



---

## EXECUTIVE BOARD

---

Meeting to be held in Civic Hall, Leeds on  
Wednesday, 14th May, 2008 at 1.00 pm

---

### Councillors

A Carter (Chair)  
R Brett  
J L Carter  
S Golton  
R Harker  
P Harrand  
J Procter  
S Smith

### MEMBERSHIP

K Wakefield  
J Blake \*

R Finnigan

\*non voting advisory member

## CONFIDENTIAL AND EXEMPT ITEMS

The reason for confidentiality or exemption is stated on the agenda and on each of the reports in terms of Access to Information Procedure Rules 9.2 or 10.4(1) to (7). The number or numbers stated in the agenda and reports correspond to the reasons for exemption / confidentiality below:

### **9.0 Confidential information – requirement to exclude public access**

9.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

### **9.2 Confidential information means**

- (a) information given to the Council by a Government Department on terms which forbid its public disclosure or
- (b) information the disclosure of which to the public is prohibited by or under another Act or by Court Order. Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

### **10.0 Exempt information – discretion to exclude public access**

10.1 The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed provided:

- (a) the meeting resolves so to exclude the public, and that resolution identifies the proceedings or part of the proceedings to which it applies, and
- (b) that resolution states by reference to the descriptions in Schedule 12A to the Local Government Act 1972 (paragraph 10.4 below) the description of the exempt information giving rise to the exclusion of the public.
- (c) that resolution states, by reference to reasons given in a relevant report or otherwise, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.2 In these circumstances, public access to reports, background papers and minutes will also be excluded.

10.3 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.4 Exempt information means information falling within the following categories (subject to any condition):

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes –
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

# A G E N D A

Item No K=Key Decision	Ward	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	

Item No K=Key Decision	Ward	Item Not Open		Page No
3			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of those 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.</p>	
4			<p><b>DECLARATION OF INTERESTS</b></p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 13 of the Members Code of Conduct</p>	
5			<p><b>MINUTES</b></p> <p>To confirm as a correct record the minutes of the meeting held on 16<sup>th</sup> April 2008.</p> <p><b><u>CHILDREN'S SERVICES</u></b></p>	1 - 6

Item No K=Key Decision	Ward	Item Not Open		Page No
6			<p><b>RAISING EXPECTATIONS - WHITE PAPER CONSULTATION RESPONSE</b></p> <p>To consider the report of the Chief Executive of Education Leeds briefing the Board on the Government's White Paper 'Raising Expectations: Enabling the System to Deliver' and suggesting how the authority might respond to the consultation.</p>	7 - 32
7 K	Temple Newsam		<p><b>TEMPLE NEWSAM HALTON PRIMARY SCHOOL</b></p> <p>To consider the report of the Chief Executive of Education Leeds on a proposal to carry out capital works and to incur expenditure in respect of a scheme to construct an extension and carry out alterations at Temple Newsam Halton Primary School.</p>	33 - 38
8 K	Calverley and Farsley; Cross Gates and Whinmoor; Garforth and Swillington; Guiseley and Rawdon; Harewood; Kippax and Methley; Roundhay; Temple Newsam; Wetherby;		<p><b>PHASE 3 CHILDREN'S CENTRE PROGRAMME</b></p> <p>To consider the report of the Director of Children's Services updating on the success of phases 1 and 2 of the Children's Centre Programme, outlining the statutory guidance for the planning and delivery of phase 3 of the programme, and providing details of the allocation made to Leeds, the caveats upon the allocation and the outcomes of the consultation work on the location of the final centres. The report also seeks approval for the location of the centres, the order in which they will be constructed and the injection of £3,610,487 into the capital programme to implement the plan.</p> <p><b><u>LEISURE</u></b></p>	39 - 58

Item No K=Key Decision	Ward	Item Not Open		Page No
9			<p><b>LEEDS PUBLIC RIGHTS OF WAY IMPROVEMENT PLAN - CONSULTATION DRAFT</b></p> <p>To consider the report of the Director of City Development proposing the commencement of the twelve week public consultation process for the Leeds Public Rights of Way Improvement Plan.</p> <p><b><u>CENTRAL AND CORPORATE</u></b></p>	59 - 76
10			<p><b>NUMBERING STRATEGY AND GOLDEN NUMBER</b></p> <p>To consider the report of the Assistant Chief Executive (Planning, Policy and Improvement) seeking approval for the development of a new telephone numbering strategy and providing an update on the development of a 'golden number' for customers accessing principal Council services by means of the Corporate Contact Centre.</p>	77 - 84
11			<p><b>LEEDS STRATEGIC PLAN 2008 - 2011: APPROVAL OF LOCAL AREA AGREEMENT RESPONSIBILITIES</b></p> <p>To consider the report of the Assistant Chief Executive (Policy, Planning and Improvement) presenting the draft indicators and targets selected to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan, which also represent the draft Local Area Agreement for Leeds. The report also seeks approval of the draft indicators and targets prior to their submission to the Secretary of State and Full Council as part of the Leeds Strategic Plan.</p>	85 - 118
12		10.4(3) Appendices A&B only)	<p><b>YORKSHIRE COUNTY CRICKET CLUB</b></p> <p>To consider the report of the Director of Resources on consents and variations requested by Yorkshire County Cricket Club in relation to their loan agreement with the Council.</p>	119 - 132

