Credit arrears. It is therefore proposed to transfer the insurance reserve to the Welfare Change reserve.
- 3.13 The surplus on the Housing Revenue Account is £1.1m. The result of this is that full budgeted use of the PFI reserve has not been required in 2018/19. Since the balance on the PFI reserve is now higher than budgeted for, the intention is that in 2019/20 £0.7m will be used to increase the Disrepair provision. This will mean the Disrepair provision remains at the 2018/19 level of £1.4m rather than the reduced amount that had originally been budgeted for in 2019/20.
- 3.14 In addition it is planned in 2019/20 that there will £0.373m contribution from the PFI reserve to partially offset the projected additional loss of rent income resulting from higher than budgeted Right to Buy sales.

4. Schools

4.1 The 2018/19 outturn position for schools is shown in table 2 below;

Table 2

Outturn	£m
Schools Reserves	
Balance Brought Forward	18.0
Net Contribution From Reserves	-1.5
Balance Carried Forward	16.5
Extended Services & Partnerships	
Balance Brought Forward	7.4
Net Contribution From Reserves	-1.1
Balance Carried Forward	6.3
Dedicated Schools Grant	
Balance Brought Forward	-2.9
Net Contribution To Reserves	4.6
Balance Carried Forward	1.7

4.2 As schools are funded from the Dedicated Schools Grant (DSG) their reserves are ring fenced and must be carried forward. At 31st March 2019, mainstream school reserves stand at £16.5m.

In accordance with previous decisions, the development costs of School PFI and BSF funded schemes are initially met by borrowing from the overall level of school reserves which is then repaid over a period of time and at the close of the year £0.1m was still outstanding. In addition, there is outstanding borrowing against school reserves for school VER costs totalling £0.3m together with a further £4.0m to support early intervention and preventative services in Children's Services in 2013/14.

After netting the above items from the £16.5m, the net mainstream schools reserves position totalled £12.1m as at 31st March 2019. There is also a further ring-fenced school reserve of £2m specifically relating to the carry forward of in year PFI scheme balances, giving overall school reserves of £14.1m as at 31st March 2019.

4.3 Extended Services & Partnerships reserves amount to £6.3m as at 31st March 2019. These include balances held by Area Inclusion Partnerships and Clusters.

4.4 At the start of 2018/19 the ring fenced DSG reserve was a deficit of £2.9m. During 2018/19 there has been an overall underspend on DSG services of £4m, which is as a result of an underspend on the Schools Block (£1.1m) and the Early Years Block (£2.9m). In total a surplus balance of £1.7m will be carried forward to 2019/20, comprising a general DSG balance of £1.1m with an additional surplus balance of £0.6m on the de-delegated DSG. This position will be reported to Schools Forum in June.

- 4.5 £0.4m of the £1.7m 2018/19 DSG surplus has been earmarked as a contribution towards the 2019/20 Schools Block Growth Fund. The surplus DSG balance also reflects the impact of the additional funding for the High Needs Block announced by the Secretary of State for Education on the 17th December 2018. The announcement resulted in an additional £1.76m funding in both 2018/19 and 2019/20. Despite this additional funding a significant increase in costs is forecast for the High Needs Block in 2019/20 due to demand and cost pressures.

5. Reserves

- 5.1 A full statement of all Council reserves can be found at Appendix 2. A summary of the reserves is shown in table 3 below;

Table 3

Reserves	Balance at 31.3.18 £m	Transfer to/(from) £m	Balance at 31.3.19 £m
General Fund:			
General reserve	25.7	2.3	28.0
Earmarked reserves	25.9	10.6	36.5
Ring-fenced & grant reserves	5.1	(0.4)	4.7
Total	56.7	12.5	69.1
Schools:			
Ring-fenced reserves	19.6	2.3	22.0
Housing Revenue Account:			
General reserve	6.5	0.0	6.5
Earmarked reserves	49.0	(9.7)	39.4
Total	55.5	(9.7)	45.9
Total Reserves	131.8	5.2	137.0

General Reserve

- 5.2 Table 4 below provides an explanation of the movement in the general reserve;

Table 4

General Fund Reserve	£m
Opening Balance 1st April 2018	25.7
Budgeted contribution	1.0
Change in incidence of receipt of Innovations Grant	(1.7)
In-year underspend	3.0
Closing Balance 31st March 2019	28.0

5.3 Creation of New Earmarked Reserves

It is recommended that the following earmarked reserves are created;

- A Public Health Children's Bereavement Reserve **£0.1m** to carry forward the in year underspend relating to funding allocated to establish a new Children and Family Bereavement Service to deliver the aims of the Childhood Bereavement Pathway 2017. The underspend has been allocated to projects that address the emotional wellbeing of young people, in line with the aims of the original allocation
- A Section 256 Reserve from a contribution from the CCG to be utilised within DIS of **£0.1m** to fund the costs of developing Digital Solutions for Personalised Care
- A Business Rates Distribution Reserve **£2.9m** to carry forward the Leeds share of the projected Business Rates Pool surplus (£0.5m) as detailed in paragraph 2.9 and to carry forward Pool funding of £2.4m earmarked for specific projects for which Leeds is the lead authority.

6. Capital Programme

- 6.1 The actual capital expenditure for General Fund and HRA in 2018/19 is £363.7m, an overspend of £10.8m or a 3% variation against the February 2019 Capital Programme projected outturn.

General Fund

- 6.2 The following table shows the in-year actual General Fund capital expenditure against the estimated level of capital expenditure:

General Fund	Feb 19 Estimate	Apr 19 Outturn	Variation	
	£m	£m	£m	%
Adults & Health	3.0	2.5	(0.5)	(15.7%)
Strategic and Central	16.3	16.0	(0.3)	(1.5%)
City Development	128.0	150.2	22.1	17%
Children & Families	48.1	43.4	(4.7)	(9.7%)
Resources & Housing	57.4	49.9	(7.5)	(13.1%)
Communities & Environment	10.0	9.0	(1.1)	(10.5%)
Total Spend	262.9	271.0	8.2	3%
Financed by				
General Fund Borrowing	136.4	150.0	13.6	10%
General Fund Capital Receipts	5.6	6.2	0.7	12%
General Fund Specific Grants and Contributions	120.9	114.8	(6.1)	(5.0%)
Total Funding	262.9	271.0	8.2	3%

- 6.3 A full breakdown of the net variations is detailed in Appendix 3. Comments are also provided for schemes that have a material variation of greater than +/-£250k.
- 6.4 The general fund borrowing variation is £13.6m or 10% of the expected spend on borrowing. The treasury outturn position is presented as a separate report to this Executive Board.
- 6.5 The General Fund capital programme delivered £271.0m of expenditure including major works on our Annual maintenance programmes, Strategic Investment Fund, Highways planned maintenance to our roads and streets network, Flood Alleviation, City Cycle Connect, East Leeds Orbital Road, Leeds Public Transport Investment Programme, Change in the Workplace, Learning Places programme, Schools Capital maintenance, provision of Adaptations grants, District Heating Network and vehicle replacement programme underpinning the council's emissions reduction programme.

Housing Revenue Account

- 6.6 The following table shows the in-year actual Housing Revenue expenditure against estimate:

HRA	Feb 19 Estimate	Apr 19 Outturn	Variation	
	£m	£m	£m	%
Council Housing Growth Programme	8.4	9.0	0.6	7.1%
Housing Leeds Council House Programme	80.0	82.0	2.0	2.5%
BITMO Council House Programme	1.7	1.7	0.0	0%
Total Spend	90.1	92.7	2.6	2.9%
Financed by				
HRA Self-Financing	71.2	71.3	0.1	0%
HRA Capital Receipts RTBs	14.9	15.1	0.2	1%
HRA Specific Grants and Contributions	3.4	5.0	1.6	47%
HRA Borrowing	0.6	1.3	0.7	117%
Total Funding	90.1	92.7	2.6	2.9%

- 6.7 The HRA capital programme delivered £92.7m of expenditure including £9m on our Council Housing Growth Programme and £83.7m on the refurbishment of our council house properties.

Capital Programme Resources

6.8 The following table details the overall capital financing position for the Council:

	Feb 19 Estimate £m	Apr 19 Outturn £m	Variation £m	
Net Capital Spend	353	363.7	10.7	3%
Financed by				
General Fund Borrowing	136.4	150.0	13.6	10%
General Fund Specific Grants and Contributions	120.9	114.8	(6.1)	(5.0%)
General Fund Capital Receipts	5.6	6.2	0.6	0%
HRA Self-Financing	71.2	71.3	0.1	0%
HRA Capital Receipts RTBs	14.9	15.1	0.2	1%
HRA Specific Grants and Contributions	3.4	5.0	1.6	47%
HRA Borrowing	0.6	1.3	0.7	117%
Total Funding	353.0	363.7	10.7	3%

6.9 Capital receipts of £1.4m have been utilised for the early leaver initiative (ELI) severance costs in 2018/19 to fund expenditure capitalised under the government's temporary flexibility for funding transformational change via capital receipts. In line with existing accounting policy £3.75m of receipts have been utilised to fund PFI liabilities, £12.36m have been used to repay debt and £0.5m of general receipts applied to fund in year spend. Borrowing of £2.6m has been undertaken in lieu of section 278 contributions.

6.10 HRA Council Housing Growth Programme, Housing Leeds and BITMO have utilised £71.3m of self-financing funding, £5m of external contributions, have utilised £15.1m of Right to Buy receipts and have borrowed £1.3m to fund the HRA programme in 2018/19.

6.11 The net debt of the Council as at 31st March 2019 is £2.06m. Further details of this and the debt financing costs will be presented in the 2017/18 Outturn Treasury Management report to this Executive Board.

7. Other Financial Performance.

7.1 The performance statistics for the year in respect of the collection of local taxation are as follows:-

	2010/11 Leeds Actual	2011/12 Leeds Actual	2012/13 Leeds Actual	2013/14 Leeds Actual	2014/15 Leeds Actual	2015/16 Leeds Actual	2016/17 Leeds Actual	2017/18 Leeds Actual	2018/19 Leeds Actual
Council tax	96.7%	96.6%	96.6%	95.7%	95.7%	95.9%	96.1%	96.1%	96.1%
Business Rates	97.9%	97.5%	97.6%	97.1%	97.3%	97.8%	97.5%	98.0%	97.8%

7.2 Following the introduction of the Council Tax support scheme in 2013/14 a 19% contribution scheme was implemented for working age claimants and this was increased to 26% for 2014/15 but was then subsequently set at 25% for the years between 2015/16 and 2018/19. The collection position for Council Tax and Business Rates at the end of March was as follows:

- Council Tax in-year collection rate – 96.1%, on target (96.1% in 2017/18). £343.3m has been collected in respect of 2018/19 bills, an increase of £20.6m compared to the previous year.
- Collection rate for those affected by Council Tax Support scheme – 73.3% (74.4% last year)
- Collection rate for those previously getting 100% Council Tax Benefit – 64.0% (64.7% last year)
- The collection of non-domestic rates for the year is 97.77% of the current net debit of £380.0m. This represents a decrease of 0.22% in comparison to 2017/18.
- Discretionary Business Rate Relief Scheme – against a budget of £500k in 2018/19 some £950k of local discounts were approved under the scheme to support the creation of employment and economic growth and to increase the business rates base.

Prompt Payment of Creditors

7.3 The prompt payment result at the year-end was 92.7% of undisputed invoices processed within 30 days or within contract terms.

8. Corporate Considerations

8.1 Consultation and engagement

8.1.1 This is a factual report and is not subject to consultation.

8.2 Equality and diversity / cohesion and integration

8.2.1 The Council's revenue budget for 2018/19 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 21st February 2018.

8.3 Climate emergency

8.3.1 Since this is a factual report detailing the Council's financial outturn position for 2018/2019 there are no specific climate implications.

8.4 Council policies and best council plan

- 8.4.1 The 2018/19 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget in support of our Best Council ambition of offering value for money through being an efficient and enterprising organisation.

