
SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 17th October, 2019 at 10.30 am

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

MEMBERSHIP

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

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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 - 12 SEPTEMBER 2019 To approve as a correct record the minutes of the meeting held on 12 September 2019.	1 - 4
7		INQUIRY INTO LEEDS' RESPONSE TO GRENFELL To receive an update on progress made in implementing the recommendations of the Scrutiny Board's inquiry into Leeds' response to Grenfell as agreed by the Board in December 2017.	5 - 24
8		STANDARDS IN PRIVATE RENTED SECTOR - MONITORING AND REGULATION (INCLUDING ENERGY EFFICIENCY) To receive an update from the Director of Resources and Housing about general interventions by the Council in the private rented sector and the progress made by Housing Leeds on implementing selective licensing in Beeston and Harehills.	25 - 34

9		PROCUREMENT OF HOUSING RESPONSIVE REPAIRS AND VOIDS SERVICES FOR THE WEST OF LEEDS To consider the report of the Director of Resources and Housing seeking approval from the Executive Board at its meeting on 16 October of plans for the future delivery of citywide housing repairs and voids services.	35 - 78
10		REFERRAL TO SCRUTINY To consider a referral to the Scrutiny Board in the name of Cllr Paul Wadsworth.	79 - 86
11		WORK SCHEDULE FOR 2019/20 MUNICIPAL YEAR To consider the Scrutiny Board's work schedule for the 2019/20 municipal year.	87 - 118
12		DATE AND TIME OF NEXT MEETING 14 November 2019 10.30am (10am pre-meeting for Scrutiny Board members). 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.	

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SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

THURSDAY, 12TH SEPTEMBER, 2019

PRESENT: Councillor B Anderson in the Chair

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

26 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal.

27 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

28 Late Items

There were no late items.

29 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

30 Apologies for Absence and Notification of Substitutes

Apologies of absence were received from Councillor P Grahame.

31 Minutes - 11 July 2019

RESOLVED – That the minutes of the previous meeting held 11th July 2019 be approved as an accurate record.

32 Matters Arising

In relation to the minutes of the meeting held 11th July 2019, Councillor Gruen referred to minute 22, Leeds Anti-Social Behaviour Team Review and made reference to tasking meetings. It was confirmed that this matter would be referred to at the West Yorkshire Police and Crime Panel. Members of the Board gave their support in Councillor Gruen and Akhtar doing so.

33 Climate Emergency Advisory Committee - update

The report of the Head of Democratic Services provided the Board with an update on the functions and work priorities of the Council's Climate Emergency Advisory Committee.

The following were in attendance for this item:

- Councillor Walshaw, Chair of Climate Emergency Advisory Committee
- Neil Evans, Director of Resources and Housing
- Polly Cook, Chief Officer for Sustainable Energy and Air Quality

The Chair of the Climate Emergency Advisory Committee (CEAC) introduced the report, highlighting upcoming dates for future meetings, and the work priorities in each of the working groups.

Members were informed that there would be an open forum session at the beginning of every CEAC meeting. Additionally, at the meeting to be held on 25th September, it was confirmed that representatives from Extinction Rebellion were due to be present as part of the open forum.

The Chair thanked those in attendance.

RESOLVED – To note the contents of the report.

34 Parking Strategy and Management

The report of the Director of City Development and the Director of Communities and Environment, provided an overview of city centre parking provision within the context of planning policy, the transport strategy for Leeds and the operation of city centre car parking; further outlining the general approach to the management of on-street car parking in areas surrounding the city centre and outside the main city centre controlled parking management area.

The following were in attendance for this item:

- Councillor M Rafique, Executive Member for Environment and Active Lifestyles
- Andrew Hall, Head of Transport Planning
- Jason Singh, Head of Service, Environmental Action
- Mark Jefford, Service Manager Environmental Services

Key issues identified in discussions with the Board included:

- Members sought further information on the legal process and timescales on implementation of schemes. Members were informed there had been issues around employment, and that main priorities focused on road and traffic safety. Members were informed of the representation process and that these could add additional time on the regulatory timescales 6-9 months.
- Members discussed traffic order offences and sought information on the existing schemes that had taken place and suggested that measureable information is brought to a future scrutiny board meeting.
- Members recognised the difficulties in managing traffic offences with schools. Officers highlighted staffing issues and the complexities of monitoring 110 schools. It was noted that there is an enforcement vehicle responding to parking reports. Furthermore, Members heard that officers were looking at introducing informal 'no idling' zones.

- Members felt that it would be helpful for Elected Members to be issued a key point of contact to be able to raise any issues during out of hours.
- A Member sought additional information in regard to a parking scheme in their ward, and requested that details on the consultation round and delivery of the scheme be provided, as well as suggesting a meeting with Ward Councillors to discuss the scheme in further detail.
- In relation to the transport strategy, officers explained that a balanced approach had been taken outside of the city centre, in an attempt to encourage public transport, with particular references made to the use and expansion of park and ride schemes.
- It was noted that the Transport Supplementary Planning Document (SPD) is in its final stages and that Members would be able to submit their comments in due course.
- Members' discussion focused on residents parking schemes, and agreed the strategy should include additional information on outer and inner areas. Members requested for further information to be brought back to a future meeting and that the additional paper focuses on Members concerns.

The Chair thanked those officers in attendance.

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

- a) Noted the contents of the report.
- b) Requested that the information provided during discussion be provided to the Board.
- c) Requested that, in discussion with the Chair, a further progress report be presented to a future meeting of the Board, subject to consultation with the Scrutiny Board Chair (Infrastructure, Investment and Inclusive Growth) on the remit of the matter.

Councillor Bentley arrived at 10:50am, respectively during discussion of this item.

Councillors Khan and Akhtar withdrew from the meeting for a short while, respectively during discussion of this item.

35 Consultation on Leeds Parks and Green Spaces Strategy to 2030

The report of the Director of Communities and Environment outlined proposals for a public consultation on developing a Leeds Parks and Green Spaces Strategy for the period 2020 to 2030.

The report included a copy of the current Leeds Parks and Green Spaces Strategy (to 2020) at Appendix 1; along with the Leeds Parks and Green Spaces Strategy (2020 to 2030) at Appendix 2.

The following were in attendance for this item:

- Councillor M Rafique, Executive Member for Environment and Active Lifestyles

Draft minutes to be approved at the meeting
to be held on Thursday, 17th October, 2019

- Sean Flesher, Chief Officer Parks and Countryside
- Emma Trickett, Senior Projects Manager, Communities and Environment

The Chief Officer Parks and Countryside presented the report and highlighted key aspects of the consultation period and provided an overview on the timescales of the draft strategy being adopted. Additionally, the Senior Projects Manager guided Members through the appended Leeds Parks and Green Spaces Strategy 2020 to 2030.

The Chair acknowledged the limited time for Members in depth discussions and requested that the officers in attendance, along with Members of the Scrutiny Board attend a working group, prior to the consultation on the future of public parks and green spaces commencing. The Chair advised that Board Members would be informed of the date of the additional working group in due course.

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

- a) Noted the information contained within the report and the appended Parks and Green Spaces Strategy at Appendix 1 and 2
- b) Requested that the 'Towards a Leeds Parks and Green Spaces Strategy 2020 – 2030', as well as the consultation plan be brought to a working group, for Members to review and provide their feedback.

36 Work Schedule

The Head of Democratic Services submitted a report which invited Members to consider the Board's schedule for the 2019/20 municipal year. Copies of the draft work schedule and the minutes of the Executive Board meeting held Wednesday 24th July 2019, were appended to the report.

Members discussed the items scheduled for the October meeting.

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

- a) Noted the matters outlined in the report and raised during the meeting
- b) Noted the Executive Board minutes
- c) Agreed the overall work schedule

37 Date and Time of Next Meeting

RESOLVED – To note the date and time of the next meeting as Thursday 17th October 2019.

(The meeting concluded at 12.20 pm)

Report of the Chief Officer Housing Management

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 17 October 2019

Subject: Inquiry into Leeds' Response to Grenfell – tracking of Scrutiny recommendations

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 This report sets out progress made in relation to the recommendations arising from the Scrutiny Board's 2017 inquiry into Leeds' response to the fire at Grenfell Tower.

2. Background information

- 2.1 Following the tragic fire at Grenfell Tower in London on 14 June 2017, Executive Board received a report at its meeting on 17 July outlining the work undertaken by Leeds City Council and partners to ensure the safety of Leeds residents living in high rise. A recommendation to Executive Board was for the Environment, Housing and Communities Scrutiny Board to lead scrutiny of the relevant actions and emerging issues relating to Council housing stock safety, resident engagement and investment decisions.
- 2.2 The Environment, Housing and Communities Scrutiny Board held evidence gathering sessions during October 2017 and produced a report in December 2017 outlining the key outcomes of the inquiry and a series of recommendations ([Link to inquiry report](#))

- 2.3 In October 2018, the Scrutiny Board received an update on the progress made towards implementing the recommendations arising from this inquiry. The Board agreed to continue tracking progress during the 2019/20 municipal year.

3. Main issues

- 3.1 This report provides the Board with the opportunity to evaluate progress over the last twelve months against the recommendations elected members set out in their original 2017 inquiry. It is for Board members to then determine the future course of action in relation to each recommendation.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 Details of progress against each recommendation are set out within the table at Appendix 2. Highlights include a strengthening of communication and engagement with high rise residents, a draft proposal for block champions has been considered by the High Rise Strategy Group in October 2018, a standard suite of information has been rolled out on block noticeboards, and an e-notice board has been designed and fixed at Lovell Park Towers. Handheld technology has now been implemented to undertake stage 1 fire risk assessments, further investment has been made to enhance fire safety in blocks and fire safety checks have been rolled out to medium and low rise flats where cleaning is in place, again using hand held technology.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The High Rise Strategy Group - a group of tenants residing in high rise properties - meet with Council on a regular basis to support the delivery of the High Rise Strategy and influence the way that services are provided to residents in Council owned high rise homes. The group have had an important role in supporting the Council's response to Grenfell – two members attended the inquiry's evidence gathering sessions during October 2017 and highlighted issues from a tenant's perspective, and the group has supported the implementation of the Scrutiny Board inquiry recommendations, including the development of a 'Block Champion' approach.
- 4.1.2 A number of the Scrutiny Inquiry recommendations focus on increasing engagement and communication with residents living in high rise. Appendix 2 outlines progress made in delivering each of the themes of the engagement and communication plan.
- 4.1.3 The Council undertook the biannual Survey of Tenants and Residents (STAR) in autumn 2018. As part of the survey, an increased sample size was undertaken of high rise residents in order for the results to be used to evaluate resident satisfaction with

services on a block by block basis. The Tenant engagement sessions referred to in para 3.2.4 will provide a further opportunity to explore tenant satisfaction and confidence.

- 4.1.4 Further details of consultation activity are referenced against the relevant recommendations within the table at Appendix 2.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 A key priority of the resident engagement and communications to high rise residents is to maximise communication and engagement with as many residents in high rise blocks as possible. Housing Leeds has therefore sought to ensure a range of different communication and engagement methods, with an increased focus on digital methods, including the trialling of free Wi-Fi access at 5 blocks across the city to encourage tenants to make better use of the internet and to more easily contact the Council.
- 4.2.2 Following the initial resident engagement sessions after the Grenfell fire we received some feedback from residents that language was a barrier to this engagement in some areas of the city where there a significant proportion of residents have limited English.
- 4.2.3 Since the engagement sessions Housing Leeds has collated a list of community and voluntary organisations who provide services / support to residents in the Little London, Lincoln Green and Burmantofts areas, where the greatest number of languages are spoken. Housing Leeds is able to use this network of contacts to be able to share key messages and encourage / request these groups signpost language support or help us relay key messages. Good working relationships with local community groups have been developed over time, for example, Housing Officers in the Little London team work closely with Bahar Womens Association (who also meet at the Little London Community Centre) that informally support translation activity.
- 4.2.4 In planning future engagement and communications consideration will be given to how we can engage with these community organisations to support our engagement.

4.3 Council policies and the Best Council Plan

- 4.3.1 The Council's response to Grenfell supports a number of the Best City priorities. It supports the Housing theme of ensuring that housing is of high quality and the Safe, Strong Communities themes of keeping people safe from harm, protecting the most vulnerable, being responsive to local needs, building thriving, resilient communities and promoting community respect and resilience.

Climate Emergency

- 4.3.2 There are a number of implications of the way that we manage high rise homes on the climate emergency agenda. Housing Leeds is delivering significant investment in blocks to improve the energy efficiency of high rise blocks, including installation of wall and roof insulation, and installation of more efficient heating systems. The Leeds PIPES project will deliver district heating to 29 high rise and 2 low rise blocks linked to

the Recycling and Energy Recovered Facility (RERF). Housing Leeds is currently working with the University of Leeds to review its investment programme to ensure that it targets investment on measures which maximise energy efficiency.

4.4 Resources, procurement and value for money

- 4.4.1 It is of major importance to the Council to ensure the safety of its residents living in high rise homes. Resources have been made available through the existing Housing Revenue Account budget to deliver the recommendations from the Grenfell Scrutiny inquiry.
- 4.4.2 Once the conclusions and recommendations of the Grenfell Scrutiny Inquiry are known, consideration will be given to the resources needed to deliver on recommendations via the Council Housing Investment Plan and the Housing Revenue Account Business Plan.

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

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

4.6 Risk management

- 4.6.1 A High Rise Implementation Plan is in place to monitor the delivery of strategy actions and manage risk in relation to the delivery of the High Rise Strategy. The recommendations following this scrutiny inquiry are outlined within the implementation plan and risks considered as part of the risk register.
- 4.6.2 Progress in delivering the implementation plan and the risk register are monitored by the High Rise Strategy Board, a Board with representation from Chief Officers of services which have a role in delivering the High Rise Strategy.

5. Conclusions

- 5.1 The progress made in responding to the recommendations arising from the Scrutiny Board's earlier inquiry into Leeds' response to Grenfell is set out within Appendix 2 of this report for the Board's consideration.

6. Recommendations

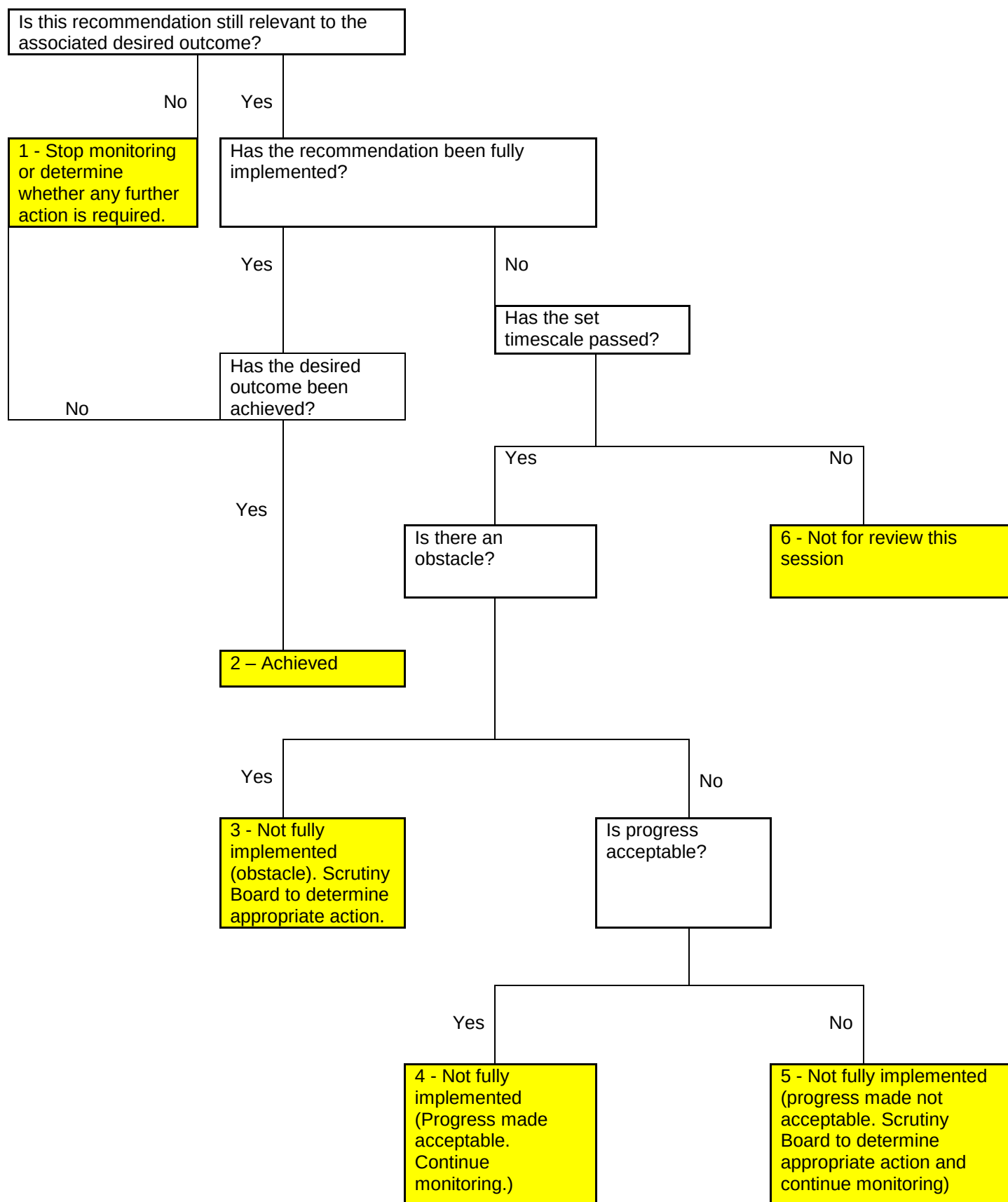
- 6.1 The Board is requested to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

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.

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



Appendix 2

Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Desired Outcome - To develop an effective engagement and communications plan for Council high rise tenants.

Recommendation 1 – That the Director of Resources and Housing ensures that regular updates are provided to the relevant Scrutiny Board in relation to the ongoing development of engagement and communication plans for Council high rise tenants, with an initial update provided by July 2018.

Position reported in October 2018:

Both the High Rise Strategy and Grenfell scrutiny inquiry stressed the importance of improving our engagement and communication practices with residents living in high rise, reflecting the particular tenancy and property related issues unique to this type of accommodation. During 2018 we have sought to strengthen our engagement and communication in a number of ways. There are a number of themes to our Engagement and Communication Plan for residents in High Rise:

- Strategic engagement via High Rise Strategy Group - engagement with a small number of high rise tenants who support the Council in delivering the priorities in the High Rise Strategy.
- Operational engagement with local tenant and residents groups – working with tenant and resident groups and attending tenant meetings in order to respond to issues in particular blocks and localities.
- Visibility of officers in blocks – engaging with residents and proactively managing local issues.
- Improved communication with all residents, sharing more information about the management of high rise and services into blocks.
- Maximising digital communication and engagement opportunities, in order to ensure engagement and communication with a wider number of residents.

During 2018, tenants on the High Rise Strategy Group have continued to support the Council in delivering priorities in the High Rise Strategy. This has included contributing towards a review of cleaning standards and quality monitoring, advising on the approach to and content of various resident communications, supporting a review of the block champion role and contributing to various policy and procedure developments.

The Council has continued throughout 2018 to work closely with a large number of local tenant groups where they exist in blocks to share information on what the Council is doing to enhance the management of high rise and to respond to any issues which require intervention.

Following the Grenfell fire Leeds has strengthened its arrangements for officer presence in high rise blocks to ensure the fire safety of high rise residents. In addition to daily stage one fire safety checks and planned stage two checks, a more robust framework of block sweeps and inspections has been introduced. Housing Officers now undertake weekly sweeps of all blocks (daily for the enhanced management blocks) to identify any urgent tenancy management activity required and make contact with residents on particular issues. Housing Officers also undertake monthly block inspections to identify wider management issues – these inspections are promoted on the block noticeboards and residents are encouraged to attend.

Immediately following the Grenfell fire, Housing Leeds held engagement sessions at all Leeds City Council owned high rise blocks across the city to outline what the Council was doing to ensure resident safety and to respond to resident concerns. It was clear from these sessions that many residents were not aware of much of the activity undertaken by the Council to manage high rise or of service standards linked to activities. A key priority during 2018 has been to improve the way that we share information and engage with all residents living in high rise.

A programme of further engagement sessions will be undertaken with residents during the autumn / winter 2018/19, with officers visiting blocks to share the follow up work which has been undertaken by the Council with its residents, and future plans.

In March 2018 we delivered a newsletter to all high rise residents. While the primary purpose of the newsletter was to provide an update on what Leeds has done following the Grenfell fire to ensure the safety of its residents, the newsletter also outlined progress in delivering the High Rise Strategy actions, and sought to raise resident awareness of activities undertaken by the Council in high rise and service standards. The newsletter was developed in consultation with the High Rise Strategy Group. Positive feedback was received from residents about the newsletter. Further newsletters will be issued on a regular basis to provide updates on any changes linked to high rise; the next newsletter is planned for autumn 2018 to provide updates on planned resident engagement, fire safety work, the block champion role and promoting the STAR Survey.

Housing Leeds is seeking to develop its digital engagement and communications with residents in blocks in order to maximise the opportunity to communicate with a wider range of tenants in blocks. A trial has been undertaken to use emails and texting as a way to communicate with residents to promote a block inspection. We are looking to roll this out more widely during late 2018, but taking care to ensure that residents who don't have access to the internet / texting are not disadvantaged through this approach.

In order to maximise the opportunity for residents to get on line, Leeds City Council has worked closely with internet service providers to seek opportunities to provide free Wi-Fi to residents living in high rise blocks in return for providers installing equipment on the roof of blocks. Housing Leeds has now implemented Wi-Fi pilots in five blocks with a further two blocks planned over the coming months; and is working with residents to access training opportunities where appropriate. One pilot currently being developed will support residents to access training along with equipment to enable internet access.

Current position:

During 2018/19, tenants on the High Rise Strategy Group have continued to support the Council in delivering priorities in the High Rise Strategy. This has included developing and launching the new block champion role, undertaking joint cleaning inspections with Cleaning Services, co-designing communications such as the high rise newsletter and

reviewing with the service recent tenant satisfaction results from the STAR survey. The group has grown slightly since the last update and a new Chair appointed.

Officer presence in high rise blocks remains high to ensure a clear approach to fire safety management. In addition to daily stage one fire safety checks and planned stage two checks, a more robust framework of block sweeps and inspections is in place. Housing Officers also undertake weekly sweeps of all blocks (daily for the enhanced management blocks) to identify any urgent tenancy management activity required and make contact with residents on particular issues. To give opportunity for further resident engagement the service undertakes monthly block inspections to identify any wider management issues or suggestions for improvements – these inspections are promoted on the block noticeboards and residents are encouraged to attend.