Item No K=Key Decision	Ward	Item Not Open		Page No
13		10.4(3) (appendix 1 only)	<p><b><u>DEVELOPMENT AND REGENERATION</u></b></p> <p><b>ADVERTISING ON LAMP POSTS - PROPOSALS FOR DISTRIBUTION OF INCOME</b></p> <p>To consider the report of the Director of City Development proposing a scheme relating to the distribution of income received from lamp post advertising as described in this report.</p> <p>The appendix to this report is designated as exempt under Access to Information Procedure Rule 10.4(3).</p>	133 - 138
14 K		10.4(3) (Appendices 1&2 only)	<p><b>PROPOSED LEEDS ARENA DEVELOPMENT - SELECTION OF PREFERRED OPERATOR</b></p> <p>To consider the report of the Director of City Development on the selection of the preferred and reserve operators for the proposed Leeds Arena, and seeking authority for the Director of City Development to enter into a legal agreement with the preferred operator (or reserve operator, should the need arise) of the Leeds Arena on the terms contained within the report.</p> <p>Appendices 1 and 2 and associated plans to this report are designated as exempt under Access to Information Procedure Rule 10.4(3).</p>	139 - 156
15	Harewood		<p><b>MAIN STREET, THORNER - OVER 55S ASSOCIATION</b></p> <p>To consider the report of the Director of City Development on discussions which have taken place with the Thorner Over-55's Association and seeking support for the transfer of a 'Community Asset' as a Less Than Best Consideration disposal on the terms recommended within the report.</p> <p><b><u>ENVIRONMENTAL SERVICES</u></b></p>	157 - 164

Item No K=Key Decision	Ward	Item Not Open		Page No
16			<p><b>GRAFFITI STRATEGY</b></p> <p>To consider the report of the Chief Environmental Services Officer seeking approval of a graffiti strategy for Leeds.</p>	165 - 186



# Agenda Item 5

## EXECUTIVE BOARD

WEDNESDAY, 16TH APRIL, 2008

**PRESENT:** Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,  
S Golton, R Harker, P Harrand, J Procter,  
S Smith, K Wakefield and J Blake

Councillor Blake –Non-voting Advisory Member

### 207 Exclusion of Public

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

- (a) Appendix 2 to the report referred to in minute 211 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that disclosure could prejudice negotiations to the effect that there would be potentially increased cost to the Council at public expense and therefore be prejudicial to the public interest.
- (b) The appendix to the report referred to in minute 215 under the Terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information because the information is not publicly available from statutory registers of information kept in respect of certain companies and charities.

To release full details of these matters into the public domain would almost certainly prejudice landowners and the Council's commercial interests as there may be interventions by rival parties at this stage of the land assembly process. In addition, these kind of interventions would lead to serious prejudice to the Council's commercial interests and could damage the process of negotiations with the owners.

- (c) Appendix 1 to the report referred to in minute 221 under the terms of Access to Information Procedure Rule 10.4(5) and on the grounds that the Appendix contains legal advice the disclosure of which prior to the commencement of any legal proceedings may prejudice the Council in progressing the matter and therefore the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### 208 Declaration of Interests

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th May, 2008

Councillor A Carter declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his respective positions on the Outer West ALMO Area Panel and the Strategic Housing Board.

Councillor Brett declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his position on the Affordable Housing Strategic Partnership.

Councillor J L Carter declared a personal interest in the item relating to 'Council House Building' (Minute 217) due to his position on the Affordable Housing Strategic Partnership.

Councillor Smith declared a personal and prejudicial interest in the item relating to the 'Proposed Assembly of Land at Elland Road' (Minute 215) due to the occupation of a Business Unit on the site by a close relative.

Councillor Wakefield declared a personal interest in the item relating to 'Strategies to address Comparative Underachievement in Leeds Schools' (Minute 218) due to being a member of the Learning and Skills Council.

## **LEISURE**

### **209 Roundhay Mansion - Progress Update**

Further to minute 88 of the meeting held on 17<sup>th</sup> October 2007 the Director of City Development submitted a report providing an update on progress with the letting of the Roundhay Mansion as a Restaurant/Function facility and on the proposed evaluation methodology to be used to evaluate bids.

**RESOLVED** – That the progress with the marketing of the Roundhay Mansion be noted and that the evaluation methodology proposed for assessing bids, as outlined in Section 3 of the submitted report, be approved.

### **210 Minutes**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> March 2008 be approved.

## **CENTRAL AND CORPORATE**

### **211 ICT "Applications Infrastructure"**

The Director of Resources submitted a report on a proposed ICT Software Applications Infrastructure strategy and associated governance arrangements and a proposed strategic partnership with Microsoft for the future provision, development and deployment of the Applications Infrastructure components.

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

#### **RESOLVED –**

- (a) That Microsoft and Microsoft approved partners be selected as the strategic partners of Leeds City Council for the development and

deployment of the 'One Council' Applications Infrastructure as defined in Appendix 1 to the submitted report.

- (b) That all business requirements that have a potential ICT element be directed through Corporate ICT Services, who, in partnership with the particular business area concerned will decide on what is the best value technology solution to meet those requirements.

## **212 Equality and Diversity Scheme 2008-2011**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report on a proposed new single Equality and Diversity Scheme incorporating the Council's race, disability and gender equality schemes.

### **RESOLVED –**

- (a) That the report be noted and that the Equality and Diversity Scheme 2008-2011 as attached at appendix 1 to the report be approved.
- (b) That the Equality and Diversity Scheme be referred to Overview and Scrutiny Committee for consideration, with Overview and Scrutiny Committee being requested to monitor progress of the scheme against the action plan.