8.5 Resources and value for money

- 8.5.1 This is a financial report and all financial implications are detailed in the main body of the report.

8.6 Legal implications, access to information, and call-in

- 8.6.1 There are no legal implications arising from this report.

8.7 Risk Management

- 8.7.1 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans was in place for 2018/19.

9. Conclusions

- 9.1 The 2018/2019 financial outturn position for General Fund services, which is consistent with the provisional outturn position reported to April's Executive Board, results in a £3m contribution to the Council's general reserve. As a result the level of general reserve at 31st March 2019 is £28m.
- 9.2 The surplus on the Housing Revenue Account in 2018/2019 will be used to address identified pressures in 2019/20 in respect of disrepair and reduced rent income resulting from increased right to buy sales.
- 9.3 Expenditure in respect of the General Fund Capital Programme was £10.8m or 3% higher than that assumed in the February 2019 Capital Programme projected outturn.

10. Recommendations

- 10.1 Members of the Executive Board are asked to;
- a. Note the outturn position for 2018/19, to agree the creation of earmarked reserves as detailed in paragraph 5.3 and to delegate their release to the Chief Officer Financial Services;

- b. To approve the use of the projected surplus from the 2018/2019 Leeds City Region Business Rates Pool to forward fund the projects which are detailed in paragraph 2.9. These projects were initially agreed by the Leaders of the member authorities of this Pool following its disbanding on the 31st March 2019;
- c. Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the 'call in' period.

11. Background Documents¹

11.1 There are no background documents relating to this report.

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

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR

FINAL OUTTURN

Overall

The Directorate final outturn was £599k (0.76%) over its £78.2m net budget. The overspend is primarily accounted for by a shortfall against the schools income within the directorate, and spending pressures with Corporate Property Maintenance. offset by savings on staffing and running costs across various service areas as outlined below.

Resources

The resources group of services had a collective underspend of £262k. The 2018/19 budget had assumed a reduction in Support Services costs of £3.5m (£2.2m staffing related) and by outturning at £262k under, the budget assumptions have more than been delivered, despite some significant in year pressures.

Whilst there is an overall staffing pressure in the group, this mainly arises from recruitment within DIS and is offset by additional income. HR overspent by £782k, primarily arising from a reduction in schools income and there were pressures within financial services, mainly staffing, totalling £143k. These pressures are being offset by savings on staffing through managing turnover, vacant posts and additional income within Strategy and Improvement (£247k), Legal (£458k), Democratic Services (£242k) and Shared Services (£173k).

Leeds Building Services

The budget required a surplus of £9.6m (an additional surplus of £1.1m to be delivered through increased turnover when compared to the 17-18 budget). The service delivered a surplus of £9.4m and has achieved its budgeted turnover position. The £200k shortfall arose mainly from vacant front line posts which led to an under recovery of overheads; these were partially offset by the use of sub contractors to deliver works.

Housing and Property Services

A net overspend of £516k in this area arose primarily from ongoing spend pressures within the responsive repairs budget in Corporate Property Maintenance. There was a net overspent of £654k in the service. Savings elsewhere within Housing services, mainly staffing of £140k helped to mitigate the pressures in CPM.

Civic Enterprise Leeds (CEL)

CEL services outturned in line with previously reported figures at £146k over budget. Within Catering there was a £298k shortfall due to a combination of underlying income pressures and inflationary pressures on food costs; these pressures were offset by savings in Facilities Management of £103k and also additional net contribution from property cleaning and guarding of £143k. Other variations across CEL were approximately £50k.

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Resources	94,885	(30,633)	64,252	1,339	(31)	355	34	26	0	237	0	(261)	1,698	(1,960)	(262)
LBS	55,675	(65,286)	(9,611)	(3,383)	(248)	5,691	252	4,353	0	0	0	0	6,665	(6,466)	199
Housing & Property	26,432	(13,477)	12,955	(530)	1,017	275	86	(904)	(139)	906	0	113	824	(308)	516
CEL	75,235	(64,594)	10,641	2,012	633	743	1,527	(21)	0	0	4	(221)	4,677	(4,531)	146
Total	252,227	(173,990)	78,237	(562)	1,371	7,064	1,899	3,454	(139)	1,143	4	(369)	13,864	(13,265)	599

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
A. Key Budget Action Plans					£m	£m
	Efficiencies					
1	LBS	Simon Costigan	Vacant operative posts has resulted in under recovery of overheads	G	(1.10)	0.20
2	Housing	Julie Staton	Commissioning Contract Savings - FYE of existing savings	G	(0.15)	(0.03)
3	Housing	Jill Wildman	Review of housing support costs that can be more appropriately charged to the capital programme	G	(0.08)	
4	CPM	Simon Costigan	Additional spend on responsive repairs	R	(0.20)	0.65
5	Cleaning/Catering	Sarah Martin	Annual equipment replacement programme & investment in kitchen facilities to deliver savings.	G	(0.05)	
6	Cleaning/Catering	Sarah Martin	Operational cost savings within CEL from ASC Better Lives programme	G	(0.20)	
7	Cleaning	Sarah Martin	Additional income	G	(0.04)	
8	Facilities Management	Sarah Martin	Operational cost review.	G	(0.12)	
9	Fleet Services	Sarah Martin	Staffing restructure	G	(0.03)	
10	Fleet Services	Sarah Martin	Operational savings	G	(0.05)	
11	Directorate wide	All COs	Staffing savings above amounts in service accounts	G	(0.20)	
12	DIS	Dylan Roberts	Review of staff & other costs that can be more appropriately charged to the capital programme	G	(0.38)	
13	DIS	Dylan Roberts	Reduction in licence costs, the continued rationalisation of printers and a review of telephone costs as Skype is fully rolled out	G	(0.33)	
14	DIS	Dylan Roberts	Income from additional services to WY Joint Services; Alternative savings to be found.	A	(0.07)	
15	DIS	Dylan Roberts	Charge for personal use of Mobile phones; Alternative savings to be found	A	(0.06)	
16	DIS	Dylan Roberts	Mobile phone growth - additional budget required from Directorates	G	(0.05)	
17	Financial Services	Doug Meeson	Deliver £0.5m staffing savings to balance the 18/19 budget; ELIs approved to deliver future savings - timing issue in 18/19 leading to small overspend	R	(0.50)	0.29
18	HR	Lorraine Hallam	Deliver £0.19m staffing savings to balance the 18/19 budget; Additional staffing savings used to offset schools income shortfall	G	(0.19)	(0.28)
19	HR	Lorraine Hallam	Additional income -mainly schools (price increases, fee on supply contract; Income from attendance/ disciplinary training)	A	(0.10)	0.10
20	HR	Lorraine Hallam	Replace HELP contract with telephone support service.	R	(0.09)	0.09
21	HR	Lorraine Hallam	P-card payments - agency contract	G	(0.05)	
22	HR	Lorraine Hallam	Secure £40k of income chargeable to the Apprentice Levy	R	(0.04)	0.04
23	Legal & Democratic Services	Catherine Witham	Savings from vacant posts and additional income in service	G	(0.07)	(0.46)
24	Low Carbon	Polly Cook	Charges to University for contribution towards salary costs	G	(0.02)	
25	Shared Services	Helena Phillips	Delivered £1.1m staffing savings to balance the 18/19 budget	G	(1.10)	(0.05)
26	Shared Services	Helena Phillips	Mail and Print - cross cutting savings (found with alternative savings)	G	(0.10)	
27	Strategy and Improvement	Mariana Pexton	Delivered more than £0.13m staffing savings to balance the 18/19 budget	G	(0.13)	(0.17)
28	Strategy and Improvement	Mariana Pexton	Additional comms team income - mainly from Schools	A	(0.05)	0.05
B. Other Significant Variations						
1	HR	Lorraine Hallam	Minaly shortfall against schools income - with other running cost savings	R		0.54
2	Financial Services	Victoria Bradshaw	Postages & income variations	R		(0.16)
3	CEL	Sarah Martin	Mainly Catering income and inflationary pressure on food costs offser with other savings	A		0.15
4	Housing	Jill Wildman	Staffing savings from vacant posts and turnover	G		(0.11)
5	All Other Variations		Minor variations across all functions	G		(0.25)

Resources and Housing Directorate - Outturn Variation**0.599**

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY

FINANCIAL DASHBOARD - 2018/19 FINANCIAL YEAR

Outturn Position

Overall Position (£377k below budget)

Communities (£116k overspend)

The overspend of £116k is mainly due to a shortfall in income of £40k and additional premises costs of £51k in respect of Community centres, together with increased staffing costs of £25k across the service. An in year underspend on the 'Well Being' budget (£209k) has been transferred to the earmarked reserve.

Customer Access (£185k overspend)

This position includes an overspend in the Contact Centre of £188k which reflects the delays in delivering budgeted staffing efficiencies in respect of Channel shift/shove whilst maintaining performance levels in the face of increased call volumes. In addition, increased security provision within the Community Hubs has resulted in additional costs of £226k. These overspends have been partially offset by additional income and expenditure savings within other areas of the service.

Electoral and Regulatory Services (£164k underspend):

Elections, Licensing and Registrars (£132k overspend)

The overspend of £132k is mainly due to the reducing trend in Registrars income (+£122k) which includes the cessation of the Nationality Checking Service, partially offset by additional income and other savings within the Entertainment Licensing service (-£59k).

Environmental Health (£296k underspend)

This underspend is mainly attributed to staff savings (-£160k) across the service and additional income (-£100k), mainly within Pest control.

Welfare and Benefits (£6k overspend)

The service has a small overspend of £6k. The net position in respect of Housing Benefit expenditure/subsidy and overpayment income has resulted in a variation of +£500k against budget. However this has been offset by net savings of £500k within the service which mainly reflects additional grant income and other expenditure savings.

Parks and Countryside (£71k overspend)

There is an overall variation in respect of Attractions/Cafe/Retail of +£370k which includes a shortfall in income at both Lotherton Hall and Tropical World. There have also been expenditure variations at the Arium of +£453k which includes backdated Business Rates at the new facility. However expenditure savings and additional income in other areas of the service have largely offset these shortfalls.

Car Parking (£142k underspend)

The underspend mainly relates to savings against the staffing budget (£102k) and other expenditure savings across the service (£84k). A shortfall in on-street income (+£187k) has been largely off set by additional Penalty Charge Notice/Bus Lane Enforcement income (net £100k) and 'off street' income (£45k).

Cleaner Neighbourhoods Teams (£87k underspend)

The underspend is mainly due to delays in recruitment, partially offset by additional vehicle costs.

City Centre (£47k underspend)

The underspend reflects general expenditure savings across the service, partially offset by additional staffing costs.

Waste Management (£209k underspend):

Within the Waste Management service there has been a net underspend of £209k. In the Refuse service additional pressures of £681k have been incurred, mainly due to the non-implementation of the budgeted collection route efficiency programme. However, these have been largely offset by net savings on waste disposal costs of £595k, which reflects disposal trend savings of £471k (mainly at Household Waste sites) and other disposal contract savings of £830k, partially offset by increased SORT disposal costs of £578k. Additional recycling and weighbridge income of £234k has also been achieved as well as income from NHS Scotland in respect of a temporary agreement to accept clinical and offensive waste at the RERF (-£107k). Additional pressures in respect of an extra collection route to meet the additional demand from new build properties, additional cover costs and a re-assessment of budgeted income in respect of charging for the medical waste service have been offset by other identified savings within the Refuse service.

Community Safety (£114k underspend)

The underspend mainly reflects staffing savings and other expenditure variances across the service.