A further programme of face to face engagement sessions was held in November 2018, the second series with residents, with a third programme planned for autumn 2019. The November 2018 engagement events were an opportunity to:

- Be open and accessible to residents, listen to residents views and – and an opportunity for residents to meet their Housing Manager
- To encourage residents to participate in the STAR survey
- To offer further reassurance on how we look after blocks in terms of daily cleaning and fire safety checks
- A reminder about how residents can help us monitor the quality of communal areas through block inspections, when these are taking place and that we'll feed-back on issues
- Reminders about tenants own responsibilities around rubbish or waste removal etc.
- To update residents on work we've done since Grenfell and, with support from senior technical Property and Contracts staff, what our future repairs and investment plans are for the block
- To have info available about where tenants can get online and how can get help to create an email address (with leaflets/handouts about this)
- To let people know we've launched a new block champion model
- How residents can get support if effected by Universal Credit or are worried about this

These sessions were promoted using emails, texts, by newsletter and flyer, attracting some 450 residents across the city. Each session was supported by senior Housing Management and Property and Contracts staff, resulting in local action logs for teams to respond to and feedback progress to residents. The service will continue to adapt and learn from each programme of engagement, and will put in place new practices for the autumn 2019 programme.

In October 2018 we delivered a second newsletter to all high rise residents. Developed in consultation with the High Rise Strategy Group, the content included letting people know about the forthcoming face to face engagement, updates on large scale investment and fire

safety related works, a promotion of the STAR survey and where can get help to get online and support for residents who may be effected by Universal Credit.

During 2018 Housing Leeds have trialled using email and texts as a way to communicate with residents to promote one off activity, like promoting a local residents group meeting, or a block inspection. Whilst these have had some benefit, there are a number of issues with the use of existing systems and permissions from residents to be able to do this more systematically. We are therefore working with colleagues from Corporate Communications in the deployment of 'Gov-Delivery' the new council emailing tool so our engagement with high rise residents as a whole is improved and done in a way that is compliant with GDPR. Housing Leeds remains aware that not all residents have access to an email address or the internet, and will continue to offer different types of communications so no residents are disadvantaged through any digital approach.

Free Wi-Fi pilots in five blocks are currently in progress, with potential for a further two blocks during 2019. Take up in terms of residents usage of the free Wi-Fi varies. There are many factors influencing this, such as the level of current internet usage amongst residents through their own arrangements and how the Wi-Fi has been installed and delivered which can impact on the residents' experience. The trials are therefore proving valuable in terms of our understanding about the extent of digital inclusion within the blocks and how future connectivity or Wi-Fi services can be delivered in future.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome - To have effective and transparent tenant engagement in the fire safety audit process across all Council high rise blocks.

Recommendation 2 - That the Director of Resources and Housing ensures that work is undertaken, in conjunction with the High Rise Advisory Group, to consider the merits of all possible tenant engagement options, including the Block Champion approach, with the aim of developing a best practice model that provides effective and transparent tenant engagement in the fire safety audit process across all Council high rise blocks.

Position reported in October 2018:

Housing Leeds, with members of the High Rise Strategy Group, have researched national good practice in relation to the block champion model in high rise, and compared the approaches of ten other social landlords. A proposed model which takes the best practice from other organisations will be considered by tenants at the next High Rise Strategy Group meeting on 15 October.

The key principles of the proposed approach to Block Champions are as follows:

- Making the opportunity available and accessible to a broad range of tenants/leaseholders by ensuring that the role is flexible to accommodate an individual's circumstances.
- Possible roles of a Champion can include the monitoring of cleaning standards, taking part in cleaning and block inspections, reporting repairs to designated contacts, reporting adhoc issues to the service and supporting resident consultation and engagement.
- Block Champions would not have responsibilities linked to managing the health and safety of the block but could support the promotion of health and safety within blocks.
- We would encourage Champions to engage with us digitally, and support the digital agenda (by also being Digital Champions if they wish)
- That the activity adds value by giving us additional feedback about the communal management of the block to complement our own internal management checks and controls and responsibilities as a landlord
- That the role is informal and mutually supportive, to help foster a partnership approach with residents.

Following further engagement with the High Rise Strategy Group, the service will launch the new block champion model as standard offer to all blocks during in November/December 2018 and promote within the next High Rise newsletter.

Current Position:

Working with the High Rise Strategy Group we have now developed a [Block Champion approach](#) that adds value to existing fire safety mechanisms and checks without duplicating them or creating an unreasonable sense of expectation or duty on the involved tenants.

The approach provides a means by which high rise tenants and leaseholders can get involved, flexibly to suit them, (without having to attend meetings) and still give feedback on the quality of services given to residents in their block, raise any concerns and learn more about how we are delivering our future plans.

Information on this approach has been shared with Housing managers and team leaders to help engage tenants and encourage their participation and to date we have attracted interest from 9 new block champions who along with 6 existing area champions, already covering a number of Tower blocks, gives us the beginnings of a core group that we hope will expand over time as we begin to collate and to share feedback on their findings. The service remains in contact with a network of other social landlords who have adopted similar approaches (albeit at a smaller scale) and will share progress and learn from others as the block champion model develops.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome - That communal noticeboards are being effectively used in all Council high rise blocks.

Recommendation 3 – That the Director of Resources and Housing:

- (a) Ensures that all Council high rise blocks have communal noticeboards in use by June 2018 to display key information, such as fire safety audit results and details of planned/completed communal repairs and maintenance work.
- (b) Develops a best practice approach to ensure that communal noticeboards within all Council high rise blocks are being managed effectively and kept up-to-date.

Position reported in October 2018:

A core suite of 14 posters was developed with the High Rise Strategy Group, including:

- General welcome
- Introducing the Housing Officer – key contact for issues, additional support.
- Common emergency repairs advice
- Communal door entry advice
- Anti-Social Behaviour – advice and key contacts
- Communal cleaning service standards
- Fire Safety information – service standards / expectations
- Getting Involved – key contacts
- Contents Insurance -
- Pets - policy
- Rough Sleepers – how to respond
- Satellites - policy
- Tenancy Fraud Awareness - contacts
- Useful Telephone Numbers

There are some small variations to the core suite dependent on the type of block and information on display is adapted to take into account the different or additional services provided to PFI and sheltered block residents.

The core suite is now on display in all but 15 blocks and plans are in place to roll out the remaining blocks.

In addition to the core suite of posters, the service is currently installing two A4 snap frames in each block to display outcome information from the fire and safety check sheets and updates about planned communal repairs.

The Council is also developing a pilot to use electronic noticeboards in blocks to support engagement and communication with residents, particularly on more urgent issues. As part of the pilot consideration will be given as to how electric noticeboards could be used to provide feedback on the outcomes of fire and safety checks and planned communal repairs.

A central register of all notice boards is now in place, recording the number of notice boards in each block, how they are accessed and a record/photo confirmation that the core suite of posters is on display and up to date. Any future changes to key information will be issued and completion monitored by the Housing Information Team.

Current Position:

All high rise blocks have a communal noticeboard that is furnished with both a core suite of standard posters and information sheets, including fire safety guidance, and additional notices relating to local events and opportunities, including ways for tenants to become more involved in Housing Leeds tenant forums.

On 31st May 2019, Housing Leeds began trialling an electronic notice board at Lovell Park Towers. The electronic notice board is able to display the core suite of posters along with relevant timely and bespoke updates and messages for example advising that we are aware of the lift being out of order, helping reduce avoidable contact, and giving an estimated repair time. The content is managed remotely and can also include information about events or activities taking place in the local community.

The trial runs until 31st August and whilst the technology is still being tested, early indications suggest it is proving popular with tenants, some of whom have found it useful as a means of knowing who their local housing officer is and making contact with him. Other providers are to be contacted to test different models but clearly the potential for getting messages out quickly to tenants in high rise blocks is promising.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome - That there is real time recording of fire safety checks undertaken in Council high rise blocks.

Recommendation 4 – That, as a matter of urgency, the Director of Resources and Housing explores investment opportunities for handheld technology, such as smart phones, to be introduced for undertaking and recording fire safety checks in high rise blocks.

Position reported in October 2018:

A business case was developed and approved to work with the Digital Information Service to introduce Total Mobile, a hand held solution for the stage 1 fire safety checks in high and low rise blocks across the city. The relevant forms have been designed and tested on the hand held devices and a trial is currently underway for a wedge of the city with 20 users using the electronic forms for the Stage 1 checks and replacing the paper forms.

The trial is being constantly reviewed and improvements made. The trial is due to conclude at the end of October with a view to undertaking a full roll out across all blocks during early 2019. This technology will supply real time accurate time and date stamped information with the ability to upload photographs of any issues so they can be quickly be identified and addressed.

Current Position:

A business case was developed and approved to work with the Digital Information Service to introduce Total Mobile, a hand held solution for the stage 1 fire safety checks in high and low rise blocks across the city. Following a trial of the system earlier in 2019, the solution has now been implemented across all high rise blocks and low rise blocks serviced by Civic Enterprise Leeds. This technology offers the advantage to supply real time accurate time and date stamped information with the ability to upload photographs of any issues so they can quickly be identified and addressed by housing management teams. Real time information enables Housing Leeds to respond to urgent issues identified, reducing the risk of fire, providing reassurance that issues are addressed quickly, and supporting the aim to increase tenant satisfaction and confidence.

Housing Leeds intends to trial the Total Mobile technology to support Housing Officers to carry out stage 2 fire safety checks. Work is ongoing to align data from 2 systems, Orchard and Total Mobile, to ensure consistency and accuracy of the data supplied and to ensure the most up to date information is available for Housing Offices. This element of the Total Mobile solution is still in development and the next meeting planned with CEL's Business Partner is planned for 6th November. Should the trial prove successful after an evaluation then the solution will be rolled out and will support the delivery of stage 2 fire safety checks.

Similar advantages are expected to be realised i.e. a digital solution offering real time information and a quicker response to urgent matters, whilst reducing reliance on paper based systems. Urgent issues such as blocked chutes and faulty entry systems can be identified and responded to quickly reducing associated risks and once available for Housing Officers, it will remove duplication of work, making them more efficient and available to focus efforts to increase customer service requests.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome - That there is continued Scrutiny engagement surrounding the implications of the Grenfell national public inquiry findings.

Recommendation 5 – That the Director of Resources and Housing ensures that further engagement is undertaken with Scrutiny to consider the impact on the Council's Housing Investment Plan once the Grenfell national public inquiry has concluded.

Position reported in October 2018:

Housing Leeds are closely following the Grenfell national public inquiry and await any conclusions and recommendations which will inform a review of the Council's Housing Investment Plan.

Following a proactive approach to fire-safety, Housing Leeds had already prepared a programme to retrospectively fit sprinklers to eight multi-storey high rise sheltered blocks. To expand this initiative to a number of higher risk general needs blocks, £10m has been made available from the capital programme to fund further sprinkler installations. This is progressing well to programme with the work being undertaken by Leeds Building Agency. Good resident engagement with residents in the blocks has led to high access rates and very positive customer satisfaction.

An additional 21 multi-storey blocks in Burmantofts, East Leeds, will also have sprinkler systems installed alongside the renewal of the heating systems as part of the 'Leeds Pipes' district heating installation. Initial customer liaison has shown this to be a welcomed addition to the scheme.

As the capital programme continues to progress, 'fire stopping' works have been undertaken to around 97% of high rise properties to re-establish the compartmentation of the building. This in addition to fire signage, planned fire door replacements and replacement of high risk hopper heads on waste chutes.

Current Position:

Housing Leeds are closely following the Grenfell national public inquiry and await any conclusions and recommendations which will inform a review of the Council's Housing Investment Plan. Fire safety is of paramount importance and we are unambiguous in our commitment to ensuring resident and building safety and this commitment is supported by our budget allocation.

The following list highlights some of the recent activity undertaken to ensure our properties meet all legislative requirements and that our residents feel safe in their homes:

- Fire risk assessment required by law are carried out by our in house fire safety team in all blocks with communal areas regardless of the type, i.e. high rise or low rise. High rise assessments are carried out annually, following a fire incident, refurbishments or on request of management.
- Sprinkler systems are being installed in the blocks identified as higher-risk following assessment.
- LCC fire safety booklets have been produced and circulated to all households, these may require updates at some time in future following the outcome of the Grenfell enquiry.

Fire stopping works and compartmentalisation of our flats has been completed in our High Rise blocks across the City. This has further enhanced resident safety by improving passive fire safety measures and improving resident safety in the event of a fire. The works have been carried out by our third party accredited contractor.

Auto quench systems for dealing with fires in bin room are fitted following a fire risk assessment where the number of nuisance fires within these areas is (following investigation by fire team) incrementally raising the fire risk to the block endangering our residents.

The previous report identified the investment available to install sprinkler systems across Leeds and this has been expanded with further funding committed to ensure residents safety. This scheme is progressing well with the status of the programme detailed below:

- 10 Nr sprinkler installations completed to date (2014-19) - £4.2m
- 21 Nr Sprinkler installations planned for completion this financial year (2019-20) - £7m
- 25 Nr Sprinkler installations in the 3 year financial plan (2020-23) - £11.3m
- Total Sprinkler spend £22.5m (2014-23)
- This programme of works will see all the blocks identified as higher-risk receive a sprinkler installation along with others where the installation is carried out for logistical and commercial reasons alongside other works, for example the Leeds Pipes scheme.

At the request of Scrutiny Board enquiries have been made with MHCLG regarding additional funding for the installation of sprinkler systems. These enquiries have formed part of a collaborative approach from Local Authorities, however to date no additional Government funding has been made available to Local Authorities for this purpose.

Fire Safety has been a priority for Housing Leeds for some time and investment in this area has been provided to support this requirement. The scope of this investment over recent years and committed future investment is detailed below:

- £12.7m spend (2014-19)
- £1.6m planned for this financial year (2019-20)
- £6m in the 3 year financial plan (2020-23)
- Total Fire Safety Spend £20.3m (2014-23)
- General Fire Safety Works include but are not limited to:
- Fire-Stopping / Compartmentation
- Fire Doors/screens
- Fire & Smoke detection/alarm
- Emergency lighting
- Signage

In terms of further regulation specifically the government consultation entitled Building a Safer Future, proposals for reform of the building safety regulatory system closed on 31st July 2019. Housing Leeds await the results of this consultation and are committed to taking on board any recommendations. This consultation builds on the recommendations from

Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety. It proposes fundamental reform of building safety requirements so that residents are safe, and feel safe, in their homes.

The proposals span 5 broad areas:

- the scope of the new regime
- the concept of duty holders who have clear responsibilities throughout a building's design, construction and occupation
- giving residents a stronger voice in the system and ensuring their concerns are never ignored
- plans for a new building safety regulator to provide oversight of the new building safety regulatory regime
- strengthened enforcement and sanctions to deter non-compliance with the new regime

Any outcomes from this consultation and subsequent impacts on Housing Leeds will be reported to The Environment, Housing and Communities Scrutiny Board in any future updates concerning the Leeds response to Grenfell.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome - That there is scrutiny engagement surrounding fire safety standards linked to medium and low rise Council housing stock.

Recommendation 6 – That the Director of Resources and Housing ensures that further engagement is undertaken with Scrutiny regarding fire safety standards linked to medium and low rise Council housing stock.

Position reported in October 2018:

Housing Management, Civic Enterprise Leeds and LCC's Fire Safety Manager worked together to introduce stage 1 fire safety checks for all low and medium rise flats which receive a cleaning service from January 2018. Blocks receive a check each day that they are cleaned and any issues are reported through to the housing office for action. Stage 2 fire safety checks are undertaken at least once every 6 months by Housing Office staff, although each block is risk assessed and some are checked more frequently.

Current Position:

Housing Management, Civic Enterprise Leeds and LCC's Fire Safety Manager worked together to introduce stage 1 fire safety checks for all low and medium rise flats which receive a cleaning service in January 2018. Fire safety checks are undertaken based on the cleaning frequency, and issues escalated to Housing Officers in line with the fire safety checks of high rise. For medium and low rise blocks where there is communal space, e.g. a staircase, but no cleaning service, each block is risk assessed to determine the frequency of stage 2 checks, and Housing Officers undertake checks accordingly. Stage 2 fire safety checks are undertaken at least once every 6 months.

As mentioned above, the introduction of the Total Mobile solution has supported the delivery of stage 1 and stage 2 fire safety checks. In addition, stage 2 checks are included in monthly Quality Assurance checks, which provides further reassurance that regular checks are made to ensure tenant safety in high rise and low rise accommodation.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

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Report of Director of Resources and Housing

Report to Environment, Housing and Communities Scrutiny Board

Date: 17th October 2019

Subject: Private Sector Housing - update

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

Summary of main issues

1. This report provides an update on private sector housing issues which were identified by the Resources and Housing Scrutiny Board as of particular interest at October 2019 meeting. They are as follows:
 - Update on general interventions by the Council in the private rented sector
 - The progress made by Housing Leeds on implementing selective licensing in Beeston and Harehills.

Recommendations

1. Scrutiny Board are requested to note the content of the report.

1. Purpose of this report

- 1.1 The purpose of the report is to update the Scrutiny Board on how the Council continues to work to improve housing conditions and quality in the private rented sector.

2. Background information

- 2.1 The private rented sector continues to grow significantly and there are now an estimated 70,000 properties within the city. This includes all privately rented accommodation – including university accommodation. There is no single privately rented market in the city. There are a number of markets which address the different needs of households such as the professional, student, family and low rental markets.
- 2.2 It is acknowledged that large parts of the sector are generally self-regulated due to the demands and needs of the markets. However, the low rental market, mainly in the inner areas of the city generally has the poorest conditions and quality of housing. This market has seen a significant growth in recent years and provides the biggest challenge to the Council.
- 2.3 Certain areas of the inner parts of the city have seen a change of tenure mix so that the private rental market is now the dominant sector. Twenty years ago areas had a private rented market of 15/25% of the stock. This has now risen in some areas to be the dominant tenure with 50 to 60% of all properties now in the private rented sector. These changes have led to some areas having issues of transient populations, community cohesion, new communities migrating into an area and an increase in the level of inadequate and unacceptably managed accommodation provided by poor landlords.
- 2.4 With the issue of a shortage of affordable homes, including new build, the loss of social homes and the low availability of mortgages the private rented sector is increasing and becoming the only option or even the tenure of choice for a large number of individuals and families.
- 2.5 Overall the private rented sector is generally of poorer quality than either the owner/occupation or social sector. Whilst it is recognised that there is no single private rental market in the city, with a variety of quality accommodation on offer, it should still be noted that most of the sector still offers quality homes above the legal minimum standards.
- 2.6 However, the majority of the private rental sector is actually contained within the pre 1919 stock. One in four of the private rented sector has at least one or more category 1 hazards present in their property. The main hazards found in the sector are excess cold, falls, disrepair, fire safety and damp/mould. Again the highest level of properties with hazards are within the inner areas of the city.
- 2.7 Unfortunately the most vulnerable, the young and elderly who tend to be on low income are generally found in the poorest quality privately rented homes in the city.
- 2.8 The size of the private rented sector has significantly increased over the last ten years, yet the resources to address the issues has not kept pace. The service is primarily funded via the general fund which since 2010 has been subject to considerable financial pressure. Therefore there is a limit to the capacity currently available to the Council to address the concerns within the sector without additional pressures on the general fund. There is also limited ability to generate additional

income to support the work of the service. While the legislation allows a fee income to support HMO mandatory licensing and selective licensing the income is ring fenced and can only be used to support the administration of these schemes and not for other activities.

- 2.9 The Housing Act 2004 does allow landlords to be charged for the service of legal notices but this only generates a limited income. In 2015/6 this was less than £20k. Government has recognised this issue and as part of the civil penalties under the Housing and Planning Act 2016, the Council is able to keep all the income from fines provided it is used for private sector housing. Whilst welcomed, it is anticipated that due to the maximum fine being £30k that these will be subject to appeal by landlords and the recovery of the monies may prove to be problematic. So far the Council has issued 12 number of civil penalties amounting to £254K in penalty levies but is yet to recover any of the income as they are subject to appeal and we are awaiting the outcome of hearings.
- 2.10 The Council's approach to the sector is to look to support the good landlords who provide good quality well managed accommodation which is essential to a city such as Leeds in order to continue to be prosperous and continue to grow its economy. However for poor or rogue landlords the approach is to target resources to ensure that they do comply with their legal duties or face the full action of the Council and partners. The Council has a more robust approach to the sector which supports this approach. The National and local Landlord Associations are fully supportive of this approach to the regulation of the sector, as it helps to create a level and fair market for all by targeting those in the sector who have a disregard for their legal duties and create a bad reputation for landlords in the city.
- 2.11 In order to address the issues of poor property and management conditions in the sector, the Council has mandatory and discretionary powers available under the Housing Act 2004 and the Housing and Planning Act 2016.
- 2.12 Below is a brief summary of activity undertaken by the Private Sector Housing Service in 2018/9 the Council:
- Received 4100 requests for service from tenants in the private rented sector;
 - Inspected all properties under the Temporary Accommodation contract and let via the Private Sector Letting and Bond Schemes;
 - Served 1,740 legal enforcement notices
 - Continued to Licence and monitor compliance for over 2,700 Mandatory HMO properties,
 - Carried out over 2,332 separate property inspections;
 - Undertook work and interventions to improve the standards for over 4,000 individuals living in the sector;
 - Undertook proactive targeted interventions as part of the Leeds Neighbourhood Approach in Holbeck; inspecting 212 properties
 - Falls, Excess Cold, Fire safety, Electrics and damp are the major hazards identified.
- 2.13 The Council continues to look at developing new and better ways of working. As part of this approach officers regularly attend meetings with partners in relation to the private rented sector. Officers also attend meetings with other authorities to share good practise and new ways of working. This is both on a National and Regional level. As a result of the Council's approach to the sector, and its ways of working, it is regularly invited to attend conferences to present papers on the way it

works and the innovative ways it approaches work on the private rented sector and empty homes.

3. Main issues

- 3.1 The Executive Board in March 2016 agreed the way forward for dealing with the private rented sector. This Council's approach to the sector was to support the good landlords, working with them to support their business and improve the sector but to target the poor landlords who failed to meet their minimum legal duties.
- 3.2 The Executive Board agree a number of approaches which have been detailed below including the progress made in implementing each approach:

Leeds Rental Standard - the aim is to introduce self-regulation in the market whereby good landlords will voluntarily meet agreed property and management standards. The scheme is overseen by a governing body administered by the sector and with Council approval. The scheme is unique across the country and allows the Council to target its limited resources on the areas of greatest need.

The management committee of the LRS, including representative of the Council, meets on a regular basis with the aim of increasing membership and evolving the scheme. Proposals are currently being brought forward to start discussions with national managing agents with a view to them supporting the scheme. In addition, new marketing opportunities are being developed to coincide with the introduction of selective licensing within the city with the goal of targeting new landlords who would benefit from joining the scheme.