## **213 Progress Report on the PPP/PFI Programme in Leeds**

The Deputy Chief Executive submitted a report providing a 6 monthly update on progress of the authority's PPP and PFI projects and implementation of the governance framework.

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

## **214 Access to Counsel's Opinions**

Further to minute 166 of the meeting held on 8<sup>th</sup> February 2008 the Assistant Chief Executive (Corporate Governance) submitted a report in response to recommendation 2 in relation to the availability of Counsel's advice to the public as contained in the report of the Scrutiny Board (Culture and Leisure) in regard to their enquiry into the decision of this Board to erect fencing at Wharfemeadows Park, Otley.

**RESOLVED –** That the response of this Board to recommendation 2 of the Scrutiny Board report be as follows:

"in considering requests for external legal advice contained by the Council to be made publicly available, the Council's Monitoring Officer:

- (a) will apply a presumption in favour of disclosure
- (b) will only reject a request where she is satisfied that, in all of the circumstances of the case, the public interest in disclosure is outweighed by the public interest in maintaining the confidentiality of the advice; and
- (c) will give full reasons for the rejection of any request."

## **DEVELOPMENT AND REGENERATION**

## **215 Proposed Assembly of Land at Elland Road, Leeds**

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th May, 2008

Further to minute 66 of the meeting held on 11<sup>th</sup> September 2007 the Chief Asset Management Officer submitted a report outlining the range of development and regeneration opportunities at Elland Road, and on a proposal to enter into negotiations for the acquisition of land at Elland Road by agreement and, in principle, by use of Compulsory Purchase Powers if the acquisition by agreement is not successful.

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

**RESOLVED** – That approval be given in principle for the acquisition of land identified in the report either by one to one negotiations or entering into partnership agreements for the land around the Elland Road area and, in principle, and subject to a more detailed report to this Board, by use of compulsory purchase powers if the acquisition of the land by such agreements is not successful.

(Councillor J L Carter left the meeting during the consideration of this item in order to avoid any perception of predetermination at such time as this matter may be considered by the West Yorkshire Police Authority, of which he was a member).

(Having declared a personal and prejudicial interest, Councillor Smith left the meeting during the consideration of this matter).

## **NEIGHBOURHOODS AND HOUSING**

### **216 Safer Leeds Partnership Plan**

The Director of Environment and Neighbourhoods submitted a report seeking approval of the Safer Leeds Partnership Plan setting out the strategic outcomes and annual improvement priorities and activities for the next three years.

#### **RESOLVED –**

- (a) That Council be recommended to approve the Safer Leeds Partnership Plan as attached to the submitted report.
- (b) That a further report be brought to this Board on the Council's policy in respect of alcohol abuse with particular reference to sales by telephone order/home delivery and on any controls currently exercised in this respect.

### **217 Council House Building**

Further to minute 131 of the meeting held on 19<sup>th</sup> December 2007 the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made in developing options for building council houses in line with the previous decision.

#### **RESOLVED –**

- (a) That officers be instructed to proceed with the scheme as set out in the submitted report.
- (b) That in order to enable delivery of the scheme the following be authorised:
  - (i) Disposal of the former Waterloo Primary School site at less than best as set out in the report
  - (ii) Disposal of the Evelyn Place and Silver Royd Hill sites as identified in the report on the open market and that first call on the capital receipts, and the payment from the Registered Social Landlord should be to meet the needs of this scheme
  - (iii) Borrowing of up to £1,000,000 through the Housing Revenue Account to meet any shortfall in financing the scheme

### **CHILDREN'S SERVICES**

#### **218 Strategies to Address Comparative Underachievement in Leeds Schools**

Further to minute 182 of the meeting held on 28<sup>th</sup> February 2008 the Chief Executive of Education Leeds submitted a report summarising the strategies employed to target underachieving young people and schools in Leeds, so that the gap in achievement between the most and least successful groups is narrowed.

#### **RESOLVED –**

- (a) That the strategies being employed to address comparative underachievement in Leeds be noted.
- (b) That the programmes and projects in Leeds which focus on underachievement continue to be supported.

#### **219 Academy Protocols**

Further to minute 155 of the meeting held on 23<sup>rd</sup> January 2008 the Chief Executive of Education Leeds submitted a report on the outcome of consultation on the Academy Protocols proposed to inform the City Council's response to requests to establish academies in Leeds and on the proposed development of a corresponding memorandum of understanding to be signed by prospective sponsors, the DCSF and the local authority.

In presenting the report the Executive Member (Learning) referred to the following amendments to the report sought by Education Leeds:

- (i) deletion of the words "and to secure agreement on protocols" from the report
- (ii) deletion of the words "these are captured separately in section annex 4" from paragraph 3.1 of the main report and
- (iii) the deletion of the words "that reflects the contents of annex 4" from recommendation (ii) of the report.

#### **RESOLVED –**

- (a) That the outcomes of consultations to date be noted.
- (b) That Education Leeds and the Assistant Chief Executive (Corporate Governance) be invited to further develop the memorandum of understanding to the submitted report as a document that can be

accepted and signed by representatives of both the DCSF, any prospective academy sponsor in Leeds and the local authority.

- (c) That a further report on the matter be brought to the Board in Autumn 2008.

**220 Expression of Interest to Establish an Academy to Serve the Bramley Area**

The Chief Executive of Education Leeds submitted a report on a proposal to progress an expression of interest into a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.