Budget Management - net variations against the approved budget;

Summary By Service

				Outturn Variances											Total (under) / overspend
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Communities	19,015	(14,036)	4,979	387	(48)	(601)	12	257	(26)	0	4	182	167	(51)	116
Customer Access	23,622	(4,192)	19,430	420	252	253	6	(150)	0	0	0	(21)	760	(575)	185
Electoral & Regulatory Services	6,194	(5,440)	754	(201)	73	45	2	12	0	0	0	73	4	128	132
Environmental Health	2,128	(565)	1,563	(160)	(2)	27	(18)	(43)	0	0	0	0	(196)	(100)	(296)
Welfare And Benefits	252,566	(248,692)	3,874	11	3	83	7	69	0	6,300	0	0	6,473	(6,467)	6
Car Parking Services	4,796	(13,028)	(8,232)	(102)	1	(73)	(6)	72	0	0	0	0	(108)	(34)	(142)
Community Safety	8,220	(6,050)	2,170	(77)	13	140	11	(76)	(142)	0	0	0	(131)	17	(114)
Waste Management	41,772	(7,861)	33,911	1,179	65	(119)	161	(475)	0	0	0	0	811	(1,020)	(209)
Parks And Countryside	31,420	(24,842)	6,578	173	(34)	510	73	(3)	0	0	31	(23)	727	(656)	71
Environmental Action (City Centre)	2,006	(427)	1,579	61	3	(79)	(26)	(5)	0	0	0	0	(46)	(1)	(47)
Cleaner Neighbourhood Teams	12,321	(4,556)	7,765	(213)	(29)	(52)	193	(16)	0	0	0	0	(117)	30	(87)
Directorate wide	0	0	0	112	0	26	0	0	0	0	0	0	138	(131)	7
Total	404,060	(329,689)	74,371	1,590	297	160	415	(358)	(168)	6,300	35	211	8,482	(8,860)	(377)

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value (£000s)	Variation
Communities						
Communities team	Communities Team - review management & leadership arrangements - saving of 1 fte	Shaid Mahmood	Savings delivered but overall staffing overspend of £25k due to non achievement of vacancy factor.	G	(50)	0
Community Centres	Community Centres: reduce net cost by reviewing lettings income and Facilities Management costs	Shaid Mahmood	Shortfall in income in year of £40k and overspend of £51k on Facilities Management. Review meetings set up for 2019/20 to ensure additional savings delivered.	G	(60)	0
Third Sector Infrastructure Fund	10% saving on VAL contract	Shaid Mahmood	Contract renegotiated at reduced rate, savings delivered.	G	(34)	0
Customer Access						
Libraries	Re-tender Library Management Systems contracts as single contract	Lee Hemsworth	Savings delivered within Libraries overall. Tender process delayed until 2019/20 but savings are expected to be delivered.	G	(50)	0
Compliments & Complaints	Review structure to deliver staffing savings	Lee Hemsworth	Delivered through structure changes	G	(17)	0
Contact Centre	Migration of telephone lines to new datelines'	Lee Hemsworth	Lines migrated Friday 11th May, savings delivered.	G	(80)	0
Contact Centre	Closer working between Council Tax Recovery and Contact Centre - saving of 1 fte	Lee Hemsworth	Savings now incorporated into Channel shift/shove target (see below re Ctax emails)	G	(30)	0
Contact Centre	Channel shift/shove - further savings due to fewer calls - saving of 12 ftes	Lee Hemsworth	Savings dependent on migration to online/self service forms. These have been subject to delays and increase in call volumes have added to overall pressure and impacted on performance.	R	(280)	188
Contact Centre	Implement automated switchboard in Contact Centre - saving of 2.5 ftes	Lee Hemsworth	Implementation December 2018, full year effect of savings expected in 2019/20.	A	(50)	30
Contact Centre	Reduce service failure - saving of 1.3 ftes	Lee Hemsworth	Delivered in year	G	(40)	0
Home Library Service	Transfer of Home Library Service to voluntary sector - transfer of 1 fte	Lee Hemsworth	Not delivered but savings achieved from within overall Libraries budget.	G	(30)	0
Interpreting & Translation Service	Secure additional income (net) from Interpreting and Translation Service - Total Income budget £846k	Lee Hemsworth	Additional income achieved	G	(180)	0
Staffing efficiencies	Community Hubs & Libraries ELIs/Vacancy Factor	Lee Hemsworth	Achieved as part of overall restructure.	G	(974)	0
Welfare & Benefits						
Welfare and Benefits	Re-tender Advice Consortium contract	Lee Hemsworth	Delivered	G	(50)	0
Welfare and Benefits	Local Welfare Support Scheme - review eligibility for white goods and arrangements for carpet replacements in Council properties	Lee Hemsworth	Budget reduced by £200k. Funding & award approach revised to meet budget for allocation of white goods. However service has incurred additional costs of Immigration advisor from this budget.	A	(200)	86
Electoral & Regulatory Services						
TPHL	Implement fee review to achieve additional income target of £438k to achieve balanced budget. Overall income target £2,241k	John Mulcahy	The fee review was implemented from the 1st October. Income levels sufficient to cover costs, with £73k transferred to reserve at year end	G	(438)	0
Waste Management						
Refuse	Continue with the re-design of collection rounds to deliver remaining £1.1m savings in base budget, plus additional lieu day savings of £0.25m	Helen Freeman	Route review ongoing.	R	(1,350)	688
Refuse	Work with NHS colleagues to review medi-waste collection service to eliminate subsidy	Helen Freeman	Non-implementation of saving	R	(170)	170
Environmental Action Services						
Car Parking	Increase charges at Woodhouse Lane car park by 50p for a full day	Helen Freeman	Price increase implemented 6th July 2018	A	(130)	35

Parks and Countryside						
Parks and Countryside	Continue to progress Attractions Development Plan to achieve additional net surplus	Sean Flesher	Shortfalls in income at Lotherton and Tropical World	R	(100)	370
Parks and Countryside	Increase turnover to achieve additional plant/retail income target (additional net £100k surplus) from the Arium	Sean Flesher	Additional net surplus built into budget.	R	(100)	453
Parks and Countryside	Staffing savings - achievement of vacancy factor (5% all services, 8.9% Parks Operations)	Sean Flesher	Savings in line with profiles	G	(1,124)	0
Community Safety						
Community Safety	Identify efficiencies in use of Community Safety funding	Paul Money	Efficiencies achieved	G	(50)	0
Other Significant Variations						
All services			All other variations			(2,397)
					Communities & Environment - Outturn Variation	
					(377)	

Housing Revenue Account - Outturn Financial Dashboard - 2018/19 Financial Year

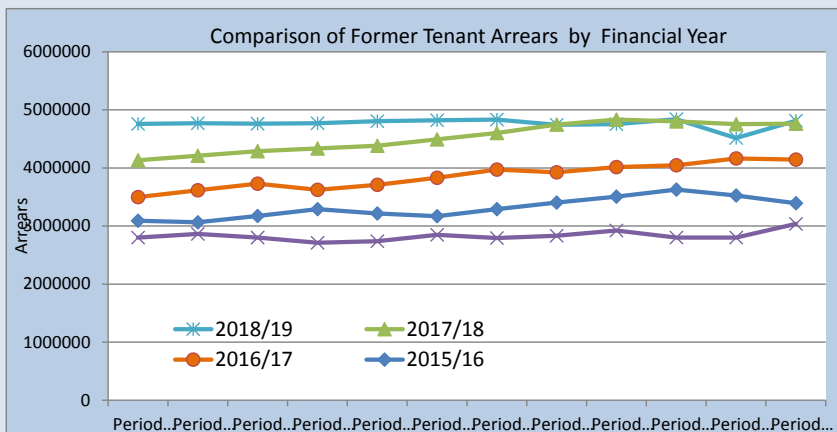
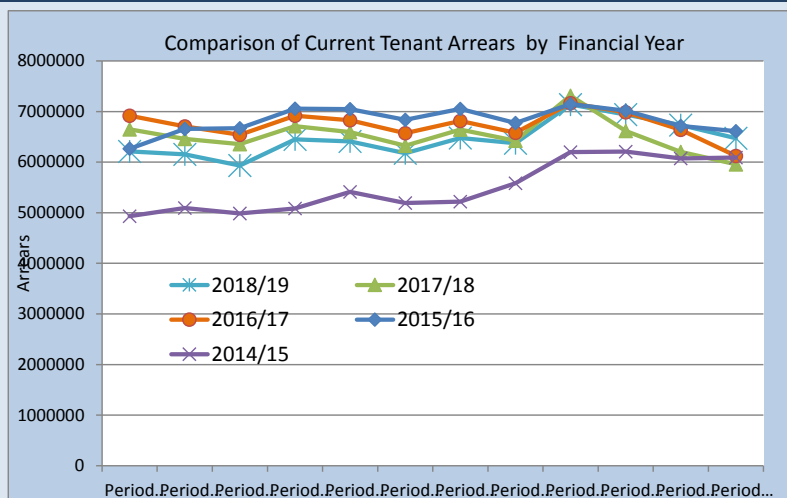
Summary of projected over / (under) spends (Housing Revenue Account)

Directorate	Current Budget	Actual Spend	Variance to budget
	£000	£000	£000
Income			
Rents	(212,042)	(211,728)	314
Service Charges	(7,636)	(7,693)	(57)
Other Income	(31,360)	(31,370)	(10)
Total Income	(251,038)	(250,791)	247
Expenditure			
Disrepair Provision	2,050	2,820	770
Repairs to Dwellings	43,548	43,925	377
Council Tax on Voids	654	569	(85)
Employees	29,247	27,188	(2,059)
Premises	8,311	8,593	282
Supplies & Services	3,715	3,836	121
Internal Services	40,324	40,837	513
Capital Programme	65,324	65,324	-
Unitary Charge PFI	9,476	9,159	(317)
Capital Charges	44,476	44,617	141
Other Expenditure	6,716	5,905	(811)
Total Expenditure	253,841	252,773	(1,068)
Net Position	2,803	1,982	(821)
Appropriation: Sinking funds	(1,753)	(540)	1,213
Appropriation: Reserves	(1,050)	(1,442)	(391)
(Surplus)/Deficit	(0)	(0)	0
Proposed New Reserves			-
Transfer to Capital Reserve			-
Total Current Month	(0)	(0)	0

Comments
Reduced stock due to Increased RtB sales
Reduced income due to change of heating service provision.
Staffing, IAS19 and transport costs related to capital work charged 100% to capital (previously 85%). Fewer staffing cost capitalising at year end. £43k RHI income from Clydes Biomass.
Disrepair compensation and fees.
Technical £77k overspent . Housing Management £733k savings due to turnover. P&C £1,410k saving on structure partly due to savings due from Housing Growth restructure.
£25k Burmantofts additional security costs. Movement £150k Silk Mill compensation charged to capital scheme (had assumed reserve income) and additional electricity charges.
Main items. £150k saving on bank charges, £200k IT saving, £45k saving on tenant incentive mobility scheme. £280k Sheltered furniture costs offset by use of reserve below . Additional £80k pressure on Sheltered Accommodation. £122k Changing the Workplace costs offset by used of reserve below .
Main items £356k additional legal charges - service priorities, £275k for Community Hubs, Discretionary Housing Payments (DHP) saving £84k. Movement is communities charges made in period 12 which had assumed as saving and the share of the DHP saving.
Offset with Sinking Fund - see below.
Final Treasury position.
Provision for doubtful debt - Reviewed after rent write offs
£280k charge to Sheltered furniture reserve and £122k charge to Changing the Workplace reserve. £137k 'Insurance - large items' reserve not required for Silk Mill

Previous period variance
£000
336
116
(28)
424
650
-
-
(2,067)
296
145
727
-
(317)
289
(841)
(1,118)
(694)
1,096
(402)
(0)
-
-
0

Housing Revenue Account - Outturn Financial Dashboard - 2018/19 Financial Year



Change in Stock	Budget	Outturn
Right to Buy sales	530	615
New Build (PFI)	0	0
New Build (Council House Growth)	(22)	(22)
Total	508	593

*Actual sales to date 615

Right to Buy Receipts	2017/18 Actual	2018/19 Outturn
Total Value of sales (£000s)	26,356	32,830
Average Selling Price per unit (£000s)	51.9	53.8
Number of Sales*	508	610
Number of Live Applications	1,417	1,428