Currently, the membership of LRS has risen to nearly 400 individual landlords covering several thousand bed spaces.

Rogue Landlord Unit – this is a small team of three officers (taken from existing resources) tasked with identifying those landlords who consistently act in a criminal or rogue manner. The proactive action is robust and co-ordinated with other services and agencies to maximise impact.

The unit works very closely with partners such as the Police, Immigration, HMRC, Communities, Adult's and Children's to target those landlords who are acting in a criminal manner, linked to Organised Crime or facilitates of criminal activity. The unit targets its actions based on intelligence and works across agencies to maximise the impact on criminal activity linked to the sector.

So far this year since April the team have:

- Undertaken 101 inspections
- Participated in 2 formal police raids
- Served 69 formal notices
- Removed 143 hazards from 30 properties which have been improved
- 2 outstanding prosecutions awaiting a trial date.
- Have had 2 appeals against notices, both up held in the Council's favour
- 4 landlords are currently under investigation by the team

HMO activity:

The City is still the largest Mandatory HMO licensing scheme in the country and currently has 2,708 licensed HMO's. In October 2018 the legislation was extended and criteria amended to remove the number of storey's – this means all properties, that house 2 or more households and 5 or more tenants are now licensable. The service is currently assessing and monitoring compliance with these new requirements but has so far accepted over 400 additional licence applications.

The service is also aware that there are many other HMO's that will still remain outside the licensing criteria. Many of these are of poor quality and/or badly converted.

To help address these concerns we have now created a dedicated element of the existing service to target these properties. This addresses issues of poor housing quality but has also identified a real issue of overdeveloped properties. This results in previous single household properties now being occupied by numerous self-contained units – all very small and in poor condition.

The service is currently leading nationally on raising issues over acceptable space standards and have won several high profile tribunal cases to support this work.

Leeds Neighbourhood Approach (LNA) - As part of addressing standards in the sector the Council continued with its Leeds Neighbourhood Approach in Holbeck, which is currently targeting approximately 1200 properties in the area to address poor quality homes, return empty homes back into occupation and working with partners to address issues affecting vulnerable individuals concerns. These include access to health services, addressing social and financial exclusion, fire safety, security and jobs and skills.

Progress so far

- Since launching the LNA in 2015 we have now inspected 820 homes out of the 1200 being targeted in Holbeck.
- The inspection process has removed over 1500 hazards so far from homes where works have been completed relating to fire safety, falls, electrical safety, security and overcrowding.
- Over 100 long term empty homes have been brought back into use.
- We have undertaken 15 multi-agency area walkabouts leading to over 1100 issues being addressed by partners working together. Issues resolved have ranged from bin yards, road conditions, unsightly properties, ASB, criminal behaviour and fly tipped waste. All resolved issues have contributed to significant improvements to the street scene and visual appearance of the area.
- 11 landlord forums have been held to engage with local landlords and housing providers to update them on activities/developments in the city and local area.
- In response to demand identified during property inspections, we have created with partners, a support hub in a previously empty house in Recreation View for local residents to access a range of support services. These include employment and training support, benefit and money advice, housing support, referrals for medical support, social isolation and reporting issues in the local area. There have been 367 requests for service since opening last June

(includes; 100 for employment/training, 110 housing advice, 55 debt/benefit advice)

- Through our direct interventions when crossing thresholds, we have dealt with over 1,050 referrals for support and advice from Holbeck residents (includes; employment/training, debt/benefits advice, ASB/reporting criminal activity, social isolation/mental health support).

In November 2016 Executive Board agreed a further initiative to support more investment into Holbeck which provided an additional £4.5M funding to an initial phase of group repair in Holbeck. This included external energy efficiency works as well as typical renovations such as new roofs and windows.

- Brought 3 long term empty homes back into use as social housing.
- Helped 153 households in one of the most deprived areas of Leeds;
- Increased EPC Band from an average F/G to B/C.
- Saved about 1,450 tonnes of CO₂ per year.
- Allowed the average room temperature to increase from as low as 12°C in some cases to 18°C for homes in the scheme;
- And still reduced fuel bills by an average £325.
- Won Yorkshire and Humberside Large Energy Project of the Year in the Energy Efficiency Awards.
- Undertook works to 14 bin yards to improve the general environment

Empty homes – This continues to be a priority for the service. The Core Planning Strategy had a target of a net reduction of 2000 empty homes from April 2012 to March 2017. This was achieved with a reduction of 2,436 long term empty homes over this period. The Council's priority is to maintain this reduction below the 3,776 level. As of August 2019 the level of long term empty homes in the city was 3,160. The Council has adopted an Empty Homes Strategy for 2016 to 2019 which is currently being reviewed and will be updated for 2020 to 2023. This will continue the work to address empty homes, not just by the work of the Council but also with partners in the Community Led Housing Sector and the Empty Homes Doctor.

Leeds Landlord Scheme – the scheme allows individuals and families facing housing concerns to access the private rented sector and for landlords to be supported in taking those vulnerable tenants who may have found access to this market difficult for various reasons.

The scheme continues to evolve and gain momentum and is proving to be a real alternative to those people facing a housing crisis. It releases pressure from the LCC housing register and recognises the PRS as a realistic alternative for individuals or families requiring urgent housing. All properties put forward to the scheme(s) are fully inspected to ensure they meet the required standard and this has the added benefit of raising standards further within the wider PRS market.

Last year the scheme led to nearly 500 new lets' being arranged in the PRS and we aim to increase that figure year on year.

Selective licensing – the Council has designated Beeston and Harehills as areas subject to selective licensing. Both areas come into force as of the 6th January 2020. As of that date, all private landlords will be required to have applied for a licence to operate their rental property. The licence is subject to a fee which will

cover the cost of the scheme. The fee income cannot be used to support any other activity by the Council including the enforcement of Part 1 of the Housing Act 2004.

As part of the designation the Council had to approve the business cases for each area. The Executive Board approved both cases at their meeting of the 26th July 2019 and these are publically available. The areas were formally designated on the 18th August 2019, again this designation is publically available and has been published as required by the legislation. The Council's decision is subject to judicial review within a three month period of the designation.

It is anticipated that the 2 schemes will generate around £5m from licence fees, £2.4m in Beeston and £2.64m in Harehills. This will support two teams of 9 and 11 officers respectively. The creation of the teams was approved on the 14th August 2019 by the Director of Resources and Housing following consultation with the Trade Unions.

Officers are currently implementing the decision of the Council. This has involved:

- Publishing the designation as per the legal requirements
- Development of the application and payment process – both online and paper based
- Development of a communication plan to ensure all parties are aware of the need to apply for a licence prior to commencement on the 6th January 2019
- Continue to deal with significant numbers of FOI/ELR enquiries in relation to the schemes
- Developing an implementation plan for both schemes including inspection regime and developing the partnerships required to deliver a successful scheme
- Recruitment to the approved team structures for the 2 areas.

4 Corporate considerations

4.1.1 Consultation and engagement

- 4.1.1 Consultation and engagement is embedded within the individual policies and areas of activity. This is particularly important in the areas where a large proportion of landlords and residents could be the BAME communities.
- 4.1.2 Officers are actively engaged in working groups with MHCLG over the implementation of various parts of the legislation including producing guidance to support its implementation.
- 4.1.3 Officers are actively engaged with various regional and national working groups to develop best practise working with other Councils, Local Government Association and Landlord Representatives on issues such as updating the national “Lacors” Fire Safety guidance.

4.2 Equality and diversity / cohesion and integration

- 4.2.2 An equality impact assessment is not required at this stage as this report is primarily an information report.
- 4.2.3 However, a full Equality Diversity Cohesion and Integration assessment was undertaken for both Selective Licensing Schemes and was part of the Executive Board reports to June 2019 meeting.

- 4.2.4 Some of the worst areas of housing are also recognised as suffering from increased levels of deprivation and poverty based on the latest index of multiple deprivation data (IMD). It is also recognised that these are very diverse communities and can often be difficult to fully engage.
- 4.2.5 A high proportion of landlords, agents and residents within these areas come from the BAME communities and there have been concerns raised that interventions can be seen as effectively targeting this part of the community.
- 4.2.6 The initiatives used across the sector, including the proposed selective licensing areas, have been developed to improve property and environmental conditions for the whole community. Actions within the schemes will see concerted efforts in developing local links with a range of partners and community leaders to better engage with all stakeholders to identify and address concerns from all sectors of the communities, including the most vulnerable tenants.

4.3 Council policies and best council plan

- 4.3.2 The Private Sector Housing Service supports the Best Council Plan in relation to living in good quality affordable homes within a clean and well cared for place by addressing poor housing conditions, improving external appearance of the property to enhance the overall street scene.
- 4.3.3 The work undertaken to address issues in the private rented sector across the city also includes interventions on environmental issues and community cohesion. The service contributes to the Council's compassionate city agenda by working closely with a range of partners and other agencies to address issues such as anti-social behaviour, reducing crime and improving links to health services.

4.3.4 Climate Change Emergency:

Work across the private rented sector will help address issues affecting the climate by:

- Encouraging better quality homes and standards which will help reduce energy consumption.
- Empty Homes will be targeted to reduce the numbers but also to contribute to an overall net reduction in the city preventing the need for new build and reducing the carbon footprint this would create compared to the renovation of existing stock.
- Education of both tenants and landlords to help reduce waste and improve recycling across the city.
- Better engagement with landlords to improve education specifically around the fast changing energy legislation requirements which will directly affect the sector.

4.4 Resources and value for money

- 4.4.2 Individual evaluations are undertaken on the different policy and work activities.
- 4.4.3 Civil penalties under the Housing and Planning Act 2016 allows any penalty to be retained within the private sector housing service to target rogue landlords.

4.4.4 The cost of the two selective licensing schemes in Beeston and Harehills will be covered by licence fee income. This income can only be used to implement administer and enforce the schemes.

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

4.5.2 The service continues to consider all legal options available to it as part of the Council's approach to improving standards in the sector.

4.5.3 This report does not contain any exempt or confidential information.

4.6 Risk management

4.6.2 Risk management is embedded within the individual policy and activity areas highlighted in the report.

5 Conclusions

5.1 The report covers the issues identified by the Environment, Housing and Communities Scrutiny Board meeting in relation to the private rented sector.

6 Recommendations

6.1 Scrutiny Board is requested to note the contents of the report.

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.

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Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 17 October 2019

Subject: Procurement of Housing Responsive Repairs and Voids Services for the West of Leeds.

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 paper entitled 'Procurement of Housing Responsive Repairs and Voids Services for the West of Leeds' will be considered by the Executive Board on 16 October 2019.
- 1.2 The paper is also being submitted to the Environment, Housing and Communities Scrutiny Board, alongside recent performance data, at the request of the Board's Chair. This reflects the Scrutiny Board's ongoing interest in the delivery of this service.

2. Background information

- 2.1 In 2018 The Environment, Housing and Communities Scrutiny Board established a working group to consider the contracted services provided by MEARS and Leeds Building Services. The working group considered the arrangements put into place following a procurement exercise in 2011.
- 2.2 In the South and West of the city current service delivery is through two contracts held by Mears Limited. These expire in March 2021 having been previously extended to contractual limits. The current cost is approximately £23.5m per year.
- 2.3 Leeds Building Services deliver the service in the East of the city at a cost of £18.4m per year to the HRA, of which £2m is a dividend to the General Fund.

3. Main issues

- 3.1 The Executive Board report seeks approval of the proposed strategy for service delivery from 2021. On the basis of the options appraisal detailed in the attached Executive Board report, the recommendation is for internal delivery of the service through LBS in the South and East of the city - representing an 83% growth in comparison with existing arrangements. This will be combined with a procurement process for external service provision in the West of the city.
- 3.2 The report concludes that this mixed model of future delivery will enable a quality service to be provided while limiting risks to the Council and residents.
- 3.3 The report sets out how ambitious growth plans for LBS will be achieved and also confirms the expectation that TUPE legislation would be expected to apply for all contractor staff who operate in the South. An explanation is also provided as to the procurement process for the external delivery of services in the West.
- 3.4 Performance data as at the end of August 2019 is also attached for the Board's information.

4. Equality and diversity / cohesion and integration

- 4.1 An Equality, Diversity, Cohesion and Integration screening and impact assessment has been included in the Executive Board pack – and is appended to this report.

5. Council policies and the Best Council Plan

- 5.1 The housing service contributes to the Best Council Plan ambitions and the percentage of council housing repairs completed within target are a Best City key indicator.

Climate Emergency

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

6. Resources, procurement and value for money

- 6.1 Funding for the services discussed in the Executive Board report comes from the Housing Revenue Account (HRA). The current budget for the service is approximately £43m per year.

7. Legal implications, access to information, and call-in

- 7.1 This report has no specific legal implications.
- 7.2 The attached Executive Board report, however, asks Executive Board members to take a key decision, which is subject to call-in.

8. Risk management

- 8.1 This report has no specific risk management implications.

8.2 The Executive Board report details those risks associated with the project which are categorised as 'very high.'

9. Conclusions

9.1 The Scrutiny Board has a long standing interest in service delivery in this area. The attached Executive Board report sets out a future strategy for the service beyond the existing contract arrangements which end in 2021.

9.2 The report concludes that a mixed model of future delivery will enable a quality service to be provided while limiting risks to the Council and residents.

10. Recommendations

10.1 Members are asked to consider the matters outlined in this report and agree whether their own work schedule needs to be amended to include further updates as and when further information becomes available.

11. Background documents¹

11.1 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.

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Report of: Director of Resources and Housing
Report to: Executive Board
Date: 16 October 2019
Subject: Procurement of Housing Responsive Repairs and Voids Services for the West of Leeds.

Are specific electoral wards affected?	☐ Yes ☒ No
If yes, name(s) of ward(s): citywide	
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:	

Summary

1. Main issues

- Housing's responsive repairs and voids services, including cyclical maintenance activities, keep council housing assets – including over 50,500 homes – safe and well maintained for our residents. These are essential services, helping us to meet our commitments and legal obligations as a caring and responsible landlord.
- The current arrangements for who delivers these services in different parts of Leeds stem from when housing services were delivered by the three former Arm's Length Management Organisations (ALMOs) and their historic boundaries. Although there are complexities in the delivery arrangements, in essence an external contractor (Mears Limited) delivers in the South and West thirds of the city, with our in-house service provider Leeds Building Services (LBS) delivering in the East.
- The council now has the opportunity to choose how to best organise future service delivery, as existing key contractual arrangements expire on 31 March 2021.
- An options appraisal has been undertaken to consider how the service should be delivered in the future. The preferred option is for LBS to deliver for the East and South, and an external contractor to be procured to deliver for the West of the city.
- Careful planning and consideration has been undertaken to ensure that this proposal meets the needs of the City and its tenants.

- A service delivery strategy is being developed for the services to be internally delivered through LBS, identifying the mechanisms for pricing, specifying, delivering and monitoring the service.
- A procurement strategy has been developed for the services to be externally contracted, identifying the procurement route, form of contract, and proposed contract length, taking into account the need to attract effective competition to secure best value for money. The decision to undertake this procurement is needed in line with our Contract Procedure Rules (notably 3.1.6). Contract award, and decisions on undertaking extensions, will be separate resulting decisions.
- The existing external contracts for the South & West of the city are due to expire in 2021. In order to ensure that the services continue to be delivered to a high standard, and that arrangements are in place in line with these timescales, the internal delivery strategy for LBS and the related external procurement strategy are being developed concurrently. In order to ensure that the programme allows for sufficient time to include a thorough mobilisation of the new arrangements, a variation to potentially allow works to be delivered through existing arrangements between 31st March 2021 and September 2021 is being progressed.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- These services support the council's ambition for Leeds to be a compassionate and caring city that tackles poverty and reduces inequality, by making sure that our tenants, including some of the most vulnerable people in our city, are able to live in safe, accessible and well maintained homes.
- The services contribute to the following Best Council Plan ambitions:
 - Housing – in particular housing of the right quality, and the key performance indicator of percentage of council housing repairs completed within target; and
 - Safe, Strong Communities – in particular keeping people safe from harm and protecting the most vulnerable.
- The increase in this service provision by LBS also supports internal growth and investment.

3. Resource Implications and value for money

- Funding for the services comes from the Housing Revenue Account (HRA).
- The external procurement activity will be undertaken utilising the Restricted Procedure, and advertised in accordance with the Public Contracts Regulations 2015. The procurement exercise will encourage competition in the market in an effort to identify the Most Economically Advantageous Tenderer, by utilising a quality and price approach of 60/40.
- The LBS Growth Programme will provide the potential to make legitimate returns to the council's general fund, supporting the authority in developing and maintaining services. All repairs services will be funded through the HRA.

Recommendations

Executive Board is recommended to:

- a) Approve that LBS should deliver housing responsive repairs and voids services for the East and South of the city, with an external contractor to deliver for the west (option 4), noting that the new arrangements are planned to start from autumn 2021.
- b) Note that this involves changing existing service delivery boundaries to align with Leeds electoral wards.
- c) Note that feedback from the proposed consultation exercises will be considered and taken into account by the Director in implementing these proposals.
- d) Agree that a procurement should be undertaken for housing responsive repairs, voids & cyclical maintenance services in the West of the city, using a restricted procedure in accordance with the Public Contracts Regulations 2015, to establish a contract.
- e) Agree that the procured contract should be for a period of 5 years, with an estimated total value of £72m, given an estimated annual value of £14.35m.
- f) Note that LBS' housing responsive repairs and voids service delivery will expand, from 33% of the city currently (circa 17,000 of a total of circa 51,000 properties), to delivery of services to 61% (circa 31,000 properties). This represents an 83% increase.
- g) Delegate the responsibility for implementing these proposals to the Director of Resources and Housing.

1. Purpose of this report

- 1.1 To obtain approval of the proposed strategy to deliver Housing Responsive Repairs, Voids & Cyclical Maintenance to the city's housing stock from 2021, including approval of:

1.1.1 Internal delivery of the service through LBS in the South and East of the city, noting this represents an 83% growth in comparison with existing arrangements;

1.1.2 The proposed procurement routes in line with CPR 3.1.6 with regards to Housing Responsive Repairs, Voids & Cyclical Maintenance for the West of the city.

2. Background information

- 2.1 It should be noted that the services being considered by this report and strategy exclude delivery of Domestic Gas services, Major Adaptations to housing and any planned maintenance (capital works).

- 2.2 The table below shows the numbers of council homes managed in each area of the city, as an indication of scale of service activity.

Former ALMO area	Area	No. homes
Aire Valley homes	South	14,055
West North West homes Leeds	West	19,582
East North East homes Leeds	East	16,905
	Total	50,542

- 2.3 **South & West.** In the South and West service delivery is currently through two contracts, both held by Mears Limited and awarded as part of two large partnership contracts (at that point also covering planned works activity) in 2011. These expire on 31st March 2021, having been previously extended to contractual limits. The current cost is approximately £23.5m per year.
- 2.4 These contracts were initially awarded to Morrison Facilities Services in early 2011 to commence from April 2011. In the early stages there were a number of difficulties in the delivery of the works on site with the contractor, difficulties in implementation of the performance management and charging mechanism in delivering the contract to the ALMOs. In late 2012 Morrison was taken over by Mears who took on the contracts and have delivered the contract in a proactive manner and to the general satisfaction of the Council since this time.
- 2.5 **East:** LBS deliver this service for the East of the city. The current cost is £18.4m per year to the HRA, of which £2m is a dividend returned to the General Fund. The former ALMO used East North East Construction Services as their in-house service provider, who in 2014 merged with Property and Maintenance to create LBS.
- 2.6 LBS is the in-house service provider for construction, repairs and maintenance works for directorates across the council. As well as delivering responsive repairs, maintenance and planned works to council homes, it provides such services for 2,100 other council assets across 800 sites including schools, the civic estate, offices, sports and leisure centres and children's homes. Services are delivered via direct labour force and a range of subcontractors.

- 2.7 There are also separate contractual arrangements for services for BITMO and for private finance initiative areas in Beeston Hill, Holbeck, Little London and Swarcliffe.
- 2.8 In planning how the new service will be delivered, our objectives include:
- a) maintaining the quality and safety of council homes for our residents, making sure we have arrangements in place to deliver these essential services;
 - b) improving customer satisfaction;
 - c) aligning new service arrangements delivery with electoral wards, and having a city wide approach where appropriate e.g. on service standards and timescales;
 - d) achieving value for money; and
 - e) achieving wider social value, including to reduce carbon emissions given the climate emergency, and to support inclusive growth through local employment and skills development.

3. Main issues

Options appraisal

- 3.1 An options appraisal has been undertaken, with five main options identified for how the services should be delivered in the future.
- 3.2 During the appraisal consideration was given to key themes including:
- Achieving value for money (incl financial modelling & affordability)
 - Risk allocation and resilience
 - Customer satisfaction and service quality
 - Alignment with political ward boundaries
 - Geographical spread of all properties
 - Stock condition and property archetype of housing
 - LBS existing areas
 - TUPE potential and risks
 - Rate of expansion for LBS
 - Social Value
 - Need for one or more additional depots for LBS
 - Recruitment potential
 - Systems and digital services
 - Feedback obtained from the market
- 3.3 In summary, the options are as follows:

Option 1: External contractors to deliver the service citywide.

- 3.4 This option would involve LBS ceasing to provide services, and external contractors being procured to deliver across all parts of the city.
- 3.5 Although this option could allow for the most challenge on costs given a competitive procurement process, there is no guarantee that costs would be lower than the existing. As well as resulting in reductions of existing staff numbers, with attendant industrial relations issues, progressing with this option would lose any dividend to the General Fund generated from that LBS activity. Complete reliance on external contractors for the service also increases the risk to the council based on historic events such as private contractor failure (i.e. Carillion) and given the challenges to the commercial sector in the current economy.

Option 2: Maintain current arrangements, LBS deliver for the East only.

- 3.6 This option involves LBS retaining service delivery across 33% of the city, with no change to the number of LBS properties or geographical boundaries. External contractors for the remainder would be re-procured in line with volumes and geographical boundaries of the existing two contracts.
- 3.7 This option maintains the status quo, and is anticipated to be a cost effective approach. Ongoing productivity improvements by LBS to reduce service costs would enable resources to be used even more effectively and support meeting any changing service needs. However, it does not maximise the benefits of in-house provision. The option misses opportunities to provide more resilience to private contractor failure, embed a clear Leeds City Council branding and ethos across the city, generate financial returns to the council's general fund (reducing 'leakage' of profits) and create greater social value through creation of more secure jobs locally.

Option 3: LBS and external contractors each deliver to about half of the city.