**RESOLVED –**

- (a) That approval be given to a detailed feasibility and consultation process that will allow a full examination of the issues surrounding the establishment of an academy to serve the Bramley area in inner West Leeds.
- (b) That a further report be brought to this Board in Autumn 2008 that will explain the outcome of this feasibility and consultation process and enable members to come to a final decision on the value of establishing an academy to replace Intake High School and serve the Bramley area in inner West Leeds.

**221 School Admission Appeals Code**

The Assistant Chief Executive (Corporate Governance) submitted a report on the potential to challenge the paragraphs within the School Admissions Appeals Code which currently limit the ability of elected members to represent or act as witnesses for parents who appear before school admission appeals panels.

Appendix 1 to the report was designated as exempt under Access to Information Procedure Rule 10.4(3)

The Assistant Chief Executive (Corporate Governance) reported that since the circulation of the report the Department for Children, Schools and Families had indicated that consultation would be undertaken on a proposal that the paragraphs referred to be withdrawn from the Code and that in the interim Councillors could represent appellants providing that there was no conflict of interest.

**RESOLVED -** That the current situation be noted and that all Admission Appeal panellists be informed of the position.

DATE OF PUBLICATION: 18<sup>TH</sup> APRIL 2008  
LAST DATE FOR CALL IN: 25<sup>TH</sup> APRIL 2008 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday 28<sup>th</sup> April 2008)

**Agenda Item:**

**Originator: Dirk Gilleard**

**Telephone: 3950235**

---

## **REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS**

**EXECUTIVE BOARD: 14 May 2008**

**SUBJECT: Raising Expectations White Paper Consultation Response**

---

### **EXECUTIVE SUMMARY**

#### **PURPOSE OF THE REPORT**

- 1** The purpose of this report is to brief Executive Board on the Government's White Paper, 'Raising Expectations: Enabling the system to deliver' and to suggest how the local authority might respond to the consultation

#### **BACKGROUND INFORMATION**

- 2** This paper outlines the Government's proposals to strengthen the key leadership role of local authorities in the strategic commissioning of 14-19 provision. The proposals could significantly enhance the local authority's capacity to narrow the gap and 'Go up a League' by securing stronger local and regional governance of provision that would deliver the skills needs of the region. However, the commissioning will require careful attention to detail and the proposals in the paper are complex. The consultation provides local authorities with the opportunity to press for appropriate devolution of powers to localities and sub-groups of local authorities to deliver effectively.

#### **RECOMMENDATIONS**

- 3** Executive Board are invited to comment on the attached initial response to the consultation, note the early work on sub-regional co-ordination and to request an update in October 2008

## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 14 May 2008

SUBJECT: Raising Expectations White Paper Consultation Response

<p><b>Electoral Wards Affected:</b></p> <p><b>ALL</b></p> <p><input type="checkbox"/> Ward Members consulted (referred to in report)</p>	<p><b>Specific Implications For:</b></p> <p>Equality &amp; Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
--	--

Eligible for Call-in

Not Eligible for Call-in  
(Details contained in the Report)

### 1.0 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to brief Executive Board on the Government's White Paper, 'Raising Expectations: Enabling the system to deliver' and to suggest how the local authority might respond to the consultation.

### 2.0 BACKGROUND INFORMATION

2.1 This consultation document and precursor to legislation follows the Prime Minister's statement to Parliament on the Machinery of Government on 28 June 2007 that funding for 16-18 education and training would be transferred from the LSC to local authorities.

2.2 As this is a White Paper, there is unlikely to be much movement on the core principles but the consultation provides an opportunity to inform some of the detail.

2.3 The consultation focuses on:

- new 16-19 arrangements, particularly the transfer of funding to local authorities and raising the participation age of those in learning to 18 by 2015 (primarily sponsored through DCSF and its agencies)



- post 19 learning and skills, primarily sponsored by DIUS

2.4 Responses are required by June 9 2008 through completion of a 22 question booklet (Appendix 1 to this report). Members may wish to consider including a covering letter as well.

Overall, the White paper strengthens the key leadership role of local authorities, particularly in strategic commissioning of provision. However, the commissioning, re-commissioning and decommissioning of provision will require careful attention to detail and the proposals in the paper are complex. The consultation provides local authorities with the opportunity to press for appropriate devolution of powers to localities and sub-groups of local authorities to deliver effectively.

### 3.0 **MAIN PROPOSALS**

3.1 The consultation states 'we will need clear local leadership and a single point of local accountability for the whole of the 14-19 phase of learning'. The key elements are identified as:

- a clear role for local authorities to commission provision to meet the needs of young people;
- an operating system in which local authorities can commission the provision that is needed;
- a performance management system which ensures that the system raises standards for young people;
- a funding model which ensures that money reaches providers appropriately; and
- a plan for managing the transition from the present to the future

#### **Local authorities commissioning provision**

3.2 The Government states that for local authorities to lead the system they need to be given clear responsibility for commissioning provision and for ensuring all young people are able to access their learning entitlements. Authorities will have to:

- analyse demand from young people,
- ensure that choices are informed by good information, advice and guidance
- understand the shifting pattern of demand
- assess the performance of provision locally, and
- Work with schools, colleges and other providers to identify the best way of filling gaps and promoting quality.

3.3 To do this, the local authority will develop a commissioning plan as part of the Children and Young People's plan and as part of the integrated regional strategy for economic development. The plan will provide the basis for funding to flow to institutions. Local authorities will be funded according to the agreed plan for the institutions which are in their area – not according to the residency of young people.