Arrears	2017/18	2018/19	Variance
	£000	£000	£000
Dwelling rents & charges	2017/18 Week 52	2018/19 Week 52	
Dwelling rents	5,958	6,471	513
Former Tenants	4,764	4,814	50
	10,722	11,285	563
Under occupation	2017/18 Week 52	2018/19 Week 52	
Volume of Accounts	4,357	3,650	(707)
Volume in Arrears	1,873	1,316	(557)
% in Arrears	43.0%	36.1%	-6.9%
Value of Arrears	502	295	(207)
Collection Rates	2017/18 Week 52	2018/19 Week 52	
Dwelling rents	97.44%	97.27%	-0.2%
Target	97.50%	97.50%	0.0%
Variance to Target	-0.06%	-0.23%	-0.2%

Housing Revenue Account - Outturn

Financial Dashboard - 2018/19 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
HRA General Reserve	(6,495)			(6,495)
Earmarked Reserves				
Insurance - large claims	(137)	137		0
Welfare Change	(1,782)	547	(137)	(1,372)
Housing Advisory Panels	(541)	131		(410)
Sheltered Housing (Committed in capital programme)	(3,238)	316		(2,921)
Holdsforth Place - land purchase	(64)	0		(64)
Early Leavers' Initiative	(408)	0		(408)
Wharfedale View	(10)	0	(5)	(15)
Changing the Workplace	(332)	98		(235)
eFiles Box-It Project	(262)	0		(262)
Concierge Pilot	(400)	400		0
Sheltered Housing (Furniture and Carpets)	(280)	280		0
	(7,453)	1,908	(142)	(5,687)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(7,410)	2,318	0	(5,092)
LLBH&H PFI Sinking Fund	(2,710)	0	(1,906)	(4,617)
	(10,121)	2,318	(1,906)	(9,709)
Capital Reserve				
MRR (General)	(25,319)	69,390	(63,992)	(19,920)
MRR (New Build)	(6,152)	2,080	0	(4,072)
	(31,470)	71,470	(63,992)	(23,992)
Total	(55,540)	75,696	(66,040)	(45,883)

Directorate	Description of Reserve	Balance at 1st April 2018 £k	Transfers To & From Reserve £k	Balance at Outturn 2018/19 £k	Reason for Reserve
GENERAL FUND		(25,677)	(2,315)	(27,992)	
Adults & Health	S256 funding for health inequalities	(2,941)	630	(2,311)	Specific funding from Leeds South and East CCG for tackling health inequalities.
Adults & Health	Health and Social Care (CCG)	(2,749)	(1,505)	(4,254)	To fund Health and Social Care priorities
Adults & Health	Prisons Reserve	(205)	0	(205)	CCG funding for social work in prisons
Adults & Health	Drugs Reserve	(133)	0	(133)	Carry forward of external income for drug and alcohol priorities
Adults & Health	Transforming Care	(1,700)	(1,066)	(2,766)	Provision to mitigate against costs associated with the NHS England led transfer of care packages to a community setting, in accordance with 2017/18 budget report
Adults & Health	Social Care Development Reserve	(600)	(376)	(976)	Provision to meet costs associated with development of social care models e.g. Recovery Model in accordance with 2017/18 budget report
Adults & Health	Resilience Reserve	(1,000)	(627)	(1,627)	Provision to mitigate against unforeseen demand pressures e.g. caused by hot summers, cold winters flu outbreaks etc., in accordance with 2017/18 budget report
Adults & Health	Safeguarding (Adults)	(214)	(76)	(290)	Independent Safeguarding Board - carry forward of partner contributions.
Adults & Health	Spring Budget	(5,602)	(5,271)	(10,873)	Carry forward of Spring Budget monies from DCLG.
Adults & Health	Skills for Care	(196)	(21)	(217)	To provide funding for training of Care Workers
Adults & Health	Winter Monies	(600)	422	(178)	Funding received from Leeds CCG to reduce delays in transferring people out of hospitals back into community based care
Adults & Health	Public Health Children's Bereavement	0	(102)	(102)	Funding allocated to establish a new Children and Family Bereavement Service - carried forward underspend allocated to projects that address the emotional wellbeing of young people.
Children & Families	Health Innovations	(1,677)	238	(1,439)	Monies given by Health Service for a number of joint initiatives around commissioning & children's centres
Children & Families	Safeguarding (Children's)	(169)	(46)	(215)	Independent Safeguarding Board - carry forward of partner contributions to fund serious case reviews
City Development	HS2	(156)	156	0	To support the costs of developing and progressing master planning for the Southbank, including HS2 planning.
City Development	Sport Maintenance Backlog Reserve	(700)	700	0	Contribution towards addressing the backlog of maintenance requirements at the council's sports facilities.
City Development	Armed Forces Day	(6)	0	(6)	Funding for Armed Forces Days 2017/18
Communities & Environment	Casino License	(177)	0	(177)	Reserve for creation of Social Inclusion Fund as per licence bid and to fund LCC inclusion team.
Communities & Environment	Economic, Social and Environmental Wellbeing fund	(349)	140	(209)	Carry forward balances on the wellbeing budgets of Community Committee.
Communities & Environment	Communities Innovation Fund	(47)	27	(20)	To fund work with the 3rd Sector to develop future financial sustainability in the sector.
Communities & Environment	Parks Special Project - Temple Newsam	(23)	23	0	To cover cost of repairing fire damage at Temple Newsam Home farm.
Resources & Housing	Homelessness Prevention Fund	(809)	(875)	(1,684)	To fund Homelessness prevention
Resources & Housing	Lord Mayor	(48)	23	(25)	Balance of budget carried forward.
Resources & Housing	Members club	(8)	0	(8)	Surplus on the Members Club.
Resources & Housing	Sustainable Energy & Air Quality	(200)	192	(8)	To support delivery of work on Air Quality
Resources & Housing	Section 256	0	(60)	(60)	Funding from the CCG to be utilised by DIS to fund development of Digital Solutions for Personalised Care
Resources & Housing	Energy Efficiency Reserve - LCC	(4)	(191)	(195)	Energy efficiency reserve to fund invest to save energy efficiency initiatives.
Strategic & Central	General Insurance	(2,932)	1,532	(1,400)	To help fund cost of future insurance claims
Strategic & Central	Mutual Municipal Insurance	(11)	0	(11)	Reserve to fund potential claw backs of past insurance receipts from MML.
Strategic & Central	ELI Reserve	(2,000)	0	(2,000)	Reserve carried forward to support 18/19 base: ELI severance now funded by capital receipts in line with Council agreed policy.
Strategic & Central	Legal Cost of VAT claims	(63)	0	(63)	Funds set aside from £8.4m VAT claim refund received in 10/11 (originally £100k) to help fund legal costs for remaining VAT cases
Strategic & Central	Capital Reserve	0	(1,478)	(1,478)	Directorate contributions towards borrowing costs of capital schemes. Contributions received over life of asset and released back to revenue to cover debt costs over life of loan. Reserve now exhausted.
Strategic & Central	Invest to Save	(608)	(42)	(650)	Fund to get projects off the ground to generate future revenue savings.
Strategic & Central	Business Rates Distribution	0	(2,902)	(2,902)	To carry forward 2018/19 Business Rates Pool surplus and funding allocated to projects.
Sub-total Earmarked Reserves		(25,927)	(10,555)	(36,482)	
Total non-ring fenced Reserves		(51,604)	(12,870)	(64,474)	
Schools	Extended Schools Balances	(7,378)	1,131	(6,247)	Surpluses on extended school activities carried forward
Schools	Schools Balances	(15,224)	1,174	(14,050)	Schools balances net of VER, Children's Services and BSF PFI borrowing
Schools	Dedicated Schools Grant	2,955	(4,639)	(1,684)	Carry forward of ring fenced DSG funding.
Adults & Health	Public Health Grant	(122)	(450)	(572)	Public Health grant carried forward
Resources & Housing	Taxi & Private Hire Licensing Surplus	(13)	(73)	(86)	Ring fenced reserve for taxi and private hire licensing service.
Strategic	Energy Efficiency Reserve - Salix	(267)	(149)	(416)	Energy efficiency reserve to fund invest to save energy efficiency initiatives.
Strategic	Revenue grants	(4,649)	1,063	(3,586)	Revenue grants carried forward as per IFRS requirements (see note 1 below)
Sub-total GF ring fenced reserves		(24,698)	(1,943)	(26,641)	

Directorate	Description of Reserve	Balance at 1st April 2018 £k	Transfers To & From Reserve £k	Balance at Outturn 2018/19 £k	Reason for Reserve
Note 1: Revenue Grants					
	Children & Families (Partners in Education)	(1,267)	966	(301)	£7.318m DfE Partners In Practise funding received in 16/17 to be used in future years.
	Children & Families (Other)	(1,697)	206	(1,491)	Revenue grants carried forward
	City Development	(1,359)	144	(1,215)	Revenue grants carried forward
	Communities & Environment	(127)	76	(51)	Revenue grants carried forward
	Resources & Housing (Controlling Migration Fund)	(99)	68	(31)	Revenue grants carried forward
	Resources & Housing (Air Quality)	0	(265)	(265)	Revenue grants carried forward
	Strategic Accounts (Flood)	(100)	100	0	Flood relief scheme for businesses
	Strategic Accounts (Brexit)	0	(232)	(232)	Revenue grants carried forward
	Sub-total Revenue Grants	(4,649)	1,063	(3,586)	
HRA RING FENCED RESERVES					
	HRA General Reserve	(6,495)	0	(6,495)	
	Insurance (Large Claims)	(137)	137	0	To fund the cost of insurance claims
	Welfare Change	(1,782)	410	(1,372)	To fund pressures arising from welfare reform.
	Housing Advisory Panels (HAPs) Reserve	(541)	131	(410)	To fund projects identified by Housing Advisory Panels which benefit the tenants and residents in the community they represent.
	Sheltered Housing	(3,238)	317	(2,921)	To fund investment in sheltered housing schemes which will contain shared bathing facilities and fund improved access for people with mobility issues.
	Holdsforth Place (Land Purchase)	(64)	0	(64)	To fund the purchase of land at Holdsforth Place
	Early Leavers' Initiative	(408)	0	(408)	To fund the cost of approved severance payments
	Wharfedale View SF	(10)	(5)	(15)	Contribution from shared owners towards future costs of replacing furniture and carpets at Wharfedale View Extra Care facility
	Changing the Workplace	(332)	98	(234)	To fund the cost of 'new ways of working' for staff in Housing Leeds as office moves are completed.
	eFiles Box It Project	(262)	0	(262)	Principally to fund the scanning of Housing Management paper files to electronic files - to assist the Housing Service in the preparation for moving to Community Hubs.
	Concierge Service to Multi Storey Flats	(400)	400	0	To fund the extension of the Concierge service in Multi-Storey flat areas in order to reduce the impact of Anti-Social behaviour
	Sheltered Housing Furniture & Carpets	(280)	280	0	To replace furniture and carpets in sheltered housing schemes
	Swarcliffe PFI	(7,410)	2,318	(5,092)	PFI Sinking Fund
	LLBH&H PFI Sinking fund	(2,710)	(1,907)	(4,617)	PFI Sinking Fund
	Major Repairs Reserve	(31,470)	7,478	(23,992)	Ring-fenced to fund capital expenditure or redeem debt.
	Sub-total HRA reserves	(55,539)	9,657	(45,882)	
	Total ring fenced Reserves	(80,237)	7,714	(72,523)	
	TOTAL RESERVES	(131,841)	(5,156)	(136,997)	

APPENDIX 3

CAPITAL PROGRAMME - 2018/19 GENERAL FUND OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2019 and the final 2018/19 outturn.

The variations are based on those programmes/schemes with significant variations both over/under > £250k.