- 3.8 This option grows LBS to deliver across 53% of the city – adding 9,864 homes to its responsibility, principally extending into much of the South and aligning delivery with ward boundaries, taking its homes total to 26,769. An external contractor would be procured for service delivery to the remaining 47% of the city, covering 23,752 homes.
- 3.9 This represents substantial but sustainable internal growth, increasing internal delivery by 58% from current levels. Such growth provides both an opportunity to increase financial returns, create greater social value through creation of more secure jobs locally and helps embed a clear Leeds City Council branding and ethos across the city. However, TUPE legislation (see 4.5) would be expected to apply, and may be complicated given the partial expansion into South areas (currently wholly delivered through one external contract). Notably, if TUPE did not apply, this could increase the risks related to achieving required levels of staff recruitment and training, alongside the readiness and capacity of systems, fleet and premises.

Option 4: LBS delivers for the East and South, an external contractor delivers for the West.

- 3.10 This option grows LBS to deliver across 61% of the city – adding 14,055 homes to its responsibility, extending fully into the South and aligning with ward boundaries, taking its homes total to 30,960. An external contractor would be procured for service delivery to the remaining 39% of the city, covering 19,582 homes
- 3.11 This represents ambitious and sustainable internal growth, increasing internal delivery by 83% from current levels. Such growth provides both an opportunity to substantially increase financial returns to the council's general fund, to create greater social value through creation of more secure jobs locally, to provide greater resilience against private sector failure and help embed a clear Leeds City Council branding and ethos across the city. Further social value benefits which may be derived from the council's employment values and apprenticeship and training opportunities could also be delivered. TUPE legislation (see 4.5) would be expected to apply for contractor staff who operate in the South area.

Option 5: LBS deliver the service citywide.

- 3.12 This option fully internalises current services, with no Housing Leeds external contracts procured. LBS delivery would increase from current by 33,637 homes, taking its total to 50,542.
- 3.13 This represents a highly risky level of growth for LBS, increasing their delivery by almost 200% from current levels. Positives include the potential for creating greater social value including more secure job opportunities for local people; the potential for more responsive and flexible changes to the service as needed unbound by commercial contract terms; embedding a clear Leeds City Council branding and ethos across the city and generating a significant return to the general fund. However, without competition from a private contractor delivering elsewhere in the city to act as a comparator, evidencing best value is more difficult and service provision may be unaffordable. In addition, rapid LBS expansion to this scale exposes the council to unacceptable levels of risk to service performance – including demands on existing staff, rapid recruitment and training requirements, no resilience or ‘back-up’ from the market in the event of internal failure, and increasing pressures on systems and premises to meet expanding needs.

Preferred option

- 3.14 Following considerable review with the relevant services, and consultation with Trade Union colleagues, **Option 4** (LBS delivers for the East and South, external contractor delivers for the West) is recommended as the preferred option for service delivery from 2021.
- 3.15 This option for a mixed model of delivery will enable a quality service to be provided while limiting risks to the council and residents, providing greater resilience, together with competition and comparison and assurance in relation to the service and its costs.
- 3.16 TUPE legislation (see 4.5) would be expected to apply for all contractor staff who operate in the South area of the city. This is anticipated to provide a clearer position for both the existing provider and LBS as it will be linked to the transfer of one whole contractual area.
- 3.17 In order to deliver these ambitious growth plans for LBS and enable a consistent, efficient and professional service to be provided to our tenants, a number of workstreams and associated actions have been established.
- 3.18 The key workstreams established to deliver efficiencies and improvements to the service are: 1) Improving Performance, 2) Improving Productivity and 3) Business and Financial Planning.
- 3.19 Key activities being undertaken to deliver efficiencies include: embedding digital improvements and processes (for example reducing referrals through using a dynamic scheduling and appointment timing tool), reducing staff absence levels and reducing materials and sub-contractor spend.
- 3.20 The activities identified in the workstream action plan are anticipated to be delivered and achieved by Spring 2021, to ensure that LBS is equipped to provide a competitive service to tenants and leaseholders by September 2021 in line with the existing contract expiry dates. Progress against these actions is being effectively monitored and reported to the Director of Resources & Housing through the LBS Improvement Board on a 6 weekly basis.

- 3.21 A map of the options, and changes by ward are detailed in Appendix A.
- 3.22 Appendix B provides a summary of the intended scope of LBS versus external contractor service delivery. Where LBS already provides city wide services these will be retained, and some new areas of appropriate city wide delivery have been identified.
- 3.23 Following an options appraisal to ascertain the most efficient way of pricing the service, both internally and externally, the preferred approach is to use the National Housing Federation Schedule of Rates. This approach provides consistency across the service for both LBS and the external contractor.
- 3.24 Over the coming months, key elements of service delivery and service specifications are being reviewed to identify where improvements might be made to benefit residents and improve customer satisfaction, whilst remaining affordable. This may include activity such as looking at repairs categorisation, timescales for response, and availability of appointments.

Delivering the preferred option – external service delivery

3.25 Procurement Route – Restricted Procedure.

In order to ensure that procured services and/or goods provide value for money solutions through an optimum mix of quality and price over the contract period, all public sector procurements (including those carried out by the council) must comply with the Public Contract Regulations (2015). These regulations encourage open competition and value for money, in line with internationally and nationally agreed standards.

To ensure adequate competition and compliance with the above mentioned Public Contracts Regulations 2015 and the Contracts Procedure Rules, an external procurement of this value is currently subject to EU advertisement. In addition, due to the high number of potential tenderers suitable for works of this nature it is recommended that the number of bidders is limited through a restricted procedure, allowing for the efficient management of resources throughout the evaluation process.

- 3.26 Contract Structure & Duration – The intention is to procure a contract with an external provider to deliver the Responsive Repairs and Voids service in the West of the city. This contract will be awarded to a single supplier for a 5 year term, with the intention of Leeds City Council staff and the external contractor working alongside each other to formally embed an adequate sharing and transfer of knowledge, experience and expertise. This will help ensure that the council is appropriately equipped with enough support and information at an operational and management level to enable further potential insourcing of the service at the end of this five year term, whilst maintaining performance levels. The proposed duration takes into account market feedback and the amount of investment needed by bidders to make a profitable return, and the likely cost consequences to the Council of a short term contract over a longer term one. The proposed contract duration of 5 years is anticipated to attract the best value for the council. This takes into consideration:

- Feedback from the market around financial modelling generally projecting profits in year 4 onwards, and therefore allowing Bidders to tender more competitive pricing models.

- Level of council resources required for a procurement is the same regardless of contract duration.
- A shorter contract would provide less scope to deliver social value commitments and carbon reduction initiatives as bidders could not make long term commitments with a short term contract.
- The proposed contract period is also anticipated to maximise market interest, in turn increasing competition and driving value for money.
- Offering less than 5 years initial contract term would be unlikely to provide a value for money service for the council, as a shorter term contract would affect financial models and Bidders may therefore front load costs into the early years which will increase their respective bid price. As a result of this, it is anticipated that there would be less interest in the market for a shorter contract term.
- The proposed contract period is expected to allow sufficient time both for LBS to embed itself into the new delivery arrangements in the South of the City, and to provide adequate time for the external contractor to provide a knowledge exchange through joint working with the council. This is anticipated to enable the council to be in a better position to take on this further work in the remainder (West) of the city when the contract terminates.

3.27 Form of Contract. There are two principal model forms of contract that are widely accepted and relevant for works of this nature, these are JCT and NEC. Both contracts provide a variety of options that suit the needs and requirements of clients (employers). JCT is seen as the 'traditional' form of contract. The NEC on the other hand is formed on a contemporary requirement for clarity, flexibility and collaboration.

Essentially, the NEC strives to provide a fair balance of risk between parties and takes a proactive approach in effective contract management and administration. Conversely, JCT maintains a comparatively traditional approach that concentrates on the transfers of risk and liabilities under the contract. Following an options appraisal of these available contract forms, it is proposed that NEC4 – Option A is utilised. This has been identified as the most effective approach with regards to market and service area experience and understanding.

NEC contracts have become public sector contracts of choice in the UK, and are intended to provide improvement/dispute avoidance through three major aspects:

- Flexibility – Covers building and civils works
- Clarity & Simplicity – Uses ordinary language, no cross referencing, no subjective terms
- Stimulus to good management – collaborative approach, proactive processes to agree variations and claims as works progress

These aspects are in contrast to the JCT contracts that:

- Use traditional contract terminology

- Very detailed text, contains lengthy sentences, lots of defined terms, lots of cross referencing and can be difficult to understand
- Has limited details for processes with timescales to manage issues.

3.28 Specifications. The external contractor will operate on the same specifications and schedules of rates as LBS to ensure consistency of service provision to tenants across the whole city.

3.29 A summary timetable for the procurement activity is as below:

Creation of first draft of all service information	Nov 2019
Leaseholder first consultation starts	Dec 2019
All contract and tender documents final	Jan 2020
Invite to tender – shortlisting	Feb 2020
Invite to tender – full tender	July 2020
Leaseholder second consultation starts on procurement outcome	Dec 2020
Contract award	Mar 2021
Current contracts end	31 Mar 2021
New services commence (subject to mobilisation and programme)*	April - Sept 2021

* In order to ensure that the programme allows for sufficient time to include a thorough mobilisation of the new arrangements, a variation to potentially allow works to be delivered until September 2021 is being progressed.

3.30 The timetable reflects the length of period needed to undertake a procurement of this complexity, and includes a period of up to 6 months service mobilisation.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Engagement and consultation with the Trade Unions regarding the proposed growth for LBS and the approach as outlined in this report have been ongoing from July 2019.
- 4.1.2 Key lessons and conclusions from recent customer surveys and feedback is being taken into account, with specific tenant and leaseholder engagement activity programmed to be undertaken throughout the procurement activity.
- 4.1.3 To date, key tenant and residents groups including the Repairs and Investment Group and VITAL have been kept updated on the existing service arrangements and key dates in relation to future proposals. Specific consultations regarding the principle of LBS taking on the repair work in the South, and of letting a new contract for the West will take place following publication of this Executive Board Report and the associated recommendations made being approved.
- 4.1.4 Representatives from these key tenants groups will also be involved in commenting on more specific relevant and proportionate aspects of the future repairs arrangements, for example, performance indicators, evaluation criteria, and providing their feedback on elements of subsequent tender submissions. Leaseholder consultation will also be undertaken in line with legislation. Feedback

received will be considered and taken into account to help shape and influence future service provision.

4.1.5 Procurement and legal colleagues from Procurement & Commercial Services have been closely involved with the project and with procurement planning, and their continued engagement and support will be with regards to the development of the contract and procurement commercial risks.

4.1.6 In early 2019 market sounding and engagement activity was undertaken with prospective bidders. This demonstrated a good level of interest in potential contracts, and much useful intelligence and feedback which has been reflected in the proposed strategy wherever possible.

4.2 Equality and diversity / cohesion and integration

4.2.1 An Equality, Diversity, Cohesion and Integration screening and impact assessment have been completed. The impact assessment is attached at Appendix C.

4.2.2 Key findings to highlight include:

- Failure to agree viable proposals for service delivery arrangements or, provide sufficient time for these to be implemented, would result in service disruption following the expiry of the current Mears contracts. This would affect all residents, particularly those who are most vulnerable such as the disabled or elderly.
- Increasing the proportion of work delivered through LBS, and change of external contractor for the West of the city could potentially impact service delivery for residents across all equality characteristics but will not negatively impact any single group.
- The proposed expansion of staff for LBS provides an opportunity to actively target underrepresented groups - including female and minority ethnic residents - to work for the service. Likewise, externally procured contracts will provide further opportunities to target underrepresented groups for employment and skills opportunities.
- The proposals provide an opportunity to ensure that all housing and repairs staff, in regular contact with residents, receive safeguarding training. This would help to protect vulnerable residents and ensure consistent safeguarding arrangements city-wide.

4.3 Council policies and the Best Council Plan

4.3.1 These housing repair and maintenance services support the council's ambition for Leeds to be a compassionate and caring city that tackles poverty and reduces inequality. Through the provision of these services we ensure that our tenants, including some of the most vulnerable people in our city, are able to live in safe, accessible and well maintained homes.

4.3.2 The services contribute to the following Best Council Plan ambitions:

- Housing – in particular housing of the right quality, and the Best City key performance indicator of percentage of council housing repairs completed within target; and

- Safe, Strong Communities – in particular keeping people safe from harm and protecting the most vulnerable.

- 4.3.3 The increase in this service provision by LBS also supports internal growth and investment. Dividends to the General Fund from service provision to council homes will be retained within the Council, ultimately protecting the ability to provide crucial services to Leeds residents. The growth of LBS will also lead to a growth in council jobs, many in skilled and technical trade roles, whilst building and maintaining excellent knowledge about council assets.
- 4.3.4 Externally procured contracts will provide further opportunities to support the wider local economy and deliver wider social value benefits including employment and skills opportunities.

Climate Emergency

- 4.3.5 At Full Council on 27 March 2019, Leeds City Council passed a motion declaring a Climate Emergency. In addition, the Leeds Climate Commission have proposed a series of science based carbon reduction targets for the city so that Leeds can play its part in keeping global average surface temperature increases to no more than 1.5C.
- 4.3.6 LBS will contribute to this target by:
- Reducing air pollution e.g. increased electric vehicles and reduction in fuel
 - Improving energy efficiency of homes
 - Reducing waste and use of resources in delivering repairs and maintenance
 - Improving biodiversity outcomes in the repaired homes where possible.
- 4.3.7 LBS is committed to reducing air pollution and has the largest fleet of electrical vehicles across the Council. Following further expansion of LBS electric vehicles in October 2019, Leeds City Council will have the largest fleet of electric vehicles of any council in England.
- 4.3.8 Procurement activity undertaken will seek to appoint contractors who can demonstrate they have arrangements in place within their organisation which reduce their impact on climate change, in addition contractors will be required to demonstrate what measures they will put in place to reduce emissions as a result of travelling, as well as reduction in landfill.

4.4 Resources, procurement and value for money

- 4.4.1 Funding for the services comes from the Housing Revenue Account (HRA). The current budget for the service is approximately £43m per year.

Service delivery by external contractor

- 4.4.2 The procurement activity will be undertaken utilising the Restricted Procedure, and advertised in line with Public Contract Regulations. The procurement exercise will encourage competition in the market in an effort to identify the Most Economically Advantageous Tenderer, by utilising a quality and price approach of 60/40.
- 4.4.3 The contract will be delivered based on the New Engineering Contract (NEC4) model contract form, in line with market familiarity and standards.

- 4.4.4 The contract will be priced utilising the National Housing Federation Schedule of Rates.
- 4.4.5 Key Performance Indicators will be built into the contract which will be comparable to those within the Service Level Agreement with LBS, to ensure consistent service delivery across the city.
- 4.4.6 As referenced in 3.1.4, the preferred option is that works within the East and South areas of the City are undertaken by the internal service provider (LBS) and in the West of the City by the successful bidder in the procurement. It is intended to align LBS rates to the National Housing Federation Schedule of Rates to ensure comparable costs of service across the City, irrespective of service provider. If the internal and external service providers rates are the same, then the cost of the service to tenants should be the same (per job) assuming that the both providers achieve the same delivery targets.

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

- 4.5.1 The decision set out in this report is a key decision and subject to call in.
- 4.5.2 There are no grounds for keeping the contents of this report confidential under the Access to Information Rules.
- 4.5.3 The contract award decision will be a resulting significant operational decision.
- 4.5.4 In addition, decisions to award any subsequent contract extensions will also be resulting significant operational decisions, in accordance with the July 2019 revised Contract Procedure Rules (section 21.2).
- 4.5.5 In relation to the procurement, leaseholders will be consulted in line with national legislation to make sure that we can re-charge where appropriate for the costs of any works related to leasehold properties.
- 4.5.6 The Transfer of Undertakings (Protection of Employment) Regulations 2006 (known as TUPE) is expected to apply to those eligible external contractor staff, involving their transfer into the council. The appropriate consultation activity will need to therefore take place.
- 4.5.7 The council is committed to being a caring and responsible landlord, and these services are an essential contribution to meeting our legal obligations and statutory responsibilities, including those set out in:
- The Landlord and Tenant Act 1985,
 - The Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994
 - The Regulatory Framework for Social Housing in England 2012, and
 - The Homes (Fitness for Human Habitation) Act 2018.

4.6 Risk management

- 4.6.1 Risk registers for the project, and for the LBS Growth project are in place; very high or high risks currently identified, and mitigation plans, include:
- **Risk of costs of service provision being unknown at this stage.**
 - As this is a competitive tender exercise, there is a risk that the outcome of the procurement results in tendered rates that could be higher or lower than those in

the National Housing Federation Schedule. This could result in differential costs across the City.

- **Challenges of expansion for LBS and/or a new service provider being commissioned result in a quality service not being able to fully start when needed.**
- In order to prepare LBS to deliver a high quality service from the outset, service improvement plans are being developed and implemented by the service. Dedicated workstreams and an associated action plan are being closely monitored and managed to enable performance standards to be maintained and efficiencies delivered to ensure that the cost of the service is comparable across the City.
- A detailed and thorough tender exercise will allow for service delivery plans to be robustly assessed to provide assurance around the future quality of service provision.
- **TUPE information is not adequate and/or the expected number of contractor staff do not transfer in to LBS.**
- Although the aspiration is clearly for LBS to be able to directly employ operatives to deliver the services directly, the sub-contractor procurement strategy is being developed to provide an element of contingency and flexibility to the workforce, particularly during the initial months of transition.
- **Tenants in different areas of the city receive different levels of service based on the provider.**
- Internal and external service providers will use the same Schedule of Rates, the same specifications and be monitored on the same performance indicators.
- LBS have a commitment to benchmark on cost and quality against external contractors in the city.

4.6.2 All risks are being closely monitored, and mitigating actions progressed.

5 Recommendations

Executive Board is recommended to approve:

- a) Approve that LBS should deliver housing responsive repairs and voids services for the East and South of the city, with an external contractor to deliver for the West (option 4), noting that the new arrangements are planned to start from autumn 2021.
- b) Note that this involves changing existing service delivery boundaries to align with Leeds electoral wards;
- c) Note that feedback from the proposed consultation exercises will be considered and taken into account by the Director in implementing these proposals.
- d) Agree that a procurement should be undertaken for housing responsive repairs, voids & cyclical maintenance services in the West of the city, using a restricted procedure in accordance with the Public Contracts Regulations 2015, to establish a contract.
- e) Agree that the procured contract should be for a period of 5 years, with an estimated total value of £72m, given an estimated annual value of £14.35m.

- f) Note that LBS' housing responsive repairs and voids service delivery will expand, from 33% of the city currently (circa 17,000 of a total of circa 51,000 properties), to delivery of services to 61% (circa 31,000 properties). This represents an 83% increase.
- g) Delegate the responsibility for implementing these proposals to the Director of Resources and Housing.

6 Background documents¹

6.1 None.

7 Appendices

Appendix A – Map of options, and changes by ward

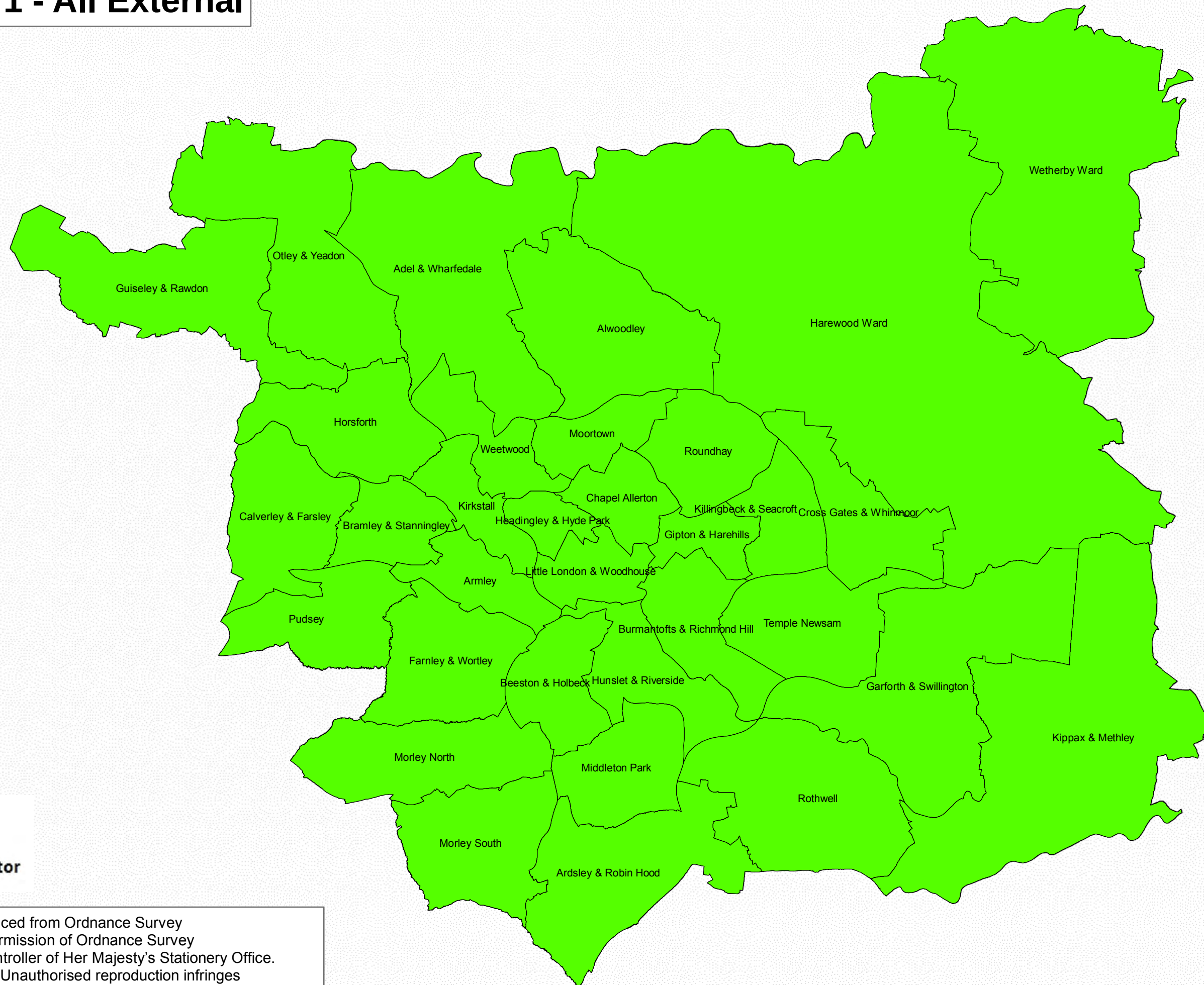
Appendix B – Scope of service delivery

Appendix C – Equality, Diversity, Cohesion and Integration Impact Assessment

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.