3.4 The Government states that local authorities will be expected to work together in their commissioning to ensure that every young person has access to the provision they need within reasonable travelling distance; that is, in their 'travel-to-learn area'. Local authorities should work together on the planning and commissioning for learners with learning difficulties and/or disabilities (LLDD)

## Operational models for commissioning

- 3.5 The Government suggests that the model adopted should be characterised by:
- A clear requirement to deliver a national curriculum and qualifications entitlement for all young people.
  - Clear levers to commission provision, expand good provision and remove poor provision
  - Coherence for providers so that the model does not distract from the task of educating and training young people.
  - A national funding formula. This will ensure that providers receive comparable rates for comparable provision
  - Budgetary control at each level, to ensure that commissioning takes place within the limits of what can be afforded.
- 3.6 The preferred model of the DCSF is one in which:
- Local authorities will be expected to collaborate in formal groups, generally at a sub-regional level, to consider the coherence of plans across a wider area and agree commissioning decisions.
  - Local authorities would come together by Government Office region informally to consider whether the plans taken together are consistent with one another and meet all the needs of young people and the region.
  - This would not preclude authorities from forming sub-regional groupings which sit across the regional boundaries. These informal regional groups would be chaired by the Regional Development Agency (RDA) and local authorities
  - Sub regional groupings would be supported by a new national Young People's Learning Agency (YPLA) and include representation from the DIUS sponsored new national Skills Funding Agency (SFA) and Government Office. These groups would check affordability within the regional budget, and quality assure provision at a regional level
  - The Young People's Learning Agency will provide an indicative budget for a region; help to resolve issues where a group of authorities cannot reach agreement and secure overall budgetary control. In addition, the YPLA would provide consistent data to support local authorities to carry out their commissioning duties. They would manage national and regional contracts for providers that operate across the whole country or provide highly specialised services. The YPLA would be a non-departmental public body with representation from stakeholders, including local authorities, on its governing body.
- 3.7 Within this model there will be differing degrees of collaboration between local authorities and there should be formal progressive devolution of responsibility as groups of local authorities demonstrate sufficiently robust arrangements are in place to manage this.
- 3.8 The Secretary of State will reserve powers to intervene via the YPLA if necessary. In practice, the Government anticipates that in the time it takes to pass the legislation, all local authorities that wish to, should be able to demonstrate that they have formed a coherent grouping. DCSF will assist local authorities in building their capacity.

- 3.9 Sixth Form Colleges will be defined as a distinct legal category for the first time. A college should be deemed to be a Sixth Form College if it predominantly caters for students aged 16-19 and it is designated as a Sixth Form College by the Secretary of State.
- 3.10 The Government expects that the key differences in the system between the position of Sixth Form and FE Colleges will be a closer relationship between Sixth Form Colleges and their home local authority and a single commissioning and performance management relationship with that authority. Local authorities that have one of the 37 juvenile custodial establishments in their area will be responsible for commissioning their learning provision.

### **Management of the system**

- 3.11 The Government's proposals are clear that whilst institutions will retain responsibility for their own performance, authorities will be able to expand, cease and reorganise provision. There will be intervention where there is serious underperformance.
- 3.12 The system will be supported by effective data, shared efficiently. The Government will explore with learners how a more responsive system can be created, including more learner feedback on courses. The national funding formula will include an element for success rates, i.e. the proportion of young people completing their courses and achieving qualifications. There will be a clear consistent framework for assessing performance which is common across all providers of education and training for young people and adults.
- 3.13 The home local authority will have the lead responsibility for improving quality and raising standards in relation to School Sixth Forms and Sixth Form Colleges, but the local authority would need to work through the DIUS Skills Funding Agency in relation to FE Colleges. School Improvement Partners (SIPs) will continue to hold performance discussions with School Sixth Forms on behalf of local authorities.
- 3.14 The Government will review the 16-19 organisation principles published in 2004. 16-19 competitions will be brought into line with school competitions, managed by the local authority, to make them more flexible. A similar requirement will be extended to processes establishing all publicly funded schools with sixth forms, including Academies.

### **Funding**

- 3.15 The Government proposes to build on the current Learning and Skills Council (LSC) approach for a national funding formula.
- 3.16 The Young People's Learning Agency would provide indicative budget allocations at the start of the commissioning process. Final budgets will be based on the commissioning plans agreed. As part of the process of moderating plans between authorities, local commissioning plans will be aggregated in relation to each provider, so that it is clear what will be bought from each provider. Once final budgets are confirmed, they will flow to local authorities to fund the institutions, in their areas as a 16-18 grant alongside the Dedicated Schools Grant.
- 3.17 The Government would like to extend the way that 16-18 learning provision is

funded to the 14-16 age range to drive a 14-19 sector. This is part of the schools funding review.

- 3.18 The Department intends to bring Sixth Form Colleges within the scope of Building Schools for the Future (BSF), so they can be part of securing the area-wide entitlement. It suggests that the Young People's Learning Agency would hold the 16-19 capital pot in future, transferred from the LSC. It would create new 16-19 places in support of commissioning decisions. The regional planning groups would be a source of advice to the Young People's Learning Agency.