Directorate	Service	Programme/ Scheme	02.02.19	2018/19 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Communities & Environment	Parks & Countryside	Parks Main Programme	3,906.0	3,730.8	(175.2)	While no overall material variances within the programme there have been some over and underspends on the 140+ schemes delivered in 2018/19
		Cemetries and Crematoria	728.6	362.8	(365.8)	No individual material variances in the overall Cemetries and Crematoria programme.
	Community HUBS	Community HUBS	2,105.5	2,342.4	236.9	While no overall material variances within the programme there have been some over and underspends. Morley Community Hub has an overspend of £0.4m and this is being looked at with a possible cancellation of the charge in 2019/20. Hunslet Community Hub is (£0.4m) under with 2nd phase of external works currently being designed. Works are likely to complete mid June, explaining the underspend.
	Waste Management	Waste Operational	1,344.3	894.3	(450.0)	No material variances in the overall Waste Mgt programme. The binyard regeneration investment scheme and the roll out of garden expansion have slipped to 2019/20.
	Other Communities & Environment Schemes	Other E&H General Fund	1,917.6	1,619.8	(297.8)	No other material variances on remaining 100+ schemes within Communities and Environment.
			10,002.0	8,950.1	(1,051.9)	

APPENDIX 3

CAPITAL PROGRAMME - 2018/19 GENERAL FUND OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2019 and the final 2018/19 outturn.

The variations are based on those programmes/schemes with significant variations both over/under > £250k.

Directorate	Service	Programme/ Scheme	02.02.19	2018/19 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Resources & Housing General Fund	Sustainable Energy and climate change programme	District Heating Network, Fuel poverty fund and Clean Air Zone	15,301.4	15,680.7	379.3	The District Heating Network programme has exceeded delivery resulting in additional works being carried out than expected which has led to this £2.1m variance at outturn. This has been offset by the 12 schemes within the Clean Air Zone (£1.8m) being delayed all of which are grant funded and will be progressed in 2019/20.
	Corporate Property Management	CPM - works to Corporate buildings, Backlog Maintenance Fire Risk assessment works and Demolitions	11,024.9	10,266.2	(758.7)	No individual material variances within the programme where there have been some over and underspends on the 200+ schemes delivered in 2018/19. Within the demolition programme (£0.7m) variance with some delays on start on site dates due to required bat / asbestos surveys. Some scheme estimates were excessively high compared to the actual charge which has resulted in savings which will be returned to contingency.
	Leeds Building Services	Vehicles and Total Mobile system	1,617.5	387.2	(1,230.3)	LBS Vehicles £1m ordered in 2018/19 but will now be delivered in 2019/20. Total Mobile IT system £0.23m slightly delayed and will complete in 2019/20.
	Civic Enterprise Leeds	Vehicle Replacement Programme	7,436.3	4,664.1	(2,772.2)	A large number of vehicles including Passenger Transport (£1.1m), Highways depots (£1m), Waste (£0.6m) and Fleet services (£0.3m), while ordered in 2018/19 will now be delivered in 2019/20. The ordering to delivery times need to factor in manufacturers build times and availability of the significant numbers of electric vehicles we require.
	Digital Information Services and Finance	Digital Information Services and Finance	8,209.8	7,884.2	(325.6)	No individual material variances on the 20 Digital Information Services and Finance schemes.
	Strategic Housing Partnership	Housing Supported Loans, Adaptations programme, private sector renewal and Travellers Sites.	13,259.8	10,458.8	(2,801.0)	The new supply affordable and supported housing loans scheme has delivered one loan to LATCH with (£1.9m) which will be carried forward and issued in 2019/20 when the legal agreements are finalised. Additional Disabled Facilities grant was received in Dec 2018, while this grant has been utilised in year, it has allowed us to carry forward LCC funding (£0.6m) which is planned to be spent on new and current Traveller site provision. No other individual material variances within the remaining Strategic Housing Partnership programme.
	Other Resources & Housing Schemes	Other Resources and Housing Schemes	600.0	585.8	(14.2)	No material variances on the remaining schemes within the R&H programme.
			57,449.7	49,927.0	(7,522.7)	

APPENDIX 3

CAPITAL PROGRAMME - 2018/19 HRA, HOUSING LEEDS & BITMO OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2019 and the final 2018/19 outturn.

The variations are based on those programmes/schemes with significant variations both over/under > £250k.

Directorate	Service	Programme/ Scheme	02.02.19	2018/19 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Resources and Housing HRA	HRA	Council Housing Growth Programme	8,358.6	8,999.5	640.9	The increased spend £0.6m relates to staffing capitalisations within phase 1. The overall spend on phase 1 is now 78% of the committed programme. The remaining phase 1 delivery of 87 units which are in development will be delivered by March 2020, including the authority's first modern methods of construction scheme. Phase 2 injected at Feb 2019 EB will deliver 358 units over 7 sites by the end of December 2021. The programme will also deliver around 440 extra care homes across the City over the 3 year period to March 2022. 4 of these are being delivered via partnerships with private developers, 3 will be built, owned and managed by the council.
	Housing Leeds & Other HRA	Housing Leeds & Other HRA	80,000.0	82,043.9	2,043.9	Housing Leeds outturn is £2m above projections mainly due to providing for final accounts within 2018/19. Existing funding from future years was brought forward to match final account provision. Housing Leeds delivered 140+ significant sized schemes. These schemes were managed within existing funding resources provided for in 2018/19. Significant material variances resulted in Voids £2m, Communal replacements £1.8m, Re-roofing £1.3m, Capital repairs and maintenance £0.6m being prioritised over Windows and Doors (£0.9m), Service Delivery associated costs (£0.8m), Heating & Energy efficiency (£0.8m), Kitchens & Bathrooms (£0.6m), CCTV installation (£0.4m) which will be delivered in future years.
	BITMO	BITMO	1,707.6	1,703.7	(3.9)	There were no material variances on the 21 schemes delivered by the BITMO programme.
Total HRA Variances			90,066.2	92,747.1	2,680.9	

This page is intentionally left blank

Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 11 July 2019

Subject: Work Schedule

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

1. Purpose of this report

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

2. Background information

- 2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3. Main issues

- 3.1 The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 3.2 During the Board's initial meeting on 13 June 2019, Members discussed possible areas of work for the Board to undertake this year, as reflected within the minutes of this meeting. Following the resolution of the Board, the Chair and the Principal Scrutiny Advisor has consulted with the relevant Director regarding the draft work programme in line with the agreed Vision for Scrutiny.

- 3.3 Traditional items of Scrutiny work have been incorporated into the work schedule, which involve recommendation tracking of work previously undertaken by the Scrutiny Board; performance monitoring reports and any Budget and Policy Framework items.
- 3.4 Executive Board minutes from the meeting held on 16 May 2019 and 26 June 2019 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

- 3.5 When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

- 3.7 The work programme has been adapted to incorporate a number of areas of focus as raised by the Scrutiny Board on 13 June 2019.

4. Consultation and engagement

- 4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) about available resources prior to agreeing items of work.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ‘to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council’s Equality and Diversity Scheme’.

4.3 Council policies and the Best Council Plan

- 4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

Climate Emergency

- 4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

4.4 Resources, procurement and value for money

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.

Consequently, when establishing their work programmes Scrutiny Boards should:

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal implications, access to information, and call-in

- 4.5.1 This report has no specific legal implications.

4.6 Risk management

- 4.6.1 This report has no specific risk management implications.

5. Conclusions

- 5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

6. Recommendations

- 6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2019/20.

7. Background documents¹

7.1 None.

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

June	July	August
Meeting Agenda for 13 June 2019	Meeting Agenda for 11 July 2019	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance Update (PM) Credit Union (Exec Board referral)	a) Formal Response – Waste Inquiry Report, and b) Draft Waste Strategy for Consultation. (PDS) Finance - Out-turn Report 2018/19 (PM) LASBT Review Update (PSR) –EXB on 26 June.	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

September	October	November
Meeting Agenda for 12 September 2019	Meeting Agenda for 17 October 2019	Meeting Agenda for 14 November 2019
Climate Change Advisory Committee – Priorities and Work Programme Parks and Greenspace Strategy – Early Consultation Car Parking – current strategic position, how this supports climate change, implementation and enforcement of TRO's (x ref waste inquiry)	Climate Change – Energy efficiency in Council House Stock. Standards in Private Rented Sector – Monitoring and Regulation (including energy efficiency) Inquiry into Leeds' response to Grenfell - (RT)	Reducing Poverty and improving Financial Inclusion – Current position, challenges and response, including impact of Universal Credit, fuel poverty etc. (PSR) Priority Neighbourhoods update – impact and outcomes
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

December	January	February
No Meeting	Meeting Agenda for 09 January 2020	No Meeting
	Performance report (PM) Financial Health Monitoring (PSR) and 2020/21 Initial Budget Proposals (PDS) Best Council Plan Refresh? (PDS) Inquiry into Kerbside Collection and Recycling (RT) (timing in accordance with inquiry recommendations)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

March	April	May
Meeting Agenda for 05 March 2020	Meeting Agenda for 16 April 2020	No Scrutiny Board meeting scheduled.
Housing Repairs – Response Management, contractual arrangements and performance Progress update following working group 26 Sept 18. (PSR) Reducing Repeat Customer Contacts (RT) Development of Community Hubs – Update position (PSR)	Clean Air Zone – post implementation (January) review. Council House Growth Programme – progress report. Agree Scrutiny Inquiry Report(s) (if any)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

- Further progress on P&C Strategy required early 2020, to be considered in September.

EXECUTIVE BOARD

THURSDAY, 16TH MAY, 2019

PRESENT: Councillor J Blake in the Chair

Councillors R Charlwood, S Golton,
J Lewis, L Mulherin, J Pryor and M Rafique

SUBSTITUTE MEMBERS: Councillors M Iqbal and A Lamb

203 Substitute Members

Under the provisions of Executive and Decision Making Procedure Rule 3.1.6, Councillor Lamb was invited to attend the meeting on behalf of Councillor Andrew Carter, and Councillor Iqbal was invited to attend the meeting on behalf of Councillor Coupar. Both Councillors Carter and Coupar had submitted their apologies for absence from the meeting.

204 Exempt Information - Possible Exclusion of the Press and Public

There was no information designated as exempt from publication or confidential considered at this meeting.

205 Late Items

There was no late items of business considered at this meeting.

206 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared during the meeting.

REGENERATION, TRANSPORT AND PLANNING

207 Core Strategy Selective Review: Consultation on Main Modifications

Further to Minute No. 17, 27th June 2018, the Director of City Development submitted a report which provided an update on the current position regarding the Core Strategy Selective Review (CSSR), presented details of the Inspector's recommended proposed 'Main Modifications' to the CSSR and which sought approval to undertake a 6 week consultation exercise on such 'Main Modifications', which is proposed to commence on 17th May 2019 and conclude on 28th June 2019.

Councillor P Gruen, in his position as Chair of Development Plan Panel (DPP), attended the meeting. As part of his introduction, Councillor Gruen provided an update on the CSSR approval process to date and emphasised the need for it to continue without delay and for the Council to be in a position to formally adopt the CSSR at the earliest opportunity.

Also, it was noted that DPP had considered this matter on 15th May 2019 and was in unanimous agreement with the contents of the report, the schedule of the Inspector's proposed Main Modifications and the related Sustainability Appraisal as submitted to the Panel. As such, Councillor Gruen confirmed that DPP had endorsed the recommendation, that Executive Board approve such

documents for the purposes of them being the subject of a 6 week public consultation exercise.

In considering this matter, Members reiterated the need for the CSSR to progress without delay and supported the recommendation to approve the associated public consultation exercise, given that this was the required next stage in that process. It was also noted that further Member comment regarding the Council's housing land supply position was intended to be made at the appropriate time, given that the related Housing Requirement Policy was not changed by the Inspector's proposed Main Modifications being considered at this meeting.

Members also noted the national discussion taking place, and the need for the Council to continue take a cross-party approach, where appropriate, when looking to make related representations to Government in order to secure the best development and protection for the city.