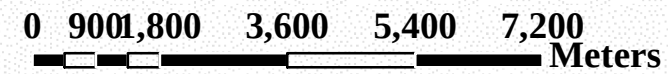
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Option 1 - All External

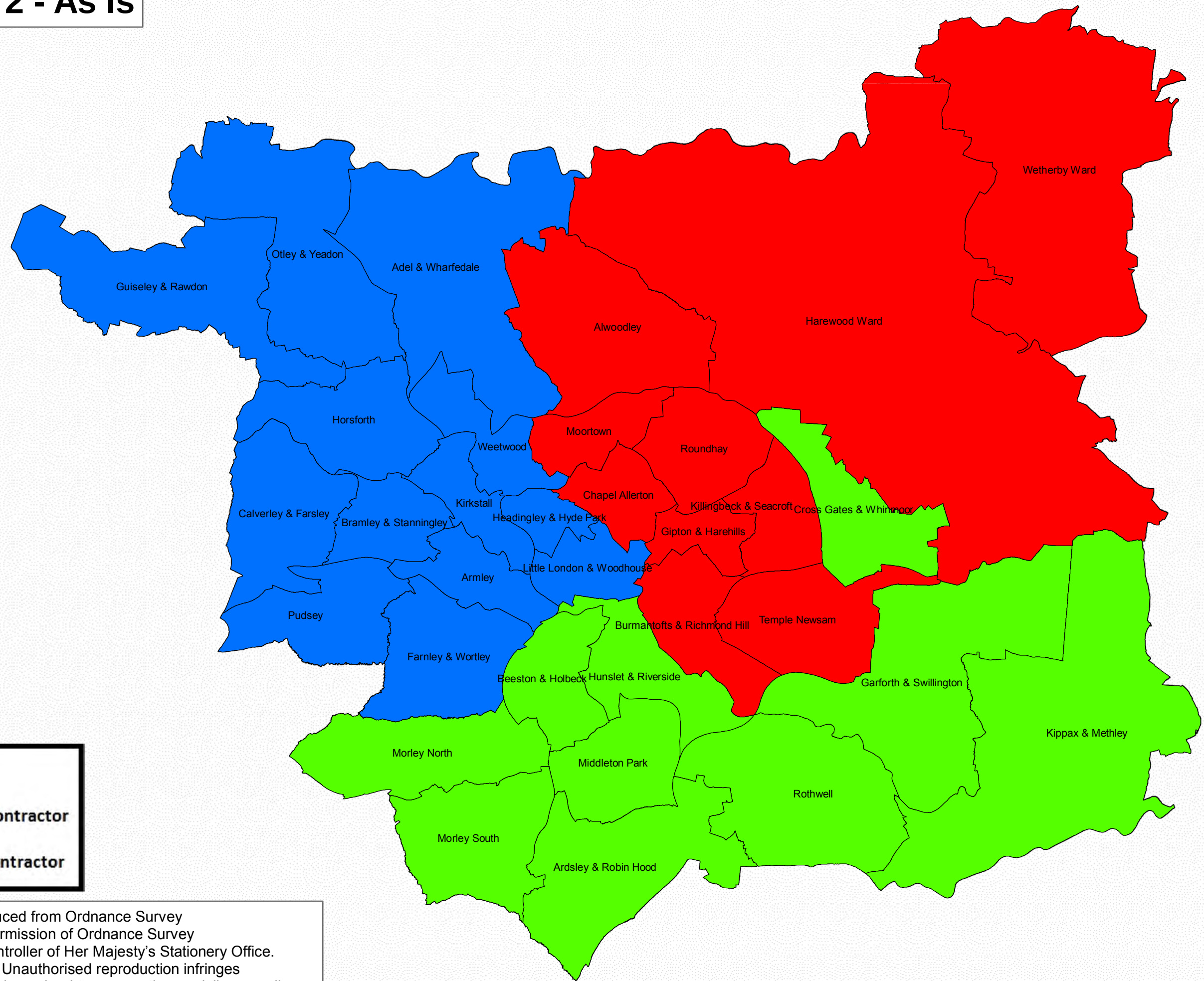


- - LBS
- - Contractor

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Option 2 - As Is

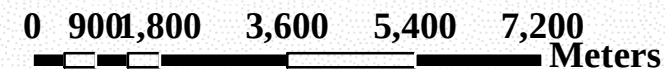


- LBS

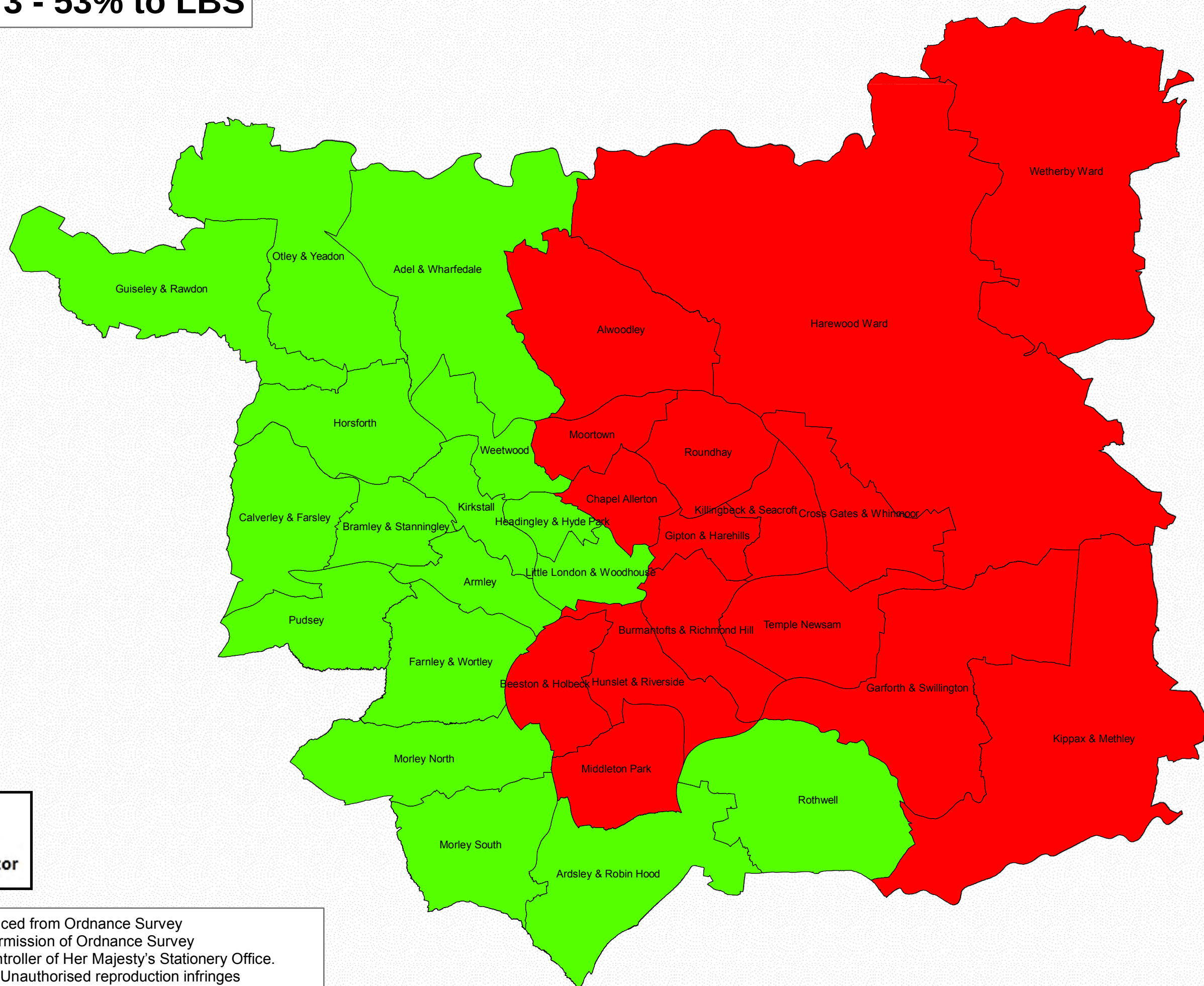
- South Contractor

- West Contractor

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Option 3 - 53% to LBS



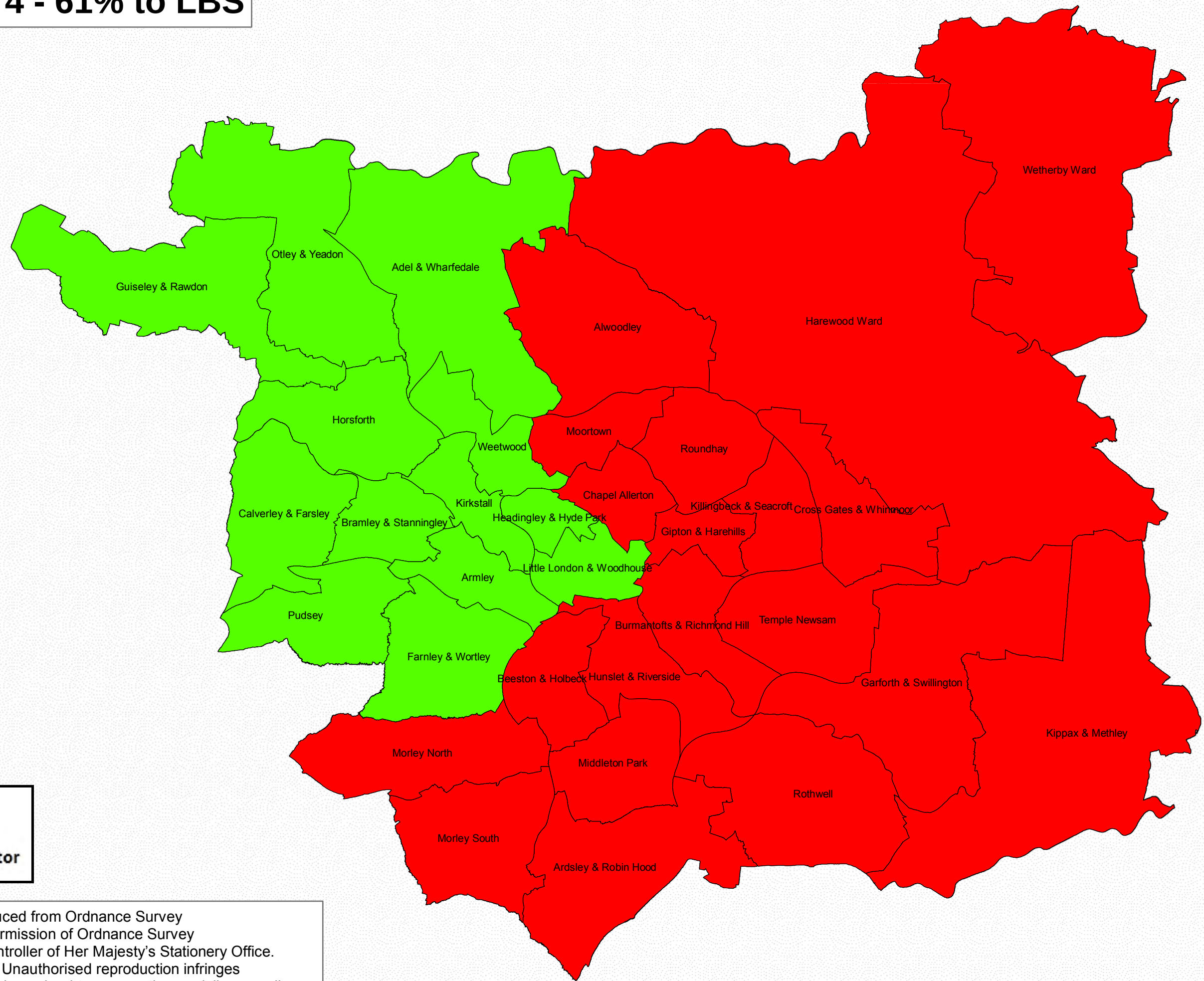
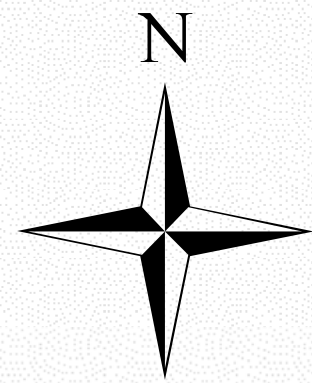
- LBS

- Contractor

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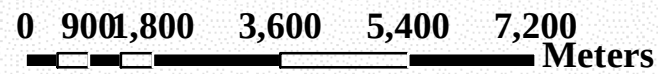
Option 4 - 61% to LBS



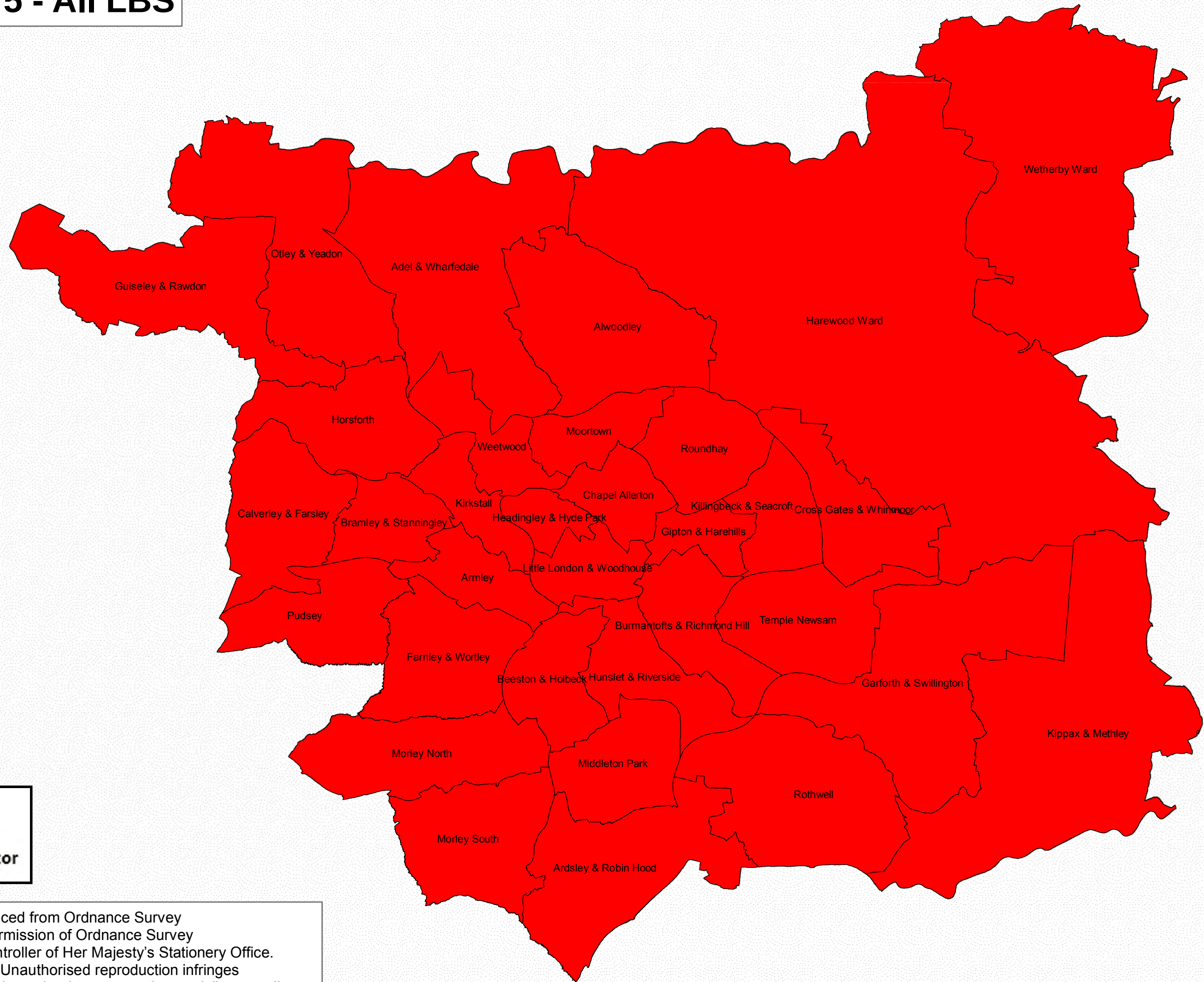
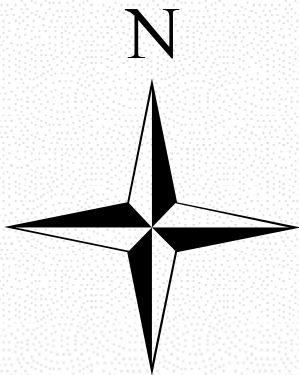
- LBS

- Contractor

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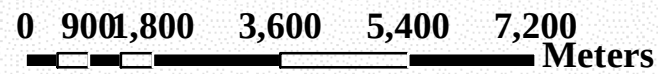
Option 5 - All LBS



- LBS

- Contractor

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Appendix B

	LBS (east and south)	External contractor (west)
Agreed area	all repairs and maintenance works raised in accordance with the council's obligations, and void turnarounds, subject to the exclusions below	all repairs and maintenance works raised in accordance with the council's obligations, and void turnarounds, subject to the exclusions below
City-wide	auto / controlled access doors repairs commercial gas repairs and maintenance estate shops and linked dwellings repairs and maintenance stair lifts and specialist lifts repairs and maintenance adaptations servicing (e.g. specialist baths, toilets, and hoists) warm air repairs and maintenance	
City wide (new)	housing offices repairs and maintenance auto / controlled access doors servicing mechanical ventilation and heat recovery (MVHR) repairs and maintenance white goods safety inspections lightning conductors repairs and maintenance	
Exclusions	void clearouts and cleans (CEL) domestic gas (separate contracts) fire safety equipment including sprinkler maintenance (corporate contracts) CCTV (corporate approach) lifts (corporate approach with LBS) asbestos surveys and removals (LBS and contracts) clearouts of bin chutes (CEL)	domestic gas (separate contracts) fire safety equipment including sprinkler maintenance (corporate contracts) CCTV (corporate approach) lifts (corporate approach with LBS) stair lifts and specialist lifts (LBS) adaptations servicing (LBS) asbestos surveys and removals (LBS and contracts) clearouts of bin chutes (CEL) auto / controlled access doors (LBS) commercial gas (LBS) estate shops and linked dwellings, and housing offices (LBS) warm air repairs and maintenance (LBS) lightning conductors (LBS) MVHR repairs and maintenance (LBS) white goods safety inspections (LBS)

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Equality, Diversity, Cohesion and Integration Impact Assessment



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: Resources and Housing	Service area: Property & Contracts – Responsive Repairs, Voids & Cyclical Maintenance, and Leeds Building Services
Lead person: Simon Costigan	Contact number: 0113 378 1092
Date of the equality, diversity, cohesion and integration impact assessment:	
29 August 2019	

1. Title: ECDI assessment into delivery of Housing Responsive Repairs, Voids & Cyclical Maintenance services throughout the city post 2021.		
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
Helen Jackson	LCC	Head of Housing Projects, Contracts and PFI
Paul Reeves	LCC	Head of Leeds Building Services
Rob Goor	LCC	Responsive Repairs service lead
RRV&CM project team	LCC	Developing scope of service delivery post April 2021.
Nicola Mitchell	LCC	Voids service lead
Tina Markey	LCC	Former Voids service lead
Andy Ball	LCC	M&E service lead

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

This assessment concerns proposals for the future of citywide housing repairs and voids services.

Housing's responsive repairs and voids services, including cyclical maintenance activities, keep council housing assets – including over 50,500 homes – safe and well maintained for our residents. These are essential services, helping us to meet our commitments and legal obligations as a caring and responsible landlord.

The council now has the opportunity to choose how to best organise future service delivery, as existing key contractual arrangements for the South and West of the City expire on 31 March 2021. The value of the works to be delivered is approximately £42m per year for external and internal providers combined.

Maintaining responsive repairs, voids and cyclical maintenance of our housing stock supports the council's aim as set out in the Best Council Plan for residents of the city to live in good quality, affordable homes within clean and well cared for places.

Existing arrangements – Responsive Repairs, Voids and Cyclical Maintenance

South & West. In the South and West service delivery is through two contracts, both held by Mears Limited and awarded as part of two large partnership contracts (at that point also covering planned works activity) in 2011. These expire on 31st March 2021, having been previously extended to contractual limits.

East. The Council's in house provider, Leeds Building Services (LBS), delivers this service for the East of the city.

Proposed arrangements from Autumn 2021

The proposed arrangements for service delivery from Autumn 2021 are set out in the report, with the following recommendations presented in the report:

- Approve that LBS should deliver housing responsive repairs and voids services for the East and South of the city, with an external contractor to deliver for the West (option 4), noting that the new arrangements are planned to start from autumn 2021.
- Note that this involves changing existing service delivery boundaries to align with Leeds electoral wards;
- Agree that a procurement should be undertaken for housing responsive repairs, voids & cyclical maintenance services in the West of the city, using a restricted procedure in accordance with the Public Contracts Regulations 2015, to establish a contract.
- Agree that the procured contract should be for a period of 5 years, with an estimated total value of £72m, given an estimated annual value of £14.35m.
- Note that LBS' housing responsive repairs and voids service delivery will expand,

from 33% of the city currently, to delivery of services to 61%. This represents an 83% increase.

- Delegate the responsibility for implementing these proposals to the Director of Resources and Housing.

These proposals will ensure continuity of housing repairs and voids services beyond the expiry of the current contractual arrangements and, that a high quality and consistent service is delivered citywide.

In contrast, failure to agree viable proposals for service delivery arrangements or, provide sufficient time for these to be implemented, would result in service disruption following the expiry of the current Mears contracts. This would affect all residents, with particular impacts on those who are most vulnerable.

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:

This assessment concerns the Responsive Repairs and Voids service with Leeds Building Services (LBS)

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)

Resident engagement / performance monitoring

The STAR Survey is sent out to tenants every two years to gauge and benchmark service user satisfaction. The latest STAR survey was undertaken in 2018 and sent out to over 18,000 tenants, with responses received from 4,394 of these. The survey highlighted that the top priorities for residents were: ‘repairs and maintenance’; and, ‘overall quality of the home’. Tenant priorities and satisfaction scores had remained broadly consistent from 2016 to 2018.

The survey highlighted an overall satisfaction score of 69% for ‘repairs and maintenance’. A breakdown of this score by demographic groups revealed a trend based on ‘Age’, with older tenants generally more satisfied than younger tenants. However, as in previous STAR surveys, tenants who said their current financial position is fairly or very difficult are much less satisfied than those that said they were living comfortably or doing alright. This variable is linked to the tenant’s age with a higher percentage of tenants aged over 65 reporting financial comfort.