### **Implementation**

- 3.19 The Government plans to legislate at the earliest opportunity so that the transfer of funding to local authorities could be implemented in the academic year 2010/11, with the new system fully in place from September 2010. A move to a 14-19 funding formula, if agreed, would be implemented from the start of the 2011-12 financial year.
- 3.20 The Government wants to put in place a shadow structure, within the current legislative framework, in which local authorities take on greater responsibility and begin to lead the commissioning process locally. Local authorities should begin work in conjunction with local LSC staff to plan provision from September 2008, with arrangements fully in place by September 2009. Formal duties would transfer to local authorities in 2010.
- 3.21 The Young People's Learning Agency will carry out the national functions that the LSC does now.
- 3.22 The National Apprenticeship Service (NAS) will be established from April 2009, under the wing of the Skills Funding Agency of DIUS. Local authorities will undertake needs analysis of placements, which NAS will then commission. The full shadow system would therefore be in place by September 2009 to manage the commissioning of learning for the 2010-11 academic year.

### **Reforming the post 19 skills system**

- 3.23 Part 2 of the White Paper describe reforms to the post-19 skills system leading to a demand-led system to align adult education and training with employers.
- 3.24 The creation of a new Skills Funding Agency (SFA) will come into being when the Learning and Skills Council ceases to exist (in autumn 2010). The SFA will:
- route most of its funding to providers in direct response to customer choices through 'Train to Gain' and 'Skills Accounts'
  - intervene where FE colleges fail to deliver;
  - manage the incentive structure to encourage FE colleges to respond to customer need;
  - manage the National Apprenticeship Service, the new adult advancement and careers service and the National Employer Service;
  - be a next steps agency accountable directly to the Secretary of State for Innovation, Universities and Skills
  - continue to commission provision to support local, informal opportunities for learning and for learners with learning difficulties and/or disabilities.

## 4.0 **MAIN ISSUES**

- 4.1 The commissioning approach proposed in the White Paper needs to be set in the context of wider Children's Services commissioning. The transfer of responsibilities from the LSC is in line with earlier decisions to transfer the Connexions services to children's trust arrangements as part of the establishment of integrated youth support services and targeted youth services. The Government clearly sees this 16-19 initiative, (particularly with the reference to wider 14-19 commissioning) as part of this overall approach.
- 4.2 The Council, as the children's services authority, needs to take a strategic approach in terms of the types of new partnerships and federations that may be formed around schools and within local communities to provide an appropriate range of services.
- 4.3 Locality approaches are likely to be an increasing feature of children's trust arrangements and commissioning. Local partnerships already exist among groups of secondary schools, FE colleges and work based learning providers to deliver new 14-19 pathways.
- 4.4 It is not clear how the proposed model in the White Paper (whereby commissioning of FE provision will be at a sub-regional level) will fit easily into this typically more locally based commissioning. Although it is acknowledged that travel to learn considerations do play a part in overall demand for FE provision, the majority of 16-19 provision by general FE colleges in Leeds is to students resident in Leeds; this is even more markedly so in terms of 14-16 provision.
- 4.5 It would therefore seem more sensible, to concentrate the bulk of commissioning at 14-19 local partnership level and ensure this adds up to delivering the 14-19 entitlement across the city. The White Paper, however, is unclear whether commissioning decisions involving FE can be taken locally or whether the entire picture has to be first determined at sub-regional level. This does seem problematic and not properly in line with the consultation paper's statement that "we will need clear local leadership and a single point of local accountability for the whole of the 14-19 phase of learning".
- 4.6 The reform of the LSC is an opportunity to bring the strategic planning, funding, and performance management and quality assurance of 14-19 within a single accountable body (the local children's services authority). The proposals in the White Paper leaves:
- 16-19 capital partly with a national agency (where there are implications for FE college infrastructure) and partly with the children's services authority (schools and sixth form colleges).
  - quality assurance partly with a national agency (the new skills agency in terms of standards of provision at FE colleges) and with the children's services authority (for post-16 provision in schools and sixth form colleges).
  - funding as a direct commissioning and de-commissioning link with the children's services authority in terms of 14-19 provision in schools and sixth form colleges.
- 4.7 However, in terms of services commissioned from the FE sector, it creates a confusing split between commissioning decisions (collectively made at sub-

regional level) and the funding (re-aggregated from sub-regional level to host authority level for onward transmission to the college).

## **5.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

5.1 The White Paper has far reaching implications for the local authority's role in providing strategic leadership of the 14-19 agenda and how it works with other local authorities in the region to secure each learner's entitlement and improve outcomes. The proposals could significantly enhance the local authority's capacity to narrow the gap and 'Go up a League' by securing stronger local and regional governance of provision that would deliver the skills needs of the region.

## **6.0 LEGAL AND RESOURCE IMPLICATIONS**

6.1 As more detail emerges, officers will assess the legal and resource implications of these proposals. However, it is clear that the local authority will need to systematically plan to develop its capacity to deliver on this agenda.

6.2 As shadow arrangements need to be determined between September 2008 and January 2009, and progress on such matters will be a key consideration of the new Young People's Learning Agency in determining whether FE commissioning can be delegated down to the sub-region, it is important that Directors of Children's Services across the sub-region liaise over a co-ordinated way forward.

6.3 A meeting of Directors of Children's Services for Yorkshire and Humberside has been convened in order to start to look at these matters.

6.4 The local authority should liaise closely with the Learning and Skills Council West Yorkshire with regard to current resources deployed to manage the demand analysis, data collection and funding models for post-16 provision.

6.5 Finally, it is essential that the strategy groups the Government requires to be set up (e.g. 14-19 Strategy Group) properly align with the overall children's trust arrangements. The same will also have to be true for any commissioning body for 14-19 work.