The importance of the Climate Change agenda was highlighted, following the Council's recent declaration of a 'Climate Emergency', and how such matters needed to be at the forefront of considerations as part of the Council's strategic planning process.

In conclusion, on behalf of the Board the Chair extended her thanks to officers for their significant efforts in getting the CSSR to this advanced position.

RESOLVED – That approval be given for the Inspector's Schedule of proposed Main Modifications, as detailed at Appendix 1 of the submitted report, together with the Sustainability Appraisal of the Main Modifications, as detailed at Appendix 2 of the submitted report, to be the subject of a 6 week period of public consultation.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget & Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

DATE OF PUBLICATION: MONDAY, 20TH MAY 2019

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** NOT APPLICABLE

EXECUTIVE BOARD

WEDNESDAY, 26TH JUNE, 2019

PRESENT: Councillor J Blake in the Chair

Councillors R Charlwood, D Coupar,
S Golton, J Lewis, L Mulherin, J Pryor,
M Rafique and F Venner

APOLOGIES: Councillor A Carter

SUBSTITUTE MEMBER: Councillor A Lamb

1 Substitute Member

Under the provisions of Executive and Decision Making Procedure Rule 3.1.6, Councillor A Lamb was invited to attend the meeting on behalf of Councillor Andrew Carter, who had submitted his apologies for absence from the meeting.

2 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication 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) That Appendix D to the report entitled, 'Approval for the Submission of the Otley Flood Alleviation Scheme Outline Business Case to the Environment Agency, and Submission of the Planning Application', referred to in Minute No. 18 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within the appendix relates to the financial and/or business affairs of any particular person (including the authority holding that information), and it is considered that the public interest in maintaining the content of Appendix D as being exempt from publication outweighs the public interest in disclosing the information, as disclosing the cost estimate may affect the Council's ability to secure the best financial outcome through competition.

3 Late Items

There were no formal late items of business, however, prior to the meeting, Board Members had been provided with the following, to be taken into consideration as part of the Board's deliberations on relevant matters:-

- A set of corrections which related to the covering report and Appendix 2 of Agenda Item 17 entitled, 'Leeds Local Plan: Adoption of the Site Allocations Plan' together with updated versions of the relevant table and plans (Minute No. 19 refers);
- Reformatted versions of the respective Appendix 2 to the appended business case for both items 18: 'Business Case for Proposed Selective Licensing Designation: Harehills' and item 19: 'Business Case for Proposed Selective Licensing Designation: Beeston', with it being noted the data in the both appendix remained as originally published and circulated, with the information simply being re-provided in a sharper/clearer format for the benefit of the reader (Minute Nos. 20 and 21 refer);
- Correspondence which had been received from a member of the public concerning both items 18: 'Business Case for Proposed Selective Licensing Designation: Harehills' and item 19: 'Business Case for Proposed Selective Licensing Designation: Beeston' (Minute Nos. 20 and 21 refer).

4 Declaration of Disclosable Pecuniary Interests

Although no Disclosable Pecuniary Interests were declared at the meeting, in relation to agenda item 8 (Outcome of Consultation to Increase Learning Places at Micklefield Church of England Primary School) Councillor J Lewis drew the Board's attention to his position as a governor of Micklefield Church of England Primary School. (Minute No. 9 refers).

5 Minutes

RESOLVED – That the minutes of the previous meetings held on 17th April and 16th May 2019 be approved as a correct record.

6 Chair's Opening Remarks

The Chair welcomed Councillor Venner to her first meeting of the Board, following her recent appointment as Executive Member for 'Children and Families'.

The Chair also highlighted that as agreed by the Executive in April, and following the Council's declaration of a Climate Emergency, all Executive Board reports on this agenda and moving forward make reference to the Climate Emergency.

CHILDREN AND FAMILIES

7 Annual Report of the One Adoption West Yorkshire

The Director of Children and Families submitted a report which, as required, presented the One Adoption West Yorkshire (OAWY) Annual Report covering the period April 2018 to March 2019, together with an updated Statement of Purpose.

Noting the recommendation in the submitted report which proposed that future annual reports be submitted to the West Yorkshire Joint Committee (WYJC) for the regional adoption agency, assurances were sought regarding how the

Council would continue to have an oversight of this area. In response, the Board was assured that reports, including the annual report, would be submitted to the Corporate Parenting Board for consideration and that the Executive Member for Children and Families would Chair the WYJC.

In addition, it was suggested that related future reports to Executive Board could potentially signpost Board Members to future versions of the annual report.

RESOLVED –

- (a) That the annual report of One Adoption West Yorkshire (OAWY), as detailed at Appendix A to the submitted report, be received and noted, as required by the National Minimum Standards for Adoption 2014, pursuant to the Care Standards Act 2000, which is to enable the Executive Board to monitor the management and outcomes of the service so that they may be satisfied that the agency is effective and is achieving good outcomes for children and/or services users; and also to satisfy themselves that the agency is complying with the conditions of registration;
- (b) That the updated Statement of Purpose for OAWY, as appended to the submitted report, be noted, with it also being noted that the Statement of Purpose is required as part of the national minimum standards provisions, in order to enable the relevant services to be provided and which also enables the Executive to agree any changes to the Statement of Purpose on an annual basis;
- (c) That it be agreed that future annual reports for this service be submitted to the West Yorkshire Joint Committee for the regional adoption agency, as it is deemed a more appropriate forum for such documents to be received, given that this is a regional service.

8 Fostering Service Annual Report

The Director of Children and Families submitted a report regarding the work undertaken by the fostering service between April 2018 and March 2019, and which provided an update on the actions which were being taken in relation to the recruitment and retention of foster carers, and also on the developments within the service.

Responding to a Member's enquiry, the Board was provided with further information on the actions being taken to reduce the number of children looked after who were living in placements provided by independent and private providers, together with further context on the challenges faced in this area. Also, it was highlighted that the welfare of the children and young people in such matters was the Authority's priority.

Responding to a Member's request, officers undertook to provide further relevant financial detail in such reports in future, if it was felt that that would be beneficial to Members.

In conclusion, on behalf of the Board, the Chair extended her thanks to foster carers for the vital role which they played across the city.

RESOLVED – That the contents of the submitted report and appendices be received and noted, with the Board continuing to support the work of the fostering service in achieving the best possible outcomes for children looked after and also the ongoing work to recruit and retain high quality carers within the service.

LEARNING, SKILLS AND EMPLOYMENT

9 Outcome of Statutory Notice to increase learning places at Micklefield Church of England (Voluntary Controlled) Primary School

Further to Minute No. 194, 17th April 2019, the Director of Children and Families submitted a report which set out details of a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report detailed the outcomes arising from the period of representation following the publication of a Statutory Notice regarding a proposal to permanently expand primary provision at Micklefield Church of England Primary School, with the report seeking a final decision on such proposals.

Responding to a Member's enquiry, the Board received further information regarding the work which continued to take place in order to manage any bulge cohorts in terms of secondary education provision.

RESOLVED –

- (a) That approval be given to the proposal to permanently expand primary provision at Micklefield Church of England (Voluntary Controlled) Primary School from a capacity of 140 pupils to 210 pupils, with an increase in the admission number from 20 to 30, with effect from September 2021;
- (b) That provisional approval be granted for the 'Authority to Spend' of £2.298m in order to deliver the proposed permanent expansion at Micklefield Church of England (Voluntary Controlled) Primary School;
- (c) That it be noted that the proposed expansion of the primary provision is subject to feasibility and planning permission, as indicated at paragraph 4.4.1 of the submitted report, with it also being noted that the proposal has been brought forward in time for places to be delivered for 2021;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

10 Leeds Business Improvement District Renewal Ballot (2020 - 2025)

The Director of City Development submitted a report which presented a proposal for the Board to support the renewal of the Business Improvement District (BID) for Leeds City Centre, for a second term (2020 – 2025).

RESOLVED –

- (a) That approval be given to the renewal ballot of LeedsBID in accordance with the role of the Local Authority, as set out in the BID Regulations 2004, and that confirmation be provided that the Council is satisfied that the renewal proposals do not conflict with existing Council Policy;
- (b) That the draft renewal Business Plan, as appended to the submitted report, be noted, with it also being noted that the completed business plan will be presented to Executive Board for Council support in September 2019, at which point Leeds City Council will determine its voting intention in the pending ballot;
- (c) That approval be given to the Baseline Services Agreement and the Operating Agreement, as appended to the submitted report, which provides a commitment to maintain provision of quality services in the BID area;
- (d) That the arrangements for the Council to operate the renewal ballot, as detailed within the submitted report, be approved;
- (e) That the stages and timescales required to implement the related decisions on this matter, as outlined within the submitted report and the above resolutions, be noted, with it also being noted that the Head of City Centre Management will be responsible for the implementation of such matters.

RESOURCES

11 Treasury Management Outturn Report 2018/19

The Chief Officer, Financial Services, submitted a report presenting a final update on the Council's Treasury Management Strategy and operations for the period 2018/19.

Responding to a Member's enquiry, the Board was provided with a detailed update regarding: the Council's current debt position; the approach taken in terms of managing debt between the short term and long term and the factors which were taken into consideration on such matters; the review work being undertaken on the Council's Capital Programme and an update on the current position and the approach being taken in respect of the Minimum Revenue Provision (MRP). Linked to this, it was noted that a report regarding the Council's Medium Term Financial Strategy was scheduled to be submitted to the Board in July.

RESOLVED – That the Treasury Management outturn position for 2018/19, as detailed within the submitted report, be noted, together with the fact that treasury activity has remained within the treasury management strategy and policy framework.

12 Financial Performance - Outturn financial year ended 31st March 2019

The Chief Officer, Financial Services submitted a report which provided the Council's final outturn position for the financial year 2018/19, and which sought consideration of any related actions.

Responding to a Member's enquiry regarding a proposal to utilise part of the provisional 2018/19 surplus from the Leeds City Region Business Rates Pool to support the West Yorkshire Combined Authority 'China/India Desk', the Board received further detail on the work of that project and its aims, in terms of providing benefit and inward investment for the region. Also, the Board noted that in order for the pool to utilise such funds, it needed to be allocated to activities promoting economic growth and development.

Also, responding to an enquiry, the Board received further information and context regarding the reserves which were currently held within the Adults and Health directorate.

Finally, responding to the Chair's comments and ahead of the forthcoming Local Government Association conference, support was provided for a cross-party approach to be taken in continuing to raise concerns around the lack of certainty being provided by Government in respect of the future financing of Local Government.

RESOLVED –

- (a) That the outturn position for 2018/19, as detailed within the submitted report, be noted, and that the creation of earmarked reserves as detailed in paragraph 5.3 of the same report, be agreed, with the release of such reserves being delegated to the Chief Officer Financial Services;
- (b) That the use of the projected surplus from the 2018/2019 Leeds City Region Business Rates Pool to forward fund the projects which are detailed in paragraph 2.9 of the submitted report, be approved, with it being noted that these projects were initially agreed by the Leaders of the Member Authorities of this Pool following its disbanding on the 31st March 2019;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of the above resolutions following the conclusion of the 'Call In' period.

13 Annual Corporate Risk Management Report

The Director of Resources and Housing submitted a report which provided an update on the Council's most significant corporate risks and the arrangements in place, together with the further activity planned during 2019/20, to manage them.

RESOLVED – That the annual Risk Management report as submitted, together with the assurances provided on the Council's most significant

corporate risks, be noted, in line with the authority's Risk Management Policy and the Board's overarching responsibility for their management.

14 New Procurement Strategy 2019 - 2024

The Director of Resources and Housing submitted a report which sought approval to adopt the Council's New Procurement Strategy, as appended to the submitted report, following a period of consultation, with the report highlighting that the new strategy looked to retain value for money and good governance as the foundation stones of procurement.

Members welcomed the proposed strategy.

In considering the report, a Member suggested that consideration be given to the values which embodied the proposed new strategy being used by the Council in its role as a landlord of commercial properties.