In terms of ‘Race’, White British residents were slightly more satisfied than BAME residents, and in relation to ‘Gender’, Males were marginally more satisfied than Females. The scores for each of these groups is displayed in the table below.

2018 STAR survey - Repairs satisfaction by ethnicity, age and gender

Protected characteristic	Group	Satisfied / Very satisfied	Dissatisfied / Very dissatisfied	Neither
Race (inc. Ethnicity)	BAME	66%	22%	12%
	White British	72%	19%	9%
Age	16-24	52%	35%	13%
	25-34	57%	39%	4%
	35-44	62%	26%	12%
	45-54	61%	27%	12%
	55-64	70%	21%	9%
	65-74	83%	12%	5%
	75-84	86%	9%	5%
	85+	86%	9%	5%
Gender	Female	70%	22%	8%
	Male	71%	18%	11%

In addition to the STAR survey, ongoing resident liaison and feedback is undertaken in a variety of ways, including: sample surveys to gauge tenant satisfaction with work undertaken; Annual Home visits for all tenants; and the monitoring of repairs complaints

through to resolution.

As part of the core service provision, measures are taken to accommodate disabilities for example through home adaptations – for example handrails, ramps, wet-rooms.

Performance is monitored on an ongoing basis through a series of KPIs including:

- Percentage of housing adaptations completed within target timescale
- Percentage of council housing repairs completed within target

LBS Growth

Proposals to expand LBS services could impact how these services are delivered and by whom in the following wards:

- Ardsley & Robin Hood
- Beeston and Holbeck
- City & Hunslet
- Cross Gates & Whinmoor
- Garforth & Swillington
- Hunslet & Riverside
- Kippax & Methley
- Middleton Park
- Morley North
- Morley South
- Rothwell

Careful planning has been undertaken to ensure that growth will not compromise services provided to customers. Growth will impact service delivery for residents across all equality characteristics but will not negatively impact any single group. Service delivery is measured across a number of key performance indicators that are continuously monitored to provide an assessment of quality of service and customer satisfaction.

Growth proposals will require changes to the workforce, including LBS taking on additional staff across a number of trades roles, office support and managerial staff. LBS currently employs around 560 members of staff including 424 tradespeople and has one of the highest number of female apprenticeships in Leeds. Growth proposals will not affect current employment practices.

LBS recognises the need to diversify the profile of its staff. As reported in the LBS Business Plan 2018 – 2023, the make-up of staff in management and office based teams is shown in the table below, with comparable figures for Leeds residents where available:

Breakdown	Sub-category	LBS workforce	Leeds residents	Source
Gender	Male	74%	49.1%	ONS MYE 2018
	Female	26%	50.9%	
Age	41-54	32%		
Ethnic origin	Minority ethnic	10%	18.9%	2011 Census
	White British	90%	81.1%	
Disability	N/A	5.5%		

Whilst a proportion of the additional positions required are likely to be filled via TUPE, the

proposed expansion of staff is expected to provide LBS with an opportunity to actively target underrepresented groups to work for the service. LBS will continue to encourage take-up of female apprentices in roles traditionally undertaken by men. This will be actioned through a Workforce Action Plan.

In terms of the tenant profile, data has been analysed in relation to almost 55,000 tenants, which has revealed the following profile:

Breakdown	Sub-category	Percentage
Gender	Male	39.7
	Female	60.3
Age	16-24	3.9
	25-34	15.5
	35-44	19.1
	45-54	20.1
	55-64	16.6
	65-74	12.8
	75-84	8.3
	85+	3.7
Ethnic origin	Asian / Asian British	4.5
	Black / Black British	11.3
	Arab	0.4
	Chinese	0.3
	Mixed - Other	3.4
	White British / Irish	74.7
	White Other	3.3
	Another other	2.1

**Are there any gaps in equality and diversity information
Please provide detail:**

The data relates to tenancies rather than residents and precludes children (under 16's) who are not named on tenancy agreements.

Action required:

In terms of LBS expansion, and a Workforce Action Plan will be developed to include:

- Number of staff to be recruited
- Role to be recruited to
- Number of apprenticeships
- Actions to target under-represented groups to support further diversity within the workforce.

Employment and Skills targets to be built into the requirements of procurement activities including around apprenticeships.

In relation to improvements on the availability of resident data, the replacement of Orchard with the CX information system will assist in managing tenant and resident data more effectively to underpin service improvement activities. This is programmed in as part of the Civica project, and the target implementation date for CX is currently summer 2020.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

☒

Yes

☐

No

Please provide detail:

Executive Member for Communities - The Executive Member for Communities (Cllr Debra Coupar) has been engaged and consulted throughout.

Senior Housing Management – Property and Contracts SMT has been fully engaged with the development of the proposals and are supportive. The wider Joint-Housing SMT have also been engaged and are supportive of the approach.

Trade Unions - Detailed consultation has been undertaken with Trade Unions regarding growth plans and any impact on the existing and future workforce. Trade Unions are supportive of plans which include the development of a diverse, multi-skilled and flexible workforce including the recruitment of apprentices.

Key tenant and residents groups including the Repairs and Investment Group and VITAL are being consulted on proposals. Representatives from these tenants groups will be involved in commenting on relevant and proportionate areas of the future service arrangements, for example, performance indicators, evaluation criteria, and providing their feedback on elements of subsequent tender submissions.

Leaseholders – A leaseholder consultation is planned for December 2019 and January 2020. This can be undertaken once the approach has been agreed and in line with legislation.

Action required:

Further consultation in relation to service delivery arrangements once the approach has been determined.

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:

The proposals will affect all service users but will not negatively impact any single group.

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

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:

The proposed service delivery arrangements would be in place citywide for a minimum of 5 years. This will ensure continuity of a good quality repairs and maintenance service to over 50,500 homes.

The proposed increase in service provision by LBS will ensure that significant investment made in Council properties is retained within the Council, ultimately protecting the ability to provide crucial services to the most vulnerable Leeds residents.

The growth of LBS will also lead to a growth in Council jobs, many in skilled and technical trade roles, and provides an opportunity to actively target underrepresented groups to work for the service leading to a more representative workforce, including through new apprenticeship opportunities.

The growth of LBS will achieve wider social value by reinvesting surplus money into the Council to help support communities and tackle poverty. LBS currently makes an annual return to the Council through its charging model. Proposed new arrangements for growth will mean that LBS can continue to support the Council's position by making a contribution to the General Fund to help support communities and tackle poverty.

Externally procured contracts will provide further opportunities to support the wider local economy including employment and skills opportunities, with a view to delivering the same wider social value benefits as through LBS expansion.

Added value can be achieved by ensuring that the both the LBS and contractor workforce is trained around identifying vulnerable residents, making safeguarding referrals and signposting customers to other council or partner services.

The proposals involve changing existing service delivery boundaries to align with Leeds electoral wards. This will strengthen ward governance by providing greater clarity on how services are delivered in each ward and who is responsible.

Action required:

Changes to the current service delivery arrangements will require consultation with Leaseholders. This is planned for December 2019 and January 2020.

A communications plan will be developed to manage the key messages in relation to the proposals. This will include FAQs and briefings that can be drawn upon to provide information and, promote benefits, in a clear and consistent manner.

An LBS Workforce Action Plan will be developed.

Procurement activities to deliver the same wider social value benefits as LBS expansion, ensuring consistency city-wide.

LCC safeguarding training will be delivered to LBS staff and contractor staff as required, and programmed into any contract mobilisation period.

8b. Negative impact:
If plans for growth are approved, services currently delivered by an external contractor will become the responsibility of LBS. This could potentially affect customer care as not all key performance indicators (KPIs) are currently achieving target. A range of business improvement processes have been set into place which are contributing towards improving performance. The proposals will result in a reduction to the work of the incumbent contractor, Mears, based on the expansion of LBS and potentially the outcome of competitive tendering.
Action required:
LBS will continue to monitor, manage and report identified improvement measure to improve KPIs. As required, staff will be transferred from Mears to an alternative service provider through TUPE where appropriate. A six month contract mobilisation period has been built into the project timeline which will include recruitment and training.

9. Will this activity promote strong and positive relationships between the groups/communities identified?
☒ Yes ☐ No Please provide detail: Securing a good quality RR&V service to over 50,500 homes will support the council's ambition for Leeds to be a compassionate and caring city that tackles poverty and reduces inequality, by making sure that our tenants, including some of the most vulnerable people in our city, are able to live in safe, accessible and well maintained homes. In particular this will contribute towards achieving the following ambitions set out in the Best Council Plan 2019/20 to 2020/21: • <i>Housing – in particular housing of the right quality, and the key performance indicator of percentage of council housing repairs completed within target; and</i> • <i>Safe, Strong Communities – in particular keeping people safe from harm and protecting the most vulnerable.</i> This will be beneficial to both tenants and the wider communities in which the affected housing stock is based.
Action required: None

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)	
☐ Yes	☒ No
Please provide detail:	
Action required: None	

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: LCC Housing tenants and residents will be the primary beneficiaries, with tenancies provided on a needs basis.	

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
Leaseholder consultation	Following Exec Board approval	Consultation undertaken in line with relevant legislation.	David Glaister
Communications Plan	Following Exec Board approval	Consistency of messages entering the public realm	Phil Jewitt
Develop a Workforce Action Plan to include: - Number of staff to be recruited - Role to be recruited to - Number of apprenticeships - Actions to target under-represented groups diversity to support diversity within the workforce.	Following Exec Board approval	Staff employed post March 2021 is more representative of wider LCC workforce / Leeds residents profile	Paul Reeves
Procurement activities to achieve the same wider social benefits as LBS expansion	Any required tender documents to be finalised by early February 2020.	Employment opportunities accessed by under-represented groups. Consistency between social benefits derived from LBS expansion and any procurements.	Phil Rigby
Safeguarding training to be delivered to frontline staff	To be delivered during contract mobilisation period.	Proportion of workforce in direct contact with residents, who have received training.	Rob Goor

Action	Timescale	Measure	Lead person
		Target will be 100%.	
LBS to continue to manage and report identified improvement measures to improve KPIs.	KPIs to be consistently achieved before growth plans come into effect 1 April 2021	KPIs consistently achieved	Helen Jackson
TUPE information to be requested from current contractor (Mears)	November/December 2019	Number of FTEs identified as being within the scope of TUPE.	Angela Brown

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
Date impact assessment completed		

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.

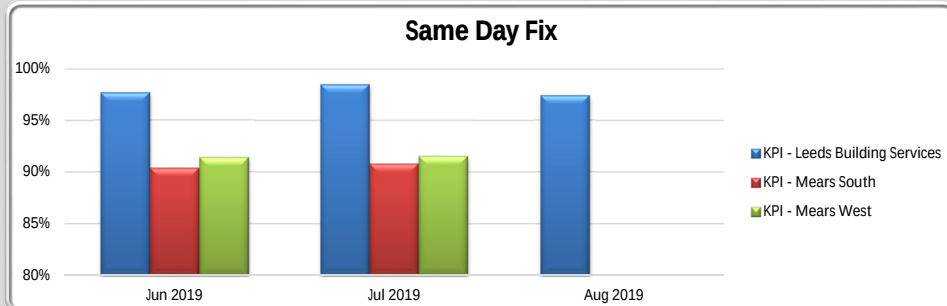
Complete the appropriate section below with the date the report and attached assessment was sent:

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:

All Contractor Dashboard

Contractor Report Date of Report: August 2019

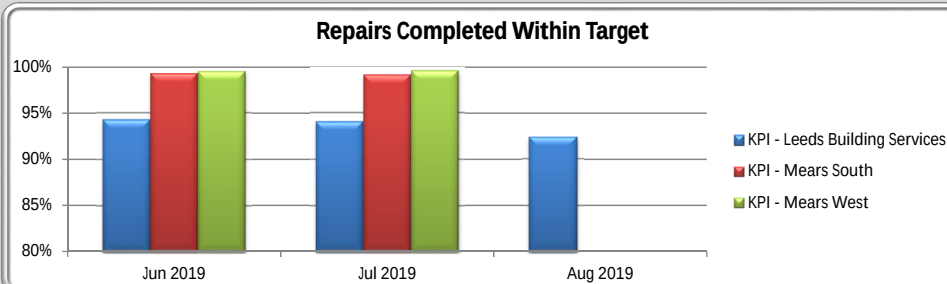
RR1 Same Day Fix (including Adapts)									(Higher is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	No of Jobs	No Met	Cumulative	RAG	TREND
Leeds Building Services	90.50%	97.69%	98.51%	97.42%	3177	3095	97.72%	✓	3
Mears South	90.50%	90.39%	90.84%	90.00%			90.00%	✗	1
Mears West	90.50%	91.42%	91.57%	90.00%				✗	1



LBS Performance is currently and continues to be well above target on this indicator.

Due to interface problems the responsive repair results for Mears August are not available, but performance in both South and West is above target for June and July.

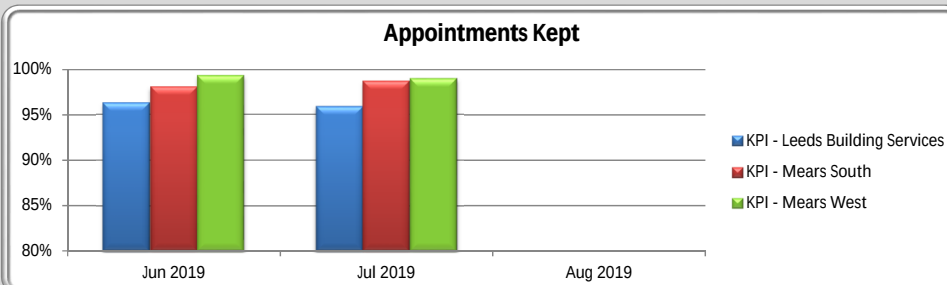
RR2 Repairs Completed Within Target (including Adapts)									(Higher is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	No of Jobs	No Met	Cumulative	RAG	TREND
Leeds Building Services	99.00%	94.30%	94.07%	92.35%	7361	6798	93.14%	⚠	2
Mears South	99.00%	99.30%	99.11%					✖	1
Mears West	99.00%	99.50%	99.53%					✖	1



LBS is Performing below target on this indicator, measures and changes such as staff movements have been put in place to improve Performance on this indicator but these improvements may not happen immediately. Areas of concern include plastering, which saw the highest percentage of failures against other trades, an action plan has been implemented and will continually review resources and sub-contractor capacities. The responsive repairs planning team has been restructured to ensure that the planning function becomes more effective. Operatives have been moved from the voids section to assist with responsive demands and to ensure that targets are met and jobs are completed within timescales. Unfortunately, there has been ongoing IT issues which have resulted in poor performance of the Total and optimise system, this is currently been investigated.

Due to interface problems the responsive repair results for Mears August are not available - but are above target for June & July.

RR3 Appointments Kept (including Adapts)									(Higher is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	No of Jobs	No Met	Cumulative	RAG	TREND
Leeds Building Services	99.00%	96.30%	95.90%					✗	1
Mears South	99.00%	98.06%	98.69%					✗	1
Mears West	99.00%	99.29%	98.95%					✗	1

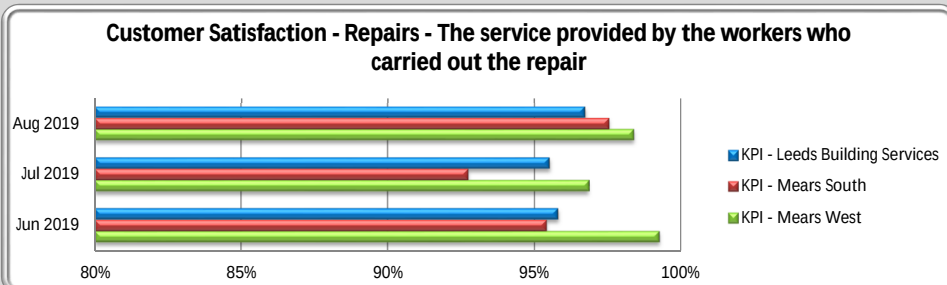


No data currently available as issue identified with how the information is transferred from Total to Orchard and capturing the attendance trigger. Until this is resolved no information will be available. A reconciliation will be done once resolved to ensure that August figure is accurate.

Due to interface problems the responsive repair results for August are not available.

More focus is required to improve performance against this target city-wide - action plans are therefore being developed.

RR6 Customer Satisfaction - Repairs - The service provided by the workers who carried out the repair										(Higher is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	No of Jobs	No Met	Cumulative	RAG	TREND	
Leeds Building Services	90.00%	95.80%	95.51%	96.72%	183	177		✓	3	
Mears South	90.00%	95.40%	92.73%	97.53%	81	79		✓	3	
Mears West	90.00%	99.26%	96.84%	98.37%	123	121		✓	3	

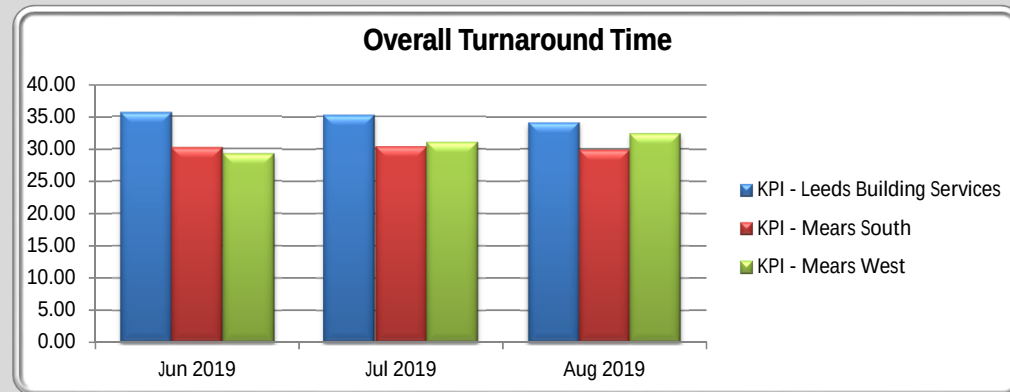


LBS and Mears both continue to perform well above target on this indicator.

All Contractor Dashboard

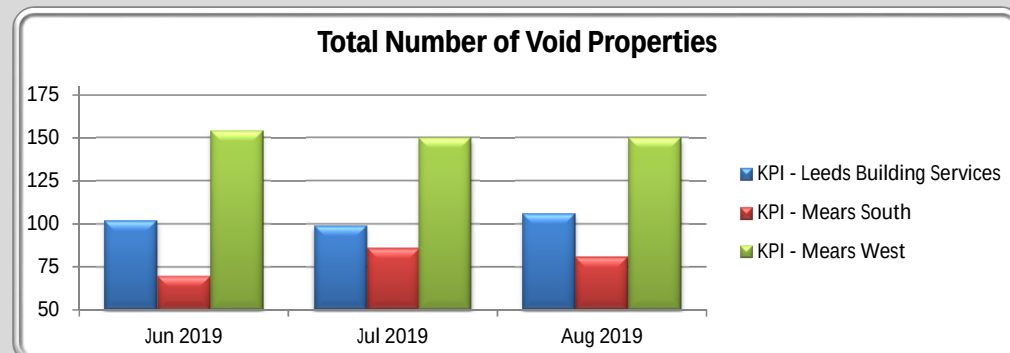
Contractor Report Date of Report: August 2019

BV212 Voids Overall Turnaround Time							(Lower is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	Cumulative	RAG	TREND
Leeds Building Services	30.00	35.62	35.26	34.12	34.12	✗	1
Mears South	30.00	30.23	30.41	29.88	29.88	✓	3
Mears West	30.00	29.25	31.09	32.41	32.41	✗	1



This performance figure relates to the overall turnaround time of a property, including both Housing Mangement and Housing Property & Contracts. **See EP1 comments** for details on performance.

HMA6 Total Number of Voids							(Lower is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	Cumulative	RAG	TREND
Leeds Building Services	N/A	102	99	106		✓	3
Mears South	N/A	70	86	81		✓	3
Mears West	N/A	154	150	150		✓	3



n/a

EP1 - Properties Within 15 Days							(Lower is better)
Contractor	Target	Jun 2019	Jul 2019	Aug 2019	Cumulative	RAG	TREND
Leeds Building Services	15.00	21.03	15.92	22.71		✗	1
Mears South	15.00	14.73	14.52	14.78		✓	3
Mears West	15.00	14.54	21.02	23.40		✗	1

LBS performance has declined on this indicator. Main factors is due to the enhanced lettable standard which has caused additional surveying times in relation to damp profiling. Furthermore, the full re-decoration and flooring to all A1F properties has increased turnaround times and workloads for the void painters and floorlayers. Resources are currently been reviewed and additional operatives to be recruited.

Mears West performance has also declined on this indicator - Risk Reduction meeting took place 10th September, Mears are requesting relief from performance deductions, but this is yet to be substantiated and is being investigated by the team. Performance will be continue to be monitored at the operational meetings.

Operationally, all current voids in the West have been reviewed and we now have estimate return dates for those still outstanding.

Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 17 October 2019

Subject: Referral to the Scrutiny Board

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 present details of a referral that falls within the remit of the Scrutiny Board (Environment, Housing and Communities).

2. Background information

- 2.1 In accordance with the Council's Scrutiny Board Procedure Rules, any member of a Scrutiny Board may request that the Scrutiny Board of which they are a member considers a matter relevant to that Board's functions. Such requests are generally considered as part of a Scrutiny Board's standard agenda item to review its work programme.
- 2.2 Any referrals that arise from outside of the relevant Scrutiny Board membership are to be dealt with in accordance with sections G and H of the Scrutiny Board Procedure Rules ([Link to SBPR](#)).

3. Main issues

- 3.1 A referral has been made to the Board by Cllr Paul Wadsworth. Further details of the matter being referred to the Scrutiny Board is set out in the attached letter.
- 3.2 In accordance with the Scrutiny Board Procedure Rules, an invitation to today's meeting has been extended to Cllr Wadsworth as the main 'Referrer' to make representations as to why it would be appropriate for the Board to exercise its

functions in relation to the matter. The Scrutiny Board Chair will decide how much time will be given for the person to address the Scrutiny Board.

3.3 The Scrutiny Board shall consider whether to exercise its power to review or scrutinise the matter referred and may have regard to:-

- Any relevant information provided by or representations made by the Referrer as to why it would be appropriate for the Scrutiny Board to exercise any of its powers in relation to the matter;
- The principles set out within the 'Vision for Leeds at Scrutiny' document as part of Article 6.

3.4 The Scrutiny Board may also wish to consider:

- If further information is required before considering whether further scrutiny should be undertaken;
- If the matters links in with the scope of any current / planned scrutiny inquiries;
- If a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently;
- If the matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements;
- The impact on the Board's current workload;
- The time available to undertake further scrutiny;
- The level of resources required to carry out further scrutiny.

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.