## **7.0 RECOMMENDATIONS**

Executive Board are invited to comment on the attached initial response to the consultation, note the early work on sub-regional co-ordination and to request an update in October 2008

# Raising Expectations: enabling the system to deliver

(Joint DCSF/DIUS consultation)

## Consultation Response Form

The closing date for this consultation is: 9 June 2008

Your comments must reach us by that date.

department for  
**children, schools and families**



**THIS FORM IS NOT INTERACTIVE. If you wish to respond electronically please use the online or offline response facility available on the Department for Children, Schools, and Families e-consultation website (<http://www.dcsf.gov.uk/consultations>).**

The information you provide in your response will be subject to the Freedom of Information Act 2000 and Environmental Information Regulations, which allow public access to information held by the Department. This does not necessarily mean that your response can be made available to the public as there are exemptions relating to information provided in confidence and information to which the Data Protection Act 1998 applies. You may request confidentiality by ticking the box provided, but you should note that neither this, nor an automatically-generated e-mail confidentiality statement, will necessarily exclude the public right of access.

**Please tick if you want us to keep your response confidential.**

Name

Organisation (if applicable)

Address:

If your enquiry is related to the policy content of the consultation you can contact James Addy on:

Telephone: 0207 925 6209

e-mail: [James.Addy@dcsf.gsi.gov.uk](mailto:James.Addy@dcsf.gsi.gov.uk)

If you have a query relating to the consultation process you can contact the Consultation Unit on:

Telephone: 01928 794888

Fax: 01928 794 311

e-mail: [consultation.unit@dfes.gsi.gov.uk](mailto:consultation.unit@dfes.gsi.gov.uk)



Please tick the box that best describes you as a respondent.

<input type="checkbox"/> Young person (under 18)	<input type="checkbox"/> Parent or carer	<input type="checkbox"/> Adult learner
<input type="checkbox"/> Teaching staff	<input type="checkbox"/> Professional working with young people	<input type="checkbox"/> Headteacher/college principal/leader of educational institution
<input checked="" type="checkbox"/> Local authority	<input type="checkbox"/> School	<input type="checkbox"/> General Further Education College
<input type="checkbox"/> Private sector organisation	<input type="checkbox"/> Sixth Form College	<input type="checkbox"/> Voluntary and community sector organisation
<input type="checkbox"/> Tertiary College	<input type="checkbox"/> Work-based learning provider	<input type="checkbox"/> Large employer
<input type="checkbox"/> Small or medium-sized employer	<input type="checkbox"/> Other (please specify)	

Please Specify:

## Chapter 2: Local authorities commissioning provision to meet the needs of young people

1 Do you agree that transferring funding from the LSC to local authorities to create a single local strategic leader for 14-19 education and training is the right approach?

Yes

No

Not Sure

Comments:

We believe that the local authority should be the key strategic leader but we question the extent to which the proposals achieve this for FE.

## Chapter 3: Operational models for commissioning

2 Do you agree that the model we have proposed for transferring funding to the local authority is the best way to give local authorities effective powers to commission, to balance the budget, create coherence for providers and retain the national funding formula?

Yes

No

Not Sure

Comments:

Transferring funding is the right way to increase the strategic role of the LA but, the arrangements described are unlikely to achieve this effectively

Do you agree that there is a need for:

3 a) Sub-regional groupings of local authorities for commissioning?

Yes       No       Not Sure

Comments:

The great bulk of commissioning can be done within the LA but, sub regional groups will help in relation to travel to learn and the margins of FE delivery which crosses LA boundaries

3 b) Authorities to come together regionally to consider plans collectively?

Yes       No       Not Sure

Comments:

But, further reasoning is needed for co-chairing by the RDA

3 c) A slim national 14-19 agency with reserve powers to balance the budget and step in if needed?

Yes

No

Not Sure

Comments:

4 Do you agree that we have described the way that these bodies would function in broadly the right way? Is the balance of responsibilities between them right?

Yes

No

Not Sure

Comments:

It is unclear what criteria the new agency will use to determine whether we can operate sub-regional and/or LA level commissioning of FE provision.

5 Do you agree that there is a need for a single local authority to lead the conversation with each provider?

Yes

No

Not Sure

Comments:

There is some ambiguity in the document. We believe the LA should lead for the FE colleges in the LA but, we should respect the autonomy of colleges so they can hold consultations with other LAs about needs and provision

6 Do you agree with the proposed approach for Learners with Learning Difficulties and/or Disabilities?

Yes

No

Not Sure

Comments:

We welcome this and wonder why the same approach is not being adopted for all learners

7 a) Do you agree that local authorities should be responsible for commissioning provision for young offenders in custodial institutions?

Yes

No

Not Sure

Comments:

7 b) Do you favour the 'host' funding model, or the model where 'home' authorities are charged?

Host

Home

Not Sure

Comments:

We are keen to retain responsibility for our young people

7 c) Are there planning or legislative levers other than funding systems which would create the right responsibilities and incentives to promote the best outcomes for this group of young people?

Yes

No

Not Sure

Comments:

The priority is to go for a simple model that works

#### Chapter 4: Management of the system

Do you agree with:

8 a) Proposals to ensure that informed learner choices should be a key part of shaping the system?

Yes

No

Not Sure

Comments:

This is why a more localised model is essential

8 b) The proposed approach to a common performance management framework based on the Framework for Excellence?