Responding to a further enquiry regarding the Key Performance Indicators (KPIs) as detailed at appendix 3 to the submitted report, it was noted that the intention was to submit an annual report regarding procurement to the Board, and that after the strategy had been operational for a year, further baseline figures were intended to be introduced into the KPIs in order to monitor performance.

RESOLVED –

- (a) That the contents of the submitted report and appendices, be noted;
- (b) That approval be given for the adoption of the New Procurement Strategy, as appended to the submitted report;
- (c) That it be noted that the officer(s) responsible for implementing the adoption of the new strategy in accordance with paragraph 3.8.9 of the submitted report are: the Head of Commercial (Legal) and the Procurement Manager (both Procurement and Commercial Services).

15 Improving Air Quality in the City (Clean Air Zone Update)

The Director of Resources and Housing and the Director of City Development submitted a joint report which provided an update following the Government's approval of the Final Business Case for the Leeds Clean Air Charging Zone and confirmation of the final funding position and spending conditions related to the Clean Air Funding awarded in January 2019. The report also detailed why clarifications and amendments for certain elements of the Charging Order were being considered, presented the longer term approach to establishing future emissions standards for the taxi and private hire trade and provided a progress report on the implementation of the Clean Air Zone (CAZ), highlighting the delay to the CAZ 'go live' date.

Responding to a Member's enquiry regarding the delay to the CAZ 'go live' date, the Board received further information on the nature of the delay, which it was noted had been caused by a delay in the development of the required digital services by Central Government. It was also noted that the Council

would continue to liaise with Government on this, in order to emphasise the importance of having the digital infrastructure in place at the earliest opportunity.

RESOLVED –

- (a) That the funding conditions of the Clean Air Fund, as detailed within the submitted report, be noted and approved;
- (b) That the commencement of a statutory public consultation process on the specific points, as detailed within the submitted report, be approved;
- (c) That the change to the ‘market capacity’ take action date for the **HGV sector only** to 31st October 2019, be approved;
- (d) That the progress which has been made to date on the implementation of the CAZ by the Council, together with the actions taken regarding the distribution of associated funding, be noted;
- (e) That the delay to the ‘go-live’ date, be noted.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

16 Councillor Mulherin

Prior to introducing the reports within her portfolio, the Chair welcomed Councillor Mulherin, as the new Executive Member for ‘Climate Change, Transport and Sustainable Development’.

17 Leeds Public Transport Investment Programme: A61 North Bus Priority Corridor and A65 Signals Upgrade

The Director of City Development submitted a report which provided an update on the progress being made on the delivery of the Leeds Public Transport Investment Programme’s (LPTIP) significant schemes during 2019/20 and outlined the next steps for delivering the implementation of improvements to the A61 North Bus Priority Corridor scheme and improvements to the A65 signals.

Responding to a Member’s concerns, officers highlighted that although significant consultations had taken place on the submitted proposals, discussions with local Ward Members were seen as continuing conversations and that should Ward Councillors have any issues, then they could be raised with relevant officers as part of the ongoing dialogue.

As part of the Board’s discussions, it was highlighted that a condition of the projects funded via the LPTIP, was that such projects were required to be substantially completed by the end of March 2021, which precluded this programme from undertaking more complex, or larger scale projects with long lead in times for delivery, but that further, separate funding would continue to be sought to help develop the transport infrastructure across the city.

Members also discussed the significant role of the bus providers and the part they played in the provision of public transport across the city, the need to continue to liaise with bus companies to ensure that the best deal was achieved for Leeds, with Members also discussing the issue of devolution and the potential impact that further local control could have in this area.

The Board also discussed the key role which needed to be played by an effective public transport service in helping to address the Climate Emergency; emphasised the need to ensure that an ambitious approach was taken in this area; discussed the options being considered to further develop park and ride facilities; and highlighted the need to ensure that projects being brought forward as part of the programme did not have unintended consequences, such as greater levels of commuter parking on residential streets.

RESOLVED –

- (a) That the progress made since April 2016 in developing proposals for the relevant projects benefiting from LPTIP funding, together with the subsequent public consultation responses received, be noted;
- (b) That approval be given for the remaining expenditure of £5.5 million from the existing LPTIP fund which will be used to carry out detailed design and construction of the improvements to the A61 North Bus Priority Corridor, with approval also being given for an injection of £45,039 from S106 Developer Contributions;
- (c) That approval be given for the expenditure of up to £5 million from the existing LPTIP fund which will be used to contribute to the East Leeds Orbital Road (ELOR) project, to carry out the detailed design and construction of the King Lane to Stonegate Road section of the A61N Bus Priority Corridor;
- (d) That approval be given for the expenditure of up to £1 million from the existing LPTIP fund which will be used to carry out detailed design and the construction of the A65 signals, with approval also being given for an injection of £252,675.95 from S106 Developer Contributions;
- (e) That subject to ongoing consultation with relevant Executive Members as appropriate, it be noted that the Chief Officer for Highways and Transportation will be responsible for the implementation of the resolutions detailed above.

18 Delivering the East of Otley Relief Road and Housing Allocation

Further to Minute No. 63, 20th September 2017, the Director of City Development submitted a report providing an update on the progress which had been made on bringing forward the East of Otley development, and which sought approval to a number of matters which would formalise the Council's role in this work and enable critical infrastructure and planning activities to progress.

RESOLVED –

- (a) That the positive progress which has been made in this area, be noted, with the Board reconfirming the Council's commitment to bringing forward the East of Otley mixed use site;
- (b) That the Director of City Development's approval for the Council to enter into a funding agreement with Homes England for a Housing Infrastructure Fund grant of £6.318m, on the basis set out at paragraph 3.1.10 of the submitted report, be noted; with it also being noted that the approved injection of this sum into the Capital Programme along with contractual arrangements of the funding will be the responsibility of the Head of Regeneration;
- (c) That agreement be given for the Council to take a leading role on the delivery of the East of Otley Relief Road project, and that agreement also be given for the Chief Highways and Transportation Officer, in consultation with the Executive Member for 'Climate Change, Transport and Sustainability' to undertake the actions as set out at paragraphs 3.2.7 and 3.2.8 of the submitted report to enable its delivery;
- (d) That the principle of the Council making a financial contribution towards the East of Otley Relief Road, be approved, with the contingent delivery risks, as outlined in paragraph 3.3.5 of the submitted report being noted;
- (e) That the revised Heads of Terms relating to the disposal of the Council's land within the East of Otley allocation, be approved, and that approval also be given for the Council to enter into an Agreement with developers to facilitate the delivery of the East of Otley Relief Road project, as set out at paragraph 3.3.7 of the submitted report; with it being noted that the Head of Land & Property will be responsible for agreeing the associated detailed terms of the disposal and the related agreement;
- (f) That the intention to undertake consultation on a Development Brief for the East of Otley site, as set out at paragraph 3.5.1 of the submitted report, be noted; that approval be given for this to include the potential inclusion of Council-owned land at the former Ing's Tip and north of Cambridge Way, and that it be noted that the Head of Strategic Planning will be responsible for delivery of the brief.

19 Leeds Local Plan - Adoption of the Site Allocations Plan

Further to Minute No. 143, 14th January 2019, the Chief Planning Officer submitted a report which invited Executive Board to recommend to full Council that: the Council note the Inspector's final report on the Submission Draft 2017 Site Allocations Plan (SAP), accepts the Inspector's Main Modifications and adopts the Site Allocations Plan (subject to any further non-material additional modifications being made in advance of consideration by Council).

It was noted that following the despatch of the agenda papers, and prior to the meeting, Board Members had received a note detailing several corrections which related to the Executive Board covering report and Appendix 2, together with updated versions of the relevant table and plans, which were to be taken into consideration by Members as part of the Board's deliberations on the matter.

Responding to Members' comments and concerns, the Board discussed and received further information regarding:

- How the SAP, as submitted, with inclusion of the Inspector's recommended Main Modifications, had been deemed as being 'sound' by the Inspector;
- Members welcomed that the adoption of the SAP would enable a 5 year land supply to be confirmed and a plan-led approach to be taken, moving forward;
- The time which had taken to get to the current position, and the implications of that timescale;
- The current housing requirement figures, and how that level of requirement was being reviewed as part of the ongoing and separate Core Strategy Selective Review process, and how a review of the SAP would be required following the adoption of the CSSR;
- Members discussed the reasons why issues had been experienced regarding levels of development on brownfield land in recent years, with it being highlighted that the Authority continued to liaise with Government on this issue, and with a request being made that further opportunity to consider this matter be sought;
- Members discussed the proportion of brownfield and green belt sites detailed in the submitted plan which had been allocated for housing;
- Members discussed the associated infrastructure provision needed to facilitate the housing requirement moving forward, and the need for any future developments to be sustainable.

On behalf of the Board, the Chair extended her thanks to officers and all who had engaged in the process to date, for getting the Plan to this advanced stage.

RESOLVED – That subject to the incorporation of the 'corrections', as submitted to Board Members prior to the meeting for their consideration, full Council be recommended to:-

- (i) Note the Inspectors' final Report of the Leeds Site Allocations Plan and accept the Main Modifications of the Inspectors', as detailed in their Report (June 2019) presented at **Appendix 1** to the submitted Executive Board report;
- (ii) Adopt the draft Site Allocations Plan (version for Adoption), as detailed at **Appendix 2** to the submitted report, with effect from 10th July 2019, pursuant to Section 23 of the Planning and Compulsory Purchase Act 2004 (as amended);

- (iii) Note the deletion of saved Unitary Development Plan policies that will be superseded by the Plan (as set out in Appendix 3 of the Plan detailed at **Appendix 2** to the submitted report).

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget & Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

COMMUNITIES

20 Business Case for Proposed Selective Licensing Designation - Harehills

The Director of Resources and Housing submitted a report which presented for the Board's consideration the appended business case regarding the proposal for selective licensing designation in Harehills, and the proposed designation of the area outlined on the map at Appendix 1 of the business case as a selective licensing area, with effect from the 6th January 2020.

It was noted that following the despatch of the agenda papers and prior to the meeting, correspondence which had been received from a member of the public concerning both items 18: 'Business Case for Proposed Selective Licensing Designation: Harehills' and item 19: 'Business Case for Proposed Selective Licensing Designation: Beeston', had been circulated to Executive Board Members for their consideration as part of the Board's deliberations on this matter.

It was also noted that following the despatch of the agenda papers, and prior to the meeting, Board Members had received a reformatted version of Appendix 2 to the appended business case, with it being noted that the data in the appendix remained as originally published and circulated, with the information simply being re-provided in a sharper/clearer format for the benefit of the reader.

In presenting the report, the Director of Resources and Housing drew Members' attention to the legal criteria for designating an area as set out in the report, and the information in the business case demonstrating that these criteria were met.

Also, Members received information on what the scheme would entail and were also provided with the outcomes from the significant consultation processes which had been undertaken. It was noted that overall the residents, and private rented tenants in Harehills who had responded were in favour of the introduction of selective licensing, whilst the vast majority of landlords and all of the managing agents who had responded were against the proposal.

In considering the submitted report and the potential implications of introducing the proposed designation, Members' attention was drawn to the landlords' concerns. The Board was informed that these were covered in

detail in the accompanying business case. One of the principal concerns was the costs of the scheme, in particular the proposed licence fee, and the impact on rent levels if the costs of the scheme were passed on to tenants. With regard to the licence fee, it was noted that this could only be used to administer the scheme, and that the proposed licence fee of £825 equated to around £3 per week across the 5 years to which it will apply. With regard to rent levels, it was highlighted that these were influenced by the Local Housing Allowance, which was likely to restrict rent increases.

Members discussed the benefits of the scheme for landlords and the incentives for them, with it being noted that there was a discount to the licence fee for landlords who were members of the 'Leeds Rental Standard' scheme, that landlord investment in their properties would benefit the area and potentially increase the value of their property and that in implementing such an initiative, there would be further opportunity for the Council to help address issues in the area, such as anti-social behaviour.