4.1.2 An invitation has been extended to the relevant Director(s) and Executive Board Member(s) to contribute to the Board's initial discussion surrounding the matter raised as part of this request.

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 any 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 Any requests for Scrutiny are dealt with in accordance with the Council's Scrutiny Board Procedure Rules as well as the principles set out within the 'Vision for Leeds at Scrutiny' document.

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

Climate Emergency

- 4.3.3 Following the Council's Climate Emergency declaration, importance is also placed upon the need to consider the potential climate and sustainability impacts associated with any matters being considered by Scrutiny.

4.4 Resources, procurement and value for money

- 4.4.1 As set out in paragraph 3.4, the Scrutiny Board is advised to consider any potential impact on its current workload in taking forward requests for Scrutiny, including the level of resources required to carry out further scrutiny.

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

- 5.1.1 A referral to this Scrutiny Board has been made by Cllr Paul Wadsworth. An invitation has therefore been extended to Cllr Wadsworth as the Referrer of this request and also to the relevant Director(s) and Executive Board Member(s) to contribute to the Board's initial discussion surrounding the matter raised as part of this request. The Board will then be asked to determine what, if any, further scrutiny activity is required.

6. Recommendations

- 6.1 The Scrutiny Board (Environment, Housing and Communities) is asked to determine what - if any - further scrutiny activity is required in relation to the matter referred.

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.

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Councillor Barry Anderson
Chair, Scrutiny Board (Environment,
Housing and Communities)
Civic Hall
Leeds
LS1 1UR

Civic Hall
Leeds
LS1 1UR

1 October 2019

By e-mail

Dear Cllr Anderson,

You will recall a request for scrutiny into the Council's Refuse Service in June 2018 signed by councillors who had concerns about the overall effectiveness of the Refuse Service, the suitability of the fleet, the number of breakdowns, the suitability of existing policies on issues such as side waste, areas for improvement within the service and analysis of the impact of route rationalisation.

Regrettably some of these concerns continue. Full Council has considered two white papers in recent months on the effectiveness of the service and on the suitability of existing policies enforced by the service, namely inert and bulky waste charges. Both white paper motions flagged up valid concerns and also highlighted genuine disagreement amongst Councillors as to the effectiveness of the service and its policies.

Given the difficulties again experienced with refuse collections across a number of wards in Leeds in recent months we believe it is appropriate for a further scrutiny inquiry to take place. This, in our view, should focus on the reasons for continued problems with collections, the issue of fly tipping, and continued delays to the route rationalisation process, data and information management and the overall effectiveness of leadership and management structures within the service.

We hope you will give this matter due consideration at the meeting scheduled for 17 October 2019.

Yours sincerely



Councillor Paul Wadsworth
Guiseley & Rawdon Ward



Councillor Matthew Robinson
Harewood Ward



Councillor Simon Seary
Pudsey Ward



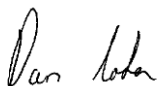
Councillor Caroline Anderson
Adel & Wharfedale Ward



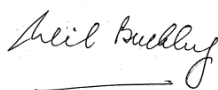
Councillor Billy Flynn
Adel & Wharfedale Ward



Councillor Peter Harrand
Alwoodley Ward



Councillor Dan Cohen
Alwoodley Ward



Councillor Neil Buckley
Alwoodley Ward



Councillor Andrew Carter
Calverley & Farsley Ward



Councillor Amanda Carter
Calverley & Farsley Ward



Councillor Graham Latty
Guiseley & Rawdon Ward



Councillor Pat Latty
Guiseley & Rawdon Ward



Councillor Ryan Stephenson
Harewood Ward



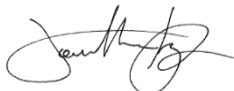
Councillor Sam Firth
Harewood Ward



Councillor Jackie Shemilt
Horsforth Ward



Councillor Dawn Collins
Horsforth Ward



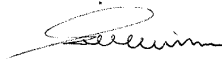
Councillor Jonathon Taylor
Horsforth Ward



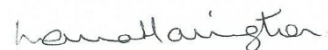
Councillor Trish Smith
Pudsey Ward



Councillor Mark Harrison
Pudsey Ward



Councillor Gerald Wilkinson
Wetherby Ward



Councillor Norma Harrington
Wetherby Ward



Councillor Alan Lamb
Wetherby Ward



Councillor Sarah Field
Garforth & Swillington Ward



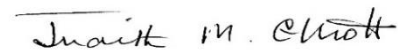
Councillor Mark Dobson
Garforth & Swillington Ward



Councillor Suzanne McCormack
Garforth & Swillington Ward



Councillor Robert Finnigan
Morley North Ward



Councillor Judith Elliott
Morley South Ward



Councillor David Blackburn
Farnley & Wortley Ward



Councillor Colin Campbell
Otley & Yeadon Ward

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Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 17 October 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 a document 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 Executive Board minutes from the meeting held on 18 September 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.

- 3.3 At the Environment, Housing and Communities Scrutiny Board meeting on 12 September, it was agreed that a working group would meet to allow more time for members to discuss the Parks and Green Spaces Consultation to 2030. An invitation was extended to all Board members and the working group met on 30 September. A summary of the main observations and recommendations from the working group are attached as Appendix 3.

Developing the work schedule

- 3.4 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.
- 3.5 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

Referral to Scrutiny

- 3.6 A request for scrutiny has been received in the name of Cllr Wadsworth. This is attached to the Board’s agenda as Item 10.
- 3.7 If required, the Board is asked to amend its work programme in order to reflect its response to the referral to the Scrutiny Board.

Priority Neighbourhoods

- 3.8 In order to better reflect anticipated progress in relation to Priority Neighbourhoods, this item has been removed from the work programme for November and re-scheduled for consideration by the Board in the New Year.

Additional Meeting

- 3.9 Work is ongoing in relation to two items that were originally scheduled for discussion by the Board in October and November - ‘Energy Efficiency in Council Housing Stock’ and a Fuel Poverty Update. It is therefore recommended that the Board considers these items in the new year.

- 3.10 Given the existing programme of work for the remaining meetings of the municipal year members may wish to consider scheduling an additional meeting in February to discuss these papers.
- 3.11 Should the Board wish to go ahead with an additional meeting, it could be accommodated in rooms 6&7 on **Thursday 6 February 10.30am – 12.30pm** (Board members to attend a pre-meet 10am), which also currently avoids other corporate meetings members may have committed to attend.

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.

6.2 As part of that consideration members are asked to specifically confirm:

- Support for the scheduling of an additional meeting for 6 February 2020.
- The Board's response to Cllr Wadsworth request for scrutiny.

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) (PSR)	Formal Response – Waste Inquiry Report (RT) 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 Emergency Advisory Committee – Priorities and Work Programme (PSR) Parks and Greenspace Strategy – Early Consultation (PDS) Car Parking – current strategic position, how this supports climate change, implementation and enforcement of TRO's (x ref waste inquiry) (PSR)	Inquiry into Leeds' response to Grenfell - (RT) Standards in Private Rented Sector – Monitoring and Regulation (including energy efficiency) (PSR) Housing Responsive Repairs & Voids Services (PSR)	Reducing Poverty and improving Financial Inclusion – Current position, challenges and response, including impact of Universal Credit,. (PSR) Request for Scrutiny? <i>Depending on discussion with board 17/10</i>
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	If the board is agreeable to additional meeting – date TBC
	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) <i>Priority Neighbourhoods update – impact and outcomes (PSR) TBC</i>	Climate Change – Energy efficiency in Council House Stock (PSR) Fuel Poverty Update
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 (PSR) Council House Growth Programme – progress report (PSR) 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



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

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

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EXECUTIVE BOARD

WEDNESDAY, 18TH SEPTEMBER, 2019

PRESENT: Councillor J Blake in the Chair

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

58 **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 1 to the report entitled, 'Disposal of Land located on Westerton Walk, Ardsley and Robin Hood, for Extra Care Housing Delivery and Final Terms of Delivery Agreement', referred to in Minute No. 78 be designated as being 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 appendix contains information relating to the financial or business affairs of a particular person (including the authority holding that information). It is considered that since this information was obtained through one to one negotiations for the property/land then it is not in the public interest to disclose this information at this point in time as this could affect the integrity of the disposal of the property/land. It is considered that the public interest in maintaining the content of the Appendix 1 as being exempt from publication outweighs the public interest in disclosing the information, as doing so would prejudice the Council's commercial position and that of third parties, should they be disclosed at this stage;
- (b) That Appendix 1 to the report entitled, 'Disposal of Site of Former Matthew Murray School', referred to in Minute No. 79 be designated as being 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 appendix contains information which relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the property/land then it is not in the public interest to disclose this information at this point in time as this could affect the

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th October, 2019

integrity of the disposal of the property/land. Also, it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

59 Late Items

There were no late items of business for consideration at this meeting.

60 Declaration of Disclosable Pecuniary Interests

With regard to agenda item 23 (Disposal of Site of Former Matthew Murray School), Councillor Lewis drew the Board's attention to the fact the he was a season ticket holder at Leeds United Football Club (Minute No. 79 refers).

61 Minutes

RESOLVED – That the minutes of the meeting held on 4th September 2019 be approved as a correct record, and that the minutes of the meeting held on 24th July 2019 be approved as a correct record, subject to the correction of a typographical error in the first paragraph of Minute No. 40, 24th July 2019 (Council Housing Growth – Property Acquisitions Programme), to replace '*up to 180 property acquisitions*' with '*circa 150-200 property acquisitions*'.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

62 Cookridge Street Public Realm Proposals and Design Cost Report

The Director of City Development submitted a report which presented proposals regarding the redevelopment of Cookridge Street as a new area of public realm, being brought forward through the opportunity provided by The Leeds Public Transport Investment Programme (LPTIP) Headrow Gateway scheme, and which was in line with the vision and ambition set out within the 'Our Spaces' Strategy.

RESOLVED –

- (a) That the progress which has been made regarding the development of the public realm schemes for Cookridge Street, linked to the delivery of the LPTIP Programme for the Headrow Gateway, be noted;
- (b) That the proposed injection of the S106 contributions of £94,197 be approved, and that approval also be given for the authority to spend of up to £1.7m from the LPTIP programme, S106 and existing public realm feasibility fund within the existing Capital Programme;
- (c) That subject to ongoing consultation with relevant Executive Members as appropriate, it be noted that the Chief Officer for Highways and

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th October, 2019

Transportation will be responsible for the implementation of the resolutions arising from the submitted report.

COMMUNITIES

63 Financial Inclusion Update

Further to Minute No. 130, 19th December 2018, the Director of Communities and Environment submitted a report providing an update on the current financial inclusion projects which were taking place across the city, whilst the report also outlined the significant amount of work which was ongoing in Leeds to both reduce poverty and mitigate its impact on people's lives.

Responding to a Member's enquiry, the Board received further information on the actions being taken to ensure that the accessibility of the service provision in this area was being maximised for all who needed it. Members also noted that 100% of the income received from the Social Inclusion Fund was being invested into this area, with some of it being utilised to support projects which looked to mitigate against the possible harmful effects of gambling.

In conclusion, the Board paid tribute to the officers who continued to undertake the valuable work in this area.

RESOLVED –

- (a) That the significant progress being made and the projects being developed through the partnerships between the Council and the third sector, as outlined in the submitted report, which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation, be noted and welcomed;
- (b) That it be noted that future reports regarding the progress of the Illegal Money Lending Team will be included as part of the annual report to the Executive Board which provides an update on progress regarding financial inclusion and poverty alleviation, rather than as a free standing item;
- (c) That the Board's agreement be given that the future reporting on the Social Inclusion Fund will be considered by the Executive Member for Communities.

64 Domestic Violence and Abuse Progress Report 2018/19

Further to Minute No. 117, 13th December 2017, the Director of Communities and Environment submitted a report which provided details of the work being undertaken and the progress being made across the city in response to domestic violence and abuse, with details of some of the ongoing challenges being highlighted.

Responding to a Member's enquiry, the Board received further detail on the provisions in place regarding the re-housing of victims of domestic violence and abuse, and in which cases victims would qualify for 'statutory homeless'

status. It was noted that the Council also offered a 'sanctuary scheme' which enabled victims and children to stay put if they consider it safe to do so.

In noting the significant increase from 2017 to 2018 in the number of victims being supported who were at high risk of harm from domestic violence, it was acknowledged that although there was a range of socio-economic factors contributing towards this increase, it was highlighted how actions had been taken to reduce underreporting and raise the profile of this agenda.

Responding to a Member's comments regarding the level of criminal prosecutions which had been taken in this area, officers undertook to provide the Member in question with further information on this.

The effectiveness of the Front Door Safeguarding Hub initiative was also highlighted, and the multi-agency approach it took towards addressing this issue.

RESOLVED –

- (a) That the progress made in this area, as detailed within the submitted report, be noted, and that in considering the continued challenges, as highlighted in the submitted report, specifically those detailed at paragraph 5.3, the comments made by the Board during discussion on such matters, be noted;
- (b) That it be noted that the Director of Communities and Environment is responsible for the implementation of the resolutions arising from the submitted report.

ENVIRONMENT AND ACTIVE LIFESTYLES

65 Adapting Parks and Green Spaces for Climate Change

The Director of Communities and Environment submitted a report which outlined the proposed approach being taken in Parks and Countryside for the adaptation of parks and green spaces across the city to help address the effects of climate change and make contributions towards the corporate targets to make Leeds carbon neutral by 2030.

Members highlighted the need to ensure that an effective communications strategy accompanied this initiative, to ensure that the public were made aware of the reasons for taking the proposed actions.

Responding to a Member's enquiry regarding the resource implications of this proposal, it was noted that where appropriate, funding may need to be sought in order to deliver specific improvement projects. A Member also highlighted the importance of the Authority looking to maximise any potential funding opportunities which may be available in this area.

Also in response to a Member's enquiry regarding the provision of staffing resource in this area, it was highlighted that the submitted report was the beginning of the process to set out the Council's ambitions, and specifically, it

was emphasised that appropriate training for officers would be provided where required to ensure the delivery of the new approach.

In acknowledging the importance of Ward Member engagement as part of this process, it was noted that in addition to any liaison with Community Committee sub groups and 'Champions', officers would look to schedule a Member seminar on this issue.

RESOLVED –

- (a) That the approach, as outlined within the submitted report, which looks to adapt and improve parks and green spaces so as to contribute towards the Council's commitment to make Leeds carbon neutral by 2030, be approved;
- (b) That it be noted that the Chief Officer, Parks and Countryside is responsible for the implementation of the resolutions arising from the submitted report;
- (c) That a Member seminar to inform Councillors of the proposals in this area be scheduled.

66 Approval for the design and construction of a scheme to reduce flood risk to properties in Mickletown

The Director of City Development submitted a report which provided an update of the work that had already been undertaken in respect of the scheme to reduce flood risk in Mickletown and which specifically highlighted the flooding issues within the area. Also, the report sought authority to incur expenditure which was required to take the scheme through to completion.

The Board noted a Member's comment that the proposals would be welcomed by the local Flood Group who had been engaged throughout the process.

RESOLVED –

- (a) That authority be provided to incur expenditure of £1,159,000 for a capital scheme to develop a design for a flood alleviation scheme at Mickletown and for the construction of the scheme;
- (b) That the authority required to drawdown the Section 106 contribution to fund the delivery of this scheme, be approved;
- (c) That the necessary authority be delegated to the Director of City Development, to enable the Director to agree authority to spend (ATS) approvals for the scheme, subject to agreement with the Executive Member for Environment and Active Lifestyles.

67 'Get Set Leeds – Local' – Physical Activity Localities project

Further to Minute No. 68, 19th September 2018, the Director of City Development submitted a report which provided an update on the development of the new physical activity ambition as well as presenting an

overview of the Active Leeds, 'Get Set Leeds – Local' project application to Sport England, with the report also seeking support to accept the funding, should the submission be successful.

As part of the introduction to the submitted report, the Board viewed a video which accompanied the initiative, and which looked to promote a conversation about making Leeds a more active city.

A Member highlighted the importance of linking the initiative to the appropriate planning and highways processes in order to look to maximise the delivery of related infrastructure and facilities. Responding to this, emphasis was placed upon the actions which were being taken in this area, with the promotion of the 'Active Travel' agenda being highlighted.

Responding to an enquiry regarding the outcomes which were envisaged, it was noted that the aim of the submitted report, the video and other actions such as liaison with Community Committees was to consult with local communities and Members in order to gain a better understanding of the issues involved and the needs of specific communities so that the initiative could look to respond to them.

Regarding timescales, the Board was advised that it was envisaged that a response from Sport England in relation to the Council's bid would be received by the end of October 2019, with the Chair inviting that the matter be brought back to the Board when the outcome was known.

RESOLVED –

- (a) That the overview of the Sport England project application, as detailed within the submitted report, be noted;
- (b) That the Board's support be provided for the submission of a bid to Sport England for £475k, to develop understanding of locality based approaches to improving levels of Physical Activity;
- (c) That the Board's agreement be given to the delivery of the project commencing before the end of 2019, with the project being delivered over a three year period up until the end of 2022;
- (d) That it be noted that the Head of Active Leeds is the officer responsible for this project.

68 All-Weather Pitch Provision in Leeds and Parklife Programme Update

Further to Minute No. 111, 13th December 2017, the Director of City Development submitted a report providing an update on the progress made regarding the delivery of the proposed Parklife Programme, particularly with regards to the Fullerton Park project, and which noted the interdependency of this scheme with the proposed disposal of land at Brown Lane East (former Matthew Murray school site) to Leeds United Football Club, which is subject to a separate report submitted to this Executive Board (Minute No. 79 refers).

With regard to the proposals for the Woodhall Lane site, emphasis was placed upon the need to ensure that a consultation exercise with the local community was undertaken.

In response to an enquiry regarding the proposals for the Fullerton Park site, assurance was provided in terms of the sufficient levels of car parking provision which would remain on the site, with it also being highlighted that Leeds United FC were currently working on an updated travel plan, which would look to establish a range of more sustainable match day travel arrangements.

RESOLVED –

- (a) That the progress made with the development of the Parklife Programme to date, be noted;
- (b) That the selection of the four shortlisted Parklife sites, as contained within the submitted report, be approved;
- (c) That approval be given to the principle that the funding for the City Council's financial contribution for Fullerton Park will be funded as part of the Capital Programme, to be agreed in February 2020, with approval also being given to the proposal that a detailed Design and Cost Report will be presented to Executive Board in due course;
- (d) That approval be given to authorise the ongoing design progression at the Woodhall Lane and Green Park Parklife projects, with it being noted that the match funding for the City Council's contribution for the Parklife projects at these sites will be considered as a pressure as part of the Capital Programme report in February 2020;
- (e) That the Director of City Development, in discussion with the Executive Member, be authorised to support the submission of planning applications for Fullerton Park and Woodhall Lane Parklife projects, based upon the facilities mix, as contained within the submitted report;
- (f) That it be noted that the Director of City Development and the Director of Communities and Environment are responsible for the delivery of the programme.

HEALTH, WELLBEING AND ADULTS

69 Leeds Drug & Alcohol Strategy & Action Plan 2019-2024

The Director of Public Health submitted a report which presented the updated Leeds Drug & Alcohol Strategy and Action Plan 2019 – 2024 for the purposes of the Board's approval.

As part of the introduction to the report, the Executive Member for Health, Wellbeing and Adults extended her thanks to organisations such as 'Forward Leeds' and others for the key role that they played in supporting those with drug and alcohol issues across the city.

Members considered the proposed main outcomes from the 2019-2024 Action Plan and Strategy when compared with its predecessor, with it being highlighted that although the focus of the refreshed outcomes remain similar, the delivery of provision was constantly being reviewed to ensure that the most effective intervention was provided. The positive recovery rates which had been achieved in this area were also highlighted.

With regard to a Member's enquiry regarding drug related crime and disorder, officers undertook to provide the Member in question with further data in this.

RESOLVED –

- (a) That the Leeds Drug and Alcohol Strategy and Action Plan 2019-2024, as appended to the submitted report, be approved;
- (b) That the proposed governance arrangements for the strategy, as detailed within the submitted report, be noted, with the Board specifically noting the connections made to key partnerships, including Safer Leeds and the Children and Families Trust Board;
- (c) That it be noted that the officer responsible for the implementation of such matters is the Chief Officer/Consultant Public Health, Adults and Health.

CHILDREN AND FAMILIES

70 The Leeds – Kirklees Children's Services Improvement Partnership and next steps in sector led improvement

The Director of Children and Families submitted a report providing an update on the Kirklees – Leeds Improvement Partnership, and which set out the current position in respect of Leeds' continued role in the area of sector led improvement.

In response to a Member's enquiry, officers undertook to provide the Member in question with information on the other Local Authorities judged as 'requiring improvement' by Ofsted that Leeds was to support.

Responding to a Member's comment and in reviewing the performance of the Children and Families directorate in Leeds during the period of the improvement partnership with Kirklees, it was highlighted that during this time Ofsted reviewed its rating of Leeds from 'Good' to 'Outstanding'.

With regard to the peer led process generally, emphasis was placed upon the value for money it could provide, and how potentially this model could be more widely utilised across the public sector, with reference being made to the NHS.

In terms of the lessons learned from this exercise, the Board noted that further consideration would need to be given to ensuring that robust arrangements were in place to mitigate against any associated risks, with specific reference

being made to ensuring sufficient capacity always remained at a leadership level, so as to continue to ensure that any involvement in such partnerships was not at the detriment to the services provided in Leeds.

In conclusion, it was requested that Leeds' experiences in this area be relayed to the Local Government Association in support of the sector led approach, in order to contribute towards related reviews and so that it could be used as a case study to demonstrate the benefits of the model.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That Leeds' experiences in this area be relayed to the Local Government Association in support of the sector led approach, in order to contribute towards related reviews and so that it can be used as a case study to demonstrate the benefits of the model.

LEARNING, SKILLS AND EMPLOYMENT

71 Local Government and Social Care Ombudsman report on the provision of suitable education for a child absent from school due to anxiety

The Director of Children and Families submitted a report which provided the outcomes arising from a recent Local Government and Social Care Ombudsman report and which also provided the Board with assurances regarding the actions which had been taken by the Council in response to this matter.

In presenting the submitted report, it was highlighted by the Executive Member for Learning, Skills and Employment that the matter was scheduled to be considered by the Scrutiny Board (Children and Families) at its next meeting, however, it was suggested by the Executive Member that it returns to the Scrutiny Board in the new year to provide Scrutiny with an opportunity to review the progress being made on the recommendations for improvement. It was also requested that details of the actions taken in response to the associated recommendations be submitted to Executive Board in due course.