Responding to a further enquiry, the Board noted that the potential issue of displacement had been taken into consideration when the proposed boundary had been drawn up.

RESOLVED –

- (a) That the contents of the submitted report and the business case for Harehills as appended to that cover report, be noted;
- (b) That the business case for selective licensing designation in Harehills, as appended to the cover report, be approved;
- (c) That approval be given to designate the area shown on the business case map as detailed at Appendix 1 of the submitted business case document (appended to the covering report) as a selective licensing area with effect from 6th January 2020;
- (d) That it be noted that the Director of Housing and Resources is responsible for the implementation of the resolutions detailed above.

21 Business Case for Proposed Selective Licensing Designation - Beeston

The Director of Resources and Housing submitted a report which presented for the Board's consideration the appended business case regarding the proposal for selective licensing designation in Beeston, and the proposed designation of the area outlined on the map at Appendix 1 of the business case as a selective licensing area, with effect from the 6th January 2020.

It was noted that following the despatch of the agenda papers and prior to the meeting, correspondence which had been received from a member of the public concerning both items 18: 'Business Case for Proposed Selective Licensing Designation: Harehills' and item 19: 'Business Case for Proposed Selective Licensing Designation: Beeston', had been circulated to Executive Board Members for their consideration as part of the Board's deliberations on this matter. During the consideration of this report, Members' attention was

drawn to such correspondence which focussed upon the consultation process undertaken in Beeston.

It was also noted that following the despatch of the agenda papers and prior to the meeting, Board Members had received a reformatted version of Appendix 2 to the appended business case, with it being noted that the data in the appendix remained as originally published and circulated, with the information simply being re-provided in a sharper/clearer format for the benefit of the reader.

In presenting the report, the Director of Resources and Housing drew Members' attention to the legal criteria for designating an area as set out in the report, and the information in the business case demonstrating that these criteria were met.

Also, Members received information on the outcomes on the significant consultation processes which had been undertaken, and it was explained that the consultation exercise did not represent a vote on the proposal, but rather formed one piece of evidence which the Board was asked to consider. It was noted that overall the response to the residents' consultation was against the proposal, with 92% of online responses being against the proposal. However, officers explained that there remained concerns about the validity of some of the online responses received following validation of the feedback and when compared to the paper responses received. It was noted that such concerns were not explainable by the correspondence which had been received.

In conclusion, Executive Board Members were asked to take such matters into consideration when weighing up all of the evidence available to them.

RESOLVED –

- (a) That the contents of the submitted report and the business case for Beeston, as appended to that cover report, be noted;
- (b) That the business case for selective licensing designation in Beeston, as appended to the cover report, be approved;
- (c) That approval be given to designate the area shown on the business case map as detailed at Appendix 1 of the submitted business case document (appended to the covering report) as a selective licensing area with effect from 6th January 2020;
- (d) That it be noted that the Director of Housing and Resources is responsible for implementation of those resolutions detailed above.

22 Council Housing Growth Programme Update

The Director of Resources and Housing submitted a report which provided an update on the progress of the Council Housing Growth Programme, set out proposals for the delivery of further new Council housing across the city and

presented the proposed rent setting approach for the Council Housing New Build Programme.

Members welcomed the speed at which the Council had acted in this area, following the lifting of the cap on Council borrowing to deliver new homes via the Housing Revenue Account.

The Board welcomed the establishment of a Local Housing Company, with Members noting the benefits and flexibility that the formation of the company would bring. In response to a Member's enquiry, it was highlighted that the delivery of affordable housing via this model need to not be wholly focussed upon the city centre, however, the number of appropriate sites as designated via the Site Allocations Plan in the city centre was highlighted.

Regarding the expansion of the property acquisition programme, Members were advised that a report on this was scheduled to be submitted to the Board in July.

Members highlighted the need to work with local communities on such matters in order to ensure that the Council housing provision established by this programme looked to meet the bespoke needs of each area.

RESOLVED –

- (a) That the progress made to date on delivering the Council Housing Growth Programme, be noted;
- (b) That the additional sites, as listed in Table 2 of the submitted report, for the delivery of new build Council housing, be noted;
- (c) That the proposed investment, as outlined in Table 5 of the submitted report, be approved, with approval also being given to inject the balance of funding £17.5m into the programme for the delivery of c.176 new build Council houses as part of the Council Housing Growth Programme (with it being noted that £16.1m was injected as part of the February 2019 capital programme), and that support be provided for any funding bids to optimise the funding mix for each scheme;
- (d) That the application of the proposed rent setting principles and the approach to future Council housing new build developments, as set out in the submitted report, be approved, and that decisions on rent setting for each individual housing scheme be delegated to the Director of Resources and Housing;
- (e) That it be noted that a report will be submitted to Executive Board in July 2019 on the Property Buyback/Repurchase Programme.

23 Review of Leeds Anti-Social Behaviour Team

The Director of Communities and Environment submitted a report which set out proposals to redesign the Leeds Anti-Social Behaviour Team (LASBT), with the aim of establishing a more sustainable service through which officers

were increasingly able to focus upon early intervention and work with communities in order to prevent anti-social behaviour.

Members welcomed the proposals and highlighted the role which had been played by the Environment, Housing and Communities Scrutiny Board in the review exercise.

Responding to an enquiry, assurance was provided that resources would continue to support outer areas, but in addition, the new model would aim to integrate further with wider service provision in order to maximise the benefits for all.

Also, assurance was provided that when anti-social behaviour was reported, the team would respond to it in accordance with agreed procedures and protocols, irrespective of whether it occurred on Council land or elsewhere.

RESOLVED – That the priorities, as outlined in the submitted report be noted, and that the implementation of the service changes, as set out in paragraphs 3.7 – 3.20 of the submitted report, be endorsed.

INCLUSIVE GROWTH AND CULTURE

24 Grant to Leeds Culture Trust (Leeds 2023)

The Director of City Development submitted a report providing an update on the progress being made in respect of the 'Leeds 2023' initiative and which looked to delegate to officers the authority to enter into a grant agreement with Leeds Culture Trust in order to deliver a programme of activity.

RESOLVED –

- (a) That the overall progress made in this area be noted, together with the further progress being made on establishing Leeds Culture Trust;
- (b) That the necessary authority be delegated to the Chief Officer, Culture and Sport to enable the Chief Officer to enter into the final grant agreement in line with the draft, as detailed at Appendix 1 to the submitted report, with variations being made subject to consultation with the Leader of the Council.

ENVIRONMENT AND ACTIVE LIFESTYLES

25 Approval for the submission of the Otley Flood Alleviation Scheme Outline Business case to the Environment Agency, and submission of the Planning Application

The Director of City Development submitted a report which presented details of flooding issues in the Otley area, requested authority to submit the Outline Business Case and Planning Application as detailed, requested authority to incur the required expenditure, highlighted the current funding shortfall and requested support for additional funding to be sought.

Responding to a Member's enquiry, assurance was provided that all such schemes must fully take into account and mitigate against any impact upon communities downstream.

Also, regarding a Member's comment about the lack of engagement from the Environment Agency which local Ward Members had experienced regarding issues in their local area, officers undertook to take this specific matter up with the Environment Agency on the Members' behalf.

Following consideration of Appendix D to the submitted report designated as being exempt from publication under the provisions of 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 inject the remaining £1,509,000 of available Government Grant funding into the scheme;
- (b) That approval be given to inject £1,328,000 of Central Contingencies to underwrite the currently identified funding gap on the scheme, in order to ensure the delivery of the scheme;
- (c) That approval be given to submit the Outline Business Case, as detailed at exempt Appendix D to the submitted report, to the Environment Agency;
- (d) That approval be given to submit the associated Planning Application;
- (e) That approval be given to incur additional expenditure of £260,000, to support the Outline Business Case submission and planning application in order to enable the scheme to progress in line with the programme;
- (f) That approval be given to incur expenditure, following the approval of the Outline Business Case, of £399,000 to develop the detailed design of Otley Flood Alleviation Scheme in order to enable the scheme to progress in line with the programme;
- (g) That the necessary authority be delegated to the Director of City Development to enable the Director to make the necessary authority to spend (ATS) approvals for the full scheme, subject to agreement with the Executive Member for Environment and Active Lifestyles.

26 The Arnold and Marjorie Ziff Tropical World Development

The Director of Communities and Environment submitted a report which outlined a proposal to develop an indoor play facility at the Arnold and Marjorie Ziff Tropical World following other developments which have been undertaken at the attraction in recent years.

RESOLVED –

- (a) That approval be given to the in principle development of an indoor play facility at the Arnold and Marjorie Ziff Tropical World, with approval also being given to an injection of £2.0m capital, funded through prudential borrowing;
- (b) That approval be given to incur necessary expenditure to undertake a full feasibility design;
- (c) That the necessary authority be delegated to the Director of Communities and Environment to enable the Director to make the necessary authority to spend approvals for the full scheme, subject to consultation with the Executive Member for Environment and Active Lifestyles;
- (d) That it be noted that the Chief Officer, Parks and Countryside will be responsible for the implementation of this project, with an anticipated opening in Easter 2020.

HEALTH, WELLBEING AND ADULTS

27 Understanding health and care needs within our wards: Strengthening our relationships with elected members and Local Care Partnerships

The Director of Adults and Health submitted a report which provided an update on recent Ward Member conversations on health and care, reflecting the increased importance of Community Committees as local forums for discussion on this issue and which highlighted the development of Local Care Partnerships (LCPs) as a basis for improving population health.

In considering the report, Members emphasised the need for the arrangements to ensure that robust cross-boundary partnerships were achieved to ensure seamless service provision, wherever possible.

Also, Members discussed how Elected Members fitted into the new LCP structure and highlighted the enabling role which they needed to play to help ensure that this approach looked to best meet the bespoke needs of each local community.

The Board discussed the relationship between Community Committees and LCPs. Regarding the geographical boundaries of the two, officers were asked to pick up any specific issues raised regarding Member representation on those LCPs which fell outside of the appointing Community Committee boundary.

Finally, a suggestion was made that it may be beneficial, especially for newly elected Councillors, for a Member seminar to be scheduled in order to further raise awareness on this agenda.

RESOLVED –

- (a) That the progress made regarding Ward Member conversations on health and care to date, be noted and that the continuation of this approach, led by the Leeds Health and Wellbeing Board, be supported;
- (b) That the actions being taken to further develop Member involvement with Local Care Partnerships, through Community Committees, be noted, together with the relevant governance implications, as outlined in the submitted report;
- (c) That it be noted that the Leeds Health and Wellbeing Board will continue to provide strategic leadership for the Leeds Health and Care Plan, with it also being noted that as part of the Plan's refresh, engagement with Community Committees will continue.

28 The Visible Project

The Director of Adults and Health submitted a report which provided an update on the work of the 'Visible Project', an initiative based within the Women's Counselling and Therapy Service (WCTS) which looked to improve the health and wellbeing outcomes for adult survivors of child sexual abuse.

The Board welcomed to the meeting: Sinead Cregan, Commissioning Programme Leader, who had been chair of the Strategic Steering Group for the project, and Tessa Denham, Chief Executive of the Women's Counselling and Therapy Service.

Members welcomed the valuable work which had been undertaken to establish the Visible Project and extended their thanks to all those who had been involved.

The Board wholeheartedly supported the adoption of the policy statement and sought further information on how Members could further promote this initiative in their local Wards.

RESOLVED –

- (a) That the Visible Policy statement and briefing, as appended to the submitted report, be adopted, with the Board providing a commitment to the statement's implementation;
- (b) That agreement be given for the Director of Adults and Health in conjunction with the Chief Officer for Human Resources to establish a 'task and finish' group to implement the Visible Policy Statement across the Council.

DATE OF PUBLICATION: FRIDAY, 28TH JUNE 2019

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 5TH JULY 2019

Draft minutes to be approved at the meeting
to be held on Wednesday, 24th July, 2019

This page is intentionally left blank