RESOLVED –

- (a) That the report of the Local Government and Social Care Ombudsman, together with the recommendations for improvement, as appended to the submitted report, be noted;
- (b) That it be noted that the Deputy Director for Learning, Children and Families, is responsible for ensuring that all actions agreed in response to this matter are completed;
- (c) That in noting that the matter is scheduled to be considered by the Scrutiny Board (Children and Families) at its next meeting, it be recommended that the matter returns to the Scrutiny Board in the new year in order to provide Scrutiny with the opportunity to review the progress being made on the recommendations for improvement, and

that details of the actions being taken in response to the associated recommendations be submitted to Executive Board also, in due course.

72 Exclusions, Elective Home Education and Off-rolling

The Director of Children and Families submitted a report which presented data regarding patterns of exclusions and elective home education in Leeds over the past three years, and the progress being made in this area, with particular reference to permanent exclusions. The report also outlined the work that would be undertaken through the '3A's Strategy' to work with schools to reduce exclusions and to improve outcomes for children and young people.

In presenting the report, the Executive Member for Learning, Skills and Employment proposed that in addition to sharing the data contained within the submitted report with both the Department for Education and the Children's Commissioner, all schools be contacted with the aim of the Council working in partnership with them to protect the most vulnerable children and young people.

Members welcomed the submitted report and the approach being taken to bring the fact based information to the Board's attention, to enable the Council to provide challenge in this area.

Responding to a Member's specific enquiry, officers undertook to provide the Member in question with further information regarding the issue of elective home education.

Members highlighted the statutory responsibilities of the Local Authority in this area, and the need to ensure that the Council continued to fulfil its role as required. As such, it was requested that further reports be submitted to the Board on such matters, as appropriate.

Responding to Members' comments, the Board received further details of the range of ongoing actions being taken by the directorate to monitor and address the issues highlighted within the report.

RESOLVED –

- (a) That the information contained within the submitted report, together with the recommendations in the Timpson Review (as detailed at Appendix 2) and the issues raised by the Children's Commissioner in her report "Skipping School: Invisible Children - How children disappear from England's schools", as referenced in the submitted report, be noted;
- (b) That it be noted that the Children and Families directorate will produce an annual report on the issue of exclusions and elective home education;
- (c) That it be noted that the remit for monitoring exclusions and elective home education falls under the Head of Learning Inclusion;

- (d) That the Board's support be provided to the Children and Families directorate as it seeks to drive down the rate of fixed term exclusions across the city and to reduce the average length of time pupils are excluded for;
- (e) That the Board confirms its ambitious expectations towards ensuring that the city's most vulnerable children and young people are not prevented from accessing a full education through any of the methodologies listed in the submitted report;
- (f) That agreement be given for the data contained within the submitted report to be shared with both the Department for Education and the Children's Commissioner, as they both have a clear interest in this issue, and that all schools also be contacted with the aim of the Council working in partnership with them to protect the most vulnerable children and young people;
- (g) That further update reports be submitted to the Board on this matter, as appropriate.

73 Leeds City Council vote in the Leeds Business Improvement District 2020-2025 renewal ballot

Further to Minute No. 10, 26th June 2019, the Director of City Development submitted a report that presented the completed business plan from LeedsBID (Business Improvement District), as appended, for the consideration of Executive Board, in order to inform the recommendation that the Council vote in favour of the renewal of LeedsBID in the upcoming ballot.

RESOLVED –

- (a) That LeedsBID business plan (2020-2025), as appended to the submitted report, which sets out the organisation's plan of delivery in its second term, be noted;
- (b) That approval be given for Leeds City Council, as a BID levy payer, to vote in favour of the renewal of LeedsBID for its second term (2020-2025), based upon the business plan appended to the submitted report, thereby enabling the opportunity for significant investment of circa £15m in Leeds city centre through the activities and themes of LeedsBID;
- (c) That the responsibility for the vote be delegated to the Director of City Development;
- (d) That the Director of City Development be requested to write to LeedsBID to ask for a greater emphasis on supporting the city's 'Leeds 2023' programme as part of their planned activities.

74 Outcome of consultation to establish a new secondary School in East Leeds from September 2021

Further to Minute No. 177, 20th March 2019, the Director of Children and Families submitted a report presenting the outcome of the consultation undertaken regarding a proposal to establish a new 8 form entry secondary free school (1,200 places – 240 pupils per year group) for learners aged 11-16, including a Resourced Provision for young people with Autism Spectrum Condition and Moderate Learning Difficulties. In addition, the report sought permission to launch the competition stage of the free school presumption process in order to identify a preferred sponsor to run the new school. Finally, the report sought a decision to fund delivery of a scheme to create the additional learning places required.

In response to a Member's enquiries, and having noted that the proposals did not include sixth form provision, the Board received details of the current position regarding such provision in the area. Also, the Board received information relating to the ongoing negotiations with relevant parties regarding the potential purchase of the site, with Members requesting that should there be any problems experienced in this area then Board Members be informed as appropriate.

With regard to the development of education provision to accommodate demand arising from the East Leeds Extension, officers undertook to provide the Member in question with a briefing on the actions being taken in this area, with a request being made that a further report be submitted to the Board on such matters in due course.

RESOLVED –

- (a) That the outcome of the consultation undertaken on the proposal to establish a new 8 form entry (1,200 place – 240 pupils per year group) secondary free school for pupils aged 11-16, including a Resourced Provision for young people with Autism Spectrum Condition and Moderate Learning Difficulties, within the boundary of a 2.7 hectare parcel of unused land close to Torre Road and Trent Road, from September 2021, be noted;
- (b) That the commencement of a free school presumption process, be approved, under the terms set out in the Education and Inspections Act 2006 (section 6a), allowing the Local Authority to launch a competition seeking to identify a preferred sponsor to run the new free school;
- (c) That provisional approval be granted for authority to spend (ATS) £25-30m in order to deliver the proposed new free school;
- (d) That it be noted that the implementation of the proposal is subject to funding being agreed, based on the outcome of further detailed design work and planning applications, as indicated in section 4.4.2 of the submitted report, and that the proposal has been brought forward in time for places to be delivered for 2021;

- (e) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems;
- (f) That a further report be submitted to the Board in due course regarding the work being undertaken to develop education provision to accommodate demand from the East Leeds Extension.

75 Outcome of consultation on the expansion of East SILC onto two additional sites

The Director of Children and Families submitted a report presenting the outcome of a consultation exercise undertaken regarding a proposal to expand generic specialist school provision at East SILC (Specialist Inclusive Learning Centre) – John Jamieson at two new additional sites, creating an additional 150 places, with a proposal of 50 primary places at the Oakwood building and 100 secondary places at the former Shakespeare site.

RESOLVED –

- (a) That the publication of a Statutory Notice on a proposal to permanently expand specialist provision at East SILC – John Jamieson by a combined total of 150 additional places, accommodated across two new additional sites, with effect from January 2020, be approved;
- (b) That it be noted that the implementation of such proposals is subject to funding being agreed based upon the outcome of further detailed design work, as indicated at section 4.4.1 of the submitted report;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

76 Approval to Spend for the Learning Places Programme 1FE Permanent Expansion at Cockburn John Charles Academy

The Director of Children and Families and the Director of City Development submitted a joint report presenting details of a proposed expansion at Cockburn John Charles Academy. Also the report sought provisional 'Approval to Spend' for the high level budget, in order to undertake the related works, as detailed.

In noting that the school was currently operating under a PFI contract, and in response to a Member's enquiry, officers undertook to provide the Member in question with details of any fees which would be incurred as a result of the proposals.

RESOLVED –

- (a) That capital expenditure be authorised for the 'provisional sum' of £2,278,732 from Capital Scheme number 33178/JCA/000 for the construction work and associated fees to facilitate a permanent increase of the Published Admission Number by 30 pupils at Cockburn John Charles Academy, with the 'provisional sum' including the value for the main hall expansion as detailed within the submitted report, the interim solution as approved via a previous Design and Cost Report,

legal costs for all parties, ICT related costs and a client held contingency commensurate with a project of this complexity;

- (b) That it be noted that a subsequent Design and Cost Report / Tender Acceptance Report will be submitted following the design freeze and final confirmation of budget requirements;
- (c) That the implementation of a City Council Change under the PFI contract with Investors in the Community (Leeds Schools) Limited for the works at the Cockburn John Charles Academy School PFI building, be noted, together with the requirement to approve the entering in to of any associated documentation including without limitation a deed of variation (if required), with the relevant authority being provided to the Head of Service, Learning Systems to enable the Head of Service to review and approve any such documentation;
- (d) That the programme dates, as identified in section 3.2 of the submitted report in relation to the implementation of the Board's resolutions, be noted;
- (e) That it be noted that the lifecycle and maintenance allowance, under the Unitary Charge, will increase as a consequence of the works detailed within the submitted report, with it also being noted that the increase will reflect the changes in additional catering / cleaning staff and the associated 'life cycling', as identified in the terms of the existing PFI contract. This value however will be the responsibility of the academy and is a 'straight through charge' that will not burden the authority;
- (f) That it be noted that the officer responsible for the implementation of such matters is the Head of Projects and Programmes.

RESOURCES

77 Improving Air Quality in the City (Clean Air Zone update)

Further to Minute No. 15, 26th June 2019, the Director of Resources and Housing and the Director of City Development submitted a joint report which presented the outcomes from the recent Statutory Consultation exercise undertaken on several areas regarding the Clean Air Zone (CAZ) and as a result, sought approval of specific consequential amendments which were required for certain elements of the CAZ Charging Order. The report also provided a progress report on both the implementation of the CAZ, including an update on the 'go-live' date, confirmed progress on the distribution of financial support to affected sectors and provided an update on other air quality measures which continued to be progressed.

Members discussed the proposed road signage which was to be used for the Clean Air Zone (CAZ). It was noted that although there was no flexibility around the signage given that it was provided by the Department for Transport, it was emphasised that a communications campaign needed to be

put in place, especially with the most affected industries, to raise awareness of the CAZ and its associated branding.

RESOLVED –

- (a) That the outcome of the Statutory Consultation exercise, as detailed within the submitted report, be noted, and that the resulting amendments to the Charging Order as detailed within the submitted report and as follows, be approved:-
- The creation of a local Specialist Heavy Goods Vehicle exemption and “qualifying criteria”;
 - The widening the scope of sunset periods in the taxi and private hire sector, to include out-of-town vehicles;
 - The extension of the Wheelchair Accessible Vehicle (WAV) sunset period to 2028; and
 - The making of formal amendments to the Leeds Clean Air Zone Charging Order arising from the outcome of the consultation process.
- (b) That the implementation progress update, as detailed within the submitted report, and the revised ‘go-live’ date of no earlier than 1 July 2020, be noted;
- (c) That regarding the consultation feedback in relation to setting the future emissions standard at zero in 2028, it be noted that it is the intention to consider this matter at the first CAZ annual review.

78 Disposal of land located on Westerton Walk, Ardsley and Robin Hood, for Extra Care Housing delivery and final terms of Development Agreement

Further to Minute No. 131, 19th December 2018, the Director of City Development, the Director of Adults and Health and the Director of Resources and Housing submitted a joint report seeking approval to dispose of a Council owned site on Westerton Walk in Ardsley and Robin Hood Ward, to facilitate the development of new Extra Care Housing in support of the ‘Better Lives Programme’. Specifically, approval was sought to sell the land to the recommended Consortium at the less than best purchase price, as identified in Appendix 1 to the submitted report, which had been designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3).

In her capacity as a local Ward Member for Ardsley and Robin Hood Ward, the Executive Member for Climate Change, Transport and Sustainable Development welcomed the proposal.

Following the consideration of Appendix 1 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 the sale of the subject land to the Consortium, as identified within exempt Appendix 1 to the submitted report, at a less than best purchase price and on the terms as detailed, be approved;
- (b) That it be noted that the Director of City Development, in consultation with the Executive Member for Resources, will progress with the disposal of the subject land;
- (c) That in principle approval be given to the final terms of the Development Agreement for use on all Package One sites, as detailed in exempt Appendix 1 to the submitted report;
- (d) That approval be granted to enter into the Development Agreement with the Consortium;
- (e) That agreement be given for any subsequent amendments to the terms of the disposal to be delegated to the Director of City Development, to enable the Director to approve such matters under the scheme of officer delegation, in consultation with the Executive Member for Resources;
- (f) That it be noted that following a successful procurement exercise, the Director of Resources and Housing has entered into an agreement with the Consortium, under the necessary delegated authority, in respect of delivering Package One: *Extra Care Housing for Older People contract DN336766*;
- (g) That the use of s106 commuted sums, as previously allocated by Executive Board, be noted.

79 Disposal of Site of former Matthew Murray School

Further to Minute No. 80, 18th October 2017, the Director of City Development submitted a report which sought approval to the provisionally agreed Heads of Terms for the freehold disposal of the Matthew Murray site, which would facilitate Leeds United Football Club's (LUFC) proposals to relocate its training facilities and the Leeds United Foundation (LUF) and Academy facilities back into the heart of the city and the Elland Road environment.

Responding to a Member's enquiry, the Board received an update on the current position regarding the remaining term of LUFC's current lease at the Thorp Arch site and the relationship between this and the proposals regarding the use of the Matthew Murray School site.

Members discussed the current position regarding what facilities the club intended to relocate to the Matthew Murray site, with it being highlighted that further clarity was required in this area. In response, it was noted that such matters could be picked up as part of the ongoing negotiations with the club.

With regard to the commitment of the club around the support it was proposing

to provide for the benefit of the local community as part of this relocation, it was requested that further discussion be held with the club in order to enable such commitments to be confirmed in writing.

With regard to how the proposals would potentially affect the Thorp Arch site, a request was made that relevant Ward Members be kept informed of developments.

In conclusion, the Board was assured that the Executive would be kept up to date with developments on such matters, as appropriate.

Following the consideration of Appendix 1 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, and in taking into consideration all of the matters raised during the discussion on this item, it was

RESOLVED –

- (a) That the disposal of the Council's freehold interest in the Matthew Murray site, for use as a training facility for LUFC to Greenfield Investments (a wholly owned company of the owner of LUFC), on the draft terms as set out in exempt Appendix 1 to the submitted report, be approved;
- (b) That the approval of the final disposal boundary and terms, including that relating to part of the playing fields of the Ingram Road Primary School and any requirement by Highways England, be delegated to the Director of City Development, with the concurrence of the Executive Member for Resources and, where applicable, the Head Teacher of Ingram Road Primary School;
- (c) That it be noted that the receipt from the disposal of the Matthew Murray site has already been ring-fenced to the Consolidation Schools Programme;
- (d) That it be noted that a separate report is being presented to this Executive Board regarding the 'Parklife Project', which is proposed on Council owned land at Fullerton Park adjacent to LUFC's stadium, which provides for associated training facilities.

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

80 Best Council Plan Annual Performance Report - Looking Back on 2018/19

The Director of Resources and Housing submitted a report presenting a year-end review which looked back on performance during 2018/19 with regard to the delivery of the Best Council Plan.

The '*What we set out to do*' and '*How did we perform?*' commentary for each Best City Priority was welcomed.

RESOLVED – That the Best Council Plan 2018/19 Annual Performance Report, as submitted, be received, and that the progress made during 2018/19 in delivering the ambitions and priorities set out in the Best Council Plan, as detailed in the submitted report, be noted.

81 Financial Health Monitoring 2019/20 – Month 4

The Chief Officer (Financial Services) submitted a report which presented the Council's projected financial health position for 2019/20 as at Month 4 of the financial year, detailed proposals identified by the Director of Children and Families to address the projected directorate overspend and which sought approval of a proposed release from the Council's General Reserve.

In noting that Veolia had failed to meet agreed recycling targets and as such there may be an obligation on Veolia to pay a penalty to the Local Authority subject to DEFRA's agreement (Department for Environment, Food and Rural Affairs), a Member made an enquiry about how such a potential sum would be invested. In response, it was noted that discussions with relevant parties were ongoing and that once further clarity had been received, officers undertook to ensure that Executive Members would be fully briefed on such matters prior to any proposals being progressed.

RESOLVED –

- (a) That the projected financial position of the authority, as at Month 4 of the financial year, as detailed within the submitted report, be noted;
- (b) That the proposals identified by the Director of Children and Families to address the projected overspend, as reported to the Board in July 2019 and as detailed within the submitted report, be noted;
- (c) That the release of £1m from the General Reserve, be approved in order to take advantage of record low interest rates, and to create savings for the Medium Term Financial Strategy, with it being noted that the officer responsible for the implementation of this resolution is the Chief Officer (Financial Services) and that the release from the reserves will be actioned before the next reporting period.

DATE OF PUBLICATION: FRIDAY, 20TH SEPTEMBER 2019

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 27TH SEPTEMBER 2019

Environment, Housing and Communities Consultation on Leeds Parks and Green Spaces Strategy to 2030

Summary Note of the Working Group Meeting 30 September 2019

Introduction

1. On 12 September 2019 the Environment, Housing and Communities Scrutiny Board received a report in relation to the Consultation on Leeds Parks and Green Spaces Strategy to 2030.
2. In order to allow members to have a more detailed discussion of the paper than time allowed it was agreed that the matter would be discussed by a working group with an invitation extended to all Board members.
3. This meeting was held on 30 September 2019 with Sean Flesher (Chief Officer, Parks & Countryside) and Emma Trickett (Senior Project Manager, Communities & Environment) in attendance.
4. This summary note sets out the key issues raised at the board. The proposals made by members for officer consideration are included in the table below.

Summary of key issues

Climate Change

5. Members acknowledged the important role of public green spaces in the development of a strategic response to the city's declared climate emergency.
6. Improving the natural environment, promoting biodiversity and contributing to greater carbon storage through tree planting were areas of particular interest to members.
7. Members sought clarification of the distinction between local, regional and pan-northern tree planting initiatives, and considered how new woodlands would be managed. An update on the amount of new woodlands planted in Leeds this year was welcomed.
8. It was suggested that the planned consultation should highlight to consultees that there will be changes to how their community space may look in future in order to achieve ambitions around mitigating the impacts of climate change.

Recreational Use of Green Spaces

9. Whilst recognising the significance of climate change within the developing vision for Parks and Green Spaces, members also stressed the importance of recognising the value of those spaces within sustainable communities for recreational, health and wellbeing purposes.
10. Plans to consult with councillors about individual green spaces in their wards were noted. Members discussed the need to retain playing fields and manage green areas for community use within their individual localities.

11. Reassurance was sought and received in regard to the new Parks and Green Spaces Strategy being consistent with the city's Playing Pitch Strategy, and vice versa.
12. The working group considered shared use of green spaces including the implications for other users of an increasing number of professional dog walkers and sought clarification about the ability of parks' staff to easily communicate with colleagues in the wider organisation.

Planning

13. The establishment and maintenance of green spaces and woodland areas was discussed in relation to new housing developments. The Board reiterated the need to ensure that better account is taken of the community need for green space in the planning of new housing developments – both in terms of the needs of those living there to access recreational space and in terms of anticipating potential concerns in years to come with, for example, maturing trees on the boundaries of developments.
14. The need for organisational consistency was highlighted in relation to the prioritisation of green spaces and tree planting within the planning process from its earliest stages.

Strengths and constraints of the service

15. Members were keen to highlight the success of the Parks and Countryside department and felt greater prominence should be given to the awards and recognition received in relation to the work of the service.
16. Board members highlighted the skills, dedication and enthusiasm of parks staff.
17. It was further suggested that the paper includes some analysis of success in relation to securing funding bids and monies leveraged into the city as a result of working in partnership with local groups of volunteers.
18. Further consideration was given to practical constraints on the ability of the service to deliver the aspirations for Parks and Green Spaces that may be reflected in consultation responses.
19. The Chair proposed that more explicit budgetary information was provided for consultees, setting out potential sources of funding. It was proposed that the document highlights the implications of changes to the current S106 arrangements and the need for local recipients of development funds, such as parish councils, to contribute funding for the upkeep and development of their green spaces.

Links to Other Plans and Strategies

20. Members were keen to understand the 'plan on a page' approach to community green spaces and welcomed the planned engagement with community groups, who have already showed considerable interest in the future development of parks and green spaces in their areas.
21. The need for consistency with other corporate plans and strategies was acknowledged as is illustrated by the diagram set out on page 5 of the current Parks and Green Spaces strategy. Those plans and strategies of particular interest to members included the Biodiversity Action Plan, Playing Pitches Strategy and Urban Forest Strategy.

22. The Board noted the need for consistent terminology across different strategies produced by different areas of the organisation. Members requested that terminology in the draft strategy was compared to the Core Strategy, sections G1, G2, G8 and G9.
23. It was suggested that hyperlinks are included in either the consultation document, or a more detailed supporting document, to relevant sections of other key strategies such as the Health and Wellbeing Strategy and the Inclusive Growth Strategy.
24. The potential to engage with CCGs was raised and Board members were informed that further discussion is due to take place with the Director of Public Health.

Green Flag Status

25. Reassurance was sought in relation to the impact of proposed changes on the ambitions to achieve and sustain Green Flag awards at parks throughout Leeds.

Equality of Access

26. Officers outlined the timeline for consultation and the main consultation events planned, including engagement with Community Committees.
27. It was noted that consideration needs to be given to how best to engage with those who are digitally excluded. It was suggested that the consultation could be promoted via the library service, including in areas receiving a mobile library service.
28. It was suggested that ward members could play a role in disseminating information to groups they engage with locally to help target those who may not be digitally engaged.

Consultation Document

29. Members suggested the consultation should provide more clarity about the scope of its remit and, equally, what is beyond its remit.
30. The links to the Culture Strategy were considered with members proposing that more information is provided about the need to share space in parks on occasions in order to enable the wider events programme to go ahead.
31. The working group requested that question 3 on the draft questionnaire was expanded to 'parks' rather than 'park', and asked for the inclusion of a broad question about the views of consultees on parks they currently use.
32. It was suggested that an extra question about climate change should be included.

Recommendations

1	Strengthen the emphasis on climate change within the consultation document, including the insertion of an introductory paragraph on the climate emergency.
2	Incorporate the information provided in the Executive Board report 'Adapting Parks and Green Spaces for Climate Change' within the consultation paperwork – potentially within a more detailed supporting paper, signposted within the consultation paper.
3	Include more information about the success of the service – both in terms of awards received and monies leveraged into the city through work with external partners including local volunteers.
4	Include information about budget constraints including the sources of potential funding to deliver the ambitions, which may be reflected in the consultation responses, and the implications of changes to S106 arrangements.
5	Advise consultees on the need to share space on limited occasions to enable the wider events programme to go ahead.
6	Compare the terminology used in the draft documentation with the Core Strategy – sections G1, G2, G8 and G9.
7	Encourage ward members to promote the consultation with local interest groups.

Additional member requests:

- **Cllr Gabriel** requested information about which volunteers rangers have been engaging with in relation to Holbeck Cemetery.
- **Cllr Collins** requested a copy of the Urban Forest Strategy
- **Cllr Khan** requested that officers review the contact details provided outside parks.