Yes

No

Not Sure

Comments:

This will need closer examination

9 Do you agree with the proposals for managing changes to 16-19 organisation and adjusting the arrangements for 16-19 competitions and presumptions?

Yes

No

Not Sure

Comments:

Leeds has agreed a protocol for working with academies to ensure coherent approaches to planning post-16 provision across all providers. We suggest this should be a requirement.



## Chapter 5: Funding

Are you content with the proposals:

10 a) To retain a national funding formula based closely on the existing one?

Yes       No       Not Sure

Comments:

To minimise the impact of transitional arrangements and ensure this extends on a common basis for all providers

10 b) For funding to flow to institutions on the basis described?

Yes       No       Not Sure

Comments:

There needs to be a national tariff for pathways. LAs should be funded to commission the provision needed

11 Would you support a move to a single national 14-19 funding system?

Yes

No

Not Sure

Comments:

12 Do you agree with the proposals for capital funding?

Yes

No

Not Sure

Comments:

LA have liability but without the capital resource to deploy in the development of finely tuned local provision

## Chapter 6: Implementation

13 Do these proposals about timescale and transition appear reasonable?

Yes

No

Not Sure

Comments:

The timetable is challenging but, reasonable given the urgency

## Chapter 7: Reforming the post-19 skills system to secure better outcomes for adults

14 Do you agree with the proposal to create a new Skills Funding Agency to replace the Learning and Skills Council post-19?

Yes

No

Not Sure

Comments:

15 Do you agree with the proposed role of the Agency?

Yes

No

Not Sure

Comments:

However, we are concerned about the Agency being the sole source of interventions pre 19.

The Agency needs to be effectively connected to local Skills Boards

### Chapter 8: Funding and commissioning

16 Do you agree with the funding and commissioning role proposed for the Skills Funding Agency?

Yes

No

Not Sure

Comments:

This is the basis on which funding should work for LAs too

17 Do the proposals in this chapter reflect the right balance of strategic commissioning and individual customer choice?

Yes

No

Not Sure

Comments:

### Chapter 9: Sponsorship of the FE system

18 Do you agree with the proposals on performance management and the performance intervention role of the Skills Funding Agency?

Yes

No

Not Sure

Comments:

See comments Q15

19 Have we got the right approach to sponsorship of the FE sector as a whole?

Yes

No

Not Sure

Comments:

There is a risk that proposals will make FE colleges distant from the collaborative arrangements needed to deliver in localities. Is this the first step in a transition which sees FE colleges delivering only adult education?

#### **Chapter 10: An integrated system: other functions of the Skills Funding Agency**

20 Do you agree that each of the functions in this chapter should be performed by the Skills Funding Agency?

Yes

No

Not Sure

Comments:

**Chapter 11: An integrated system: how the Skills Funding Agency fits into the wider skills landscape**

21 Do you agree with this description of the wider skills landscape within which the Skills Funding Agency will operate?

Yes

No

Not Sure

Comments:

See Q 19

22 Have you any further comments?

Comments:

Thank you for taking the time to let us have your views. We do not intend to acknowledge individual responses unless you place an 'X' in the box below.

**Please acknowledge this reply**

Here at the Department for Children Schools and Families we carry out our research on many different topics and consultations. As your views are valuable to us, would it be alright if we were to contact you again from time to time either for research or to send through consultation documents?

Yes

No

All UK national public consultations are required to conform to the following standards:

1. Consult widely throughout the process, allowing a minimum of 12 weeks for written consultation at least once during the development of the policy.
2. Be clear about what your proposals are, who may be affected, what questions are being asked and the timescale for responses.
3. Ensure that your consultation is clear, concise and widely accessible.
4. Give feedback regarding the responses received and how the consultation process influenced the policy.
5. Monitor your department's effectiveness at consultation, including through the use of a designated consultation co-ordinator.
6. Ensure your consultation follows better regulation best practice, including carrying out a Regulatory Impact Assessment if appropriate.

Further information on the Code of Practice can be accessed through the Cabinet Office Website: <http://www.cabinetoffice.gov.uk/regulation/consultation-guidance/content/introduction/index.asp>

**Thank you for taking time to respond to this consultation.**

Completed questionnaires and other responses should be sent to the address shown below by 9 June 2008

Send by post to: Consultation Unit  
Area 1A  
Castle View House  
East Lane  
Runcorn  
Cheshire  
WA7 2GJ

Send by e-mail to: [Raisingexpectations.ENABLINGTHESYSTEM@dcsf.gsi.gov.uk](mailto:Raisingexpectations.ENABLINGTHESYSTEM@dcsf.gsi.gov.uk)



**Report of:** The Chief Executive of Education Leeds

**To:** Executive Board

**Date:** 14 May 2008

**Subject:** Templenewsam Halton Primary School

## Executive Summary

### 1. Purpose

This report seeks the approval of the Executive Board to access 100% of a proposed capital receipt arising from the sale of the Victorian stone annexe building at Templenewsam Halton Primary School in order to invest in the scheme to extend the main school building. This report also seeks approval to proceed with the works (to extend the Templenewsam Halton School building) and to incur the necessary capital expenditure.

### 2. Main Issues and Options

Templenewsam Halton Primary School has an admission number of 60 plus a school based nursery. The school is full and there is no likelihood in a reduction in the number of children for the foreseeable future. The school operates in two buildings, main school and a remote grade 2 listed stone annexe which dates back to 1842. This building is structurally sound but does have many defects in terms of general condition and being a remote building has the added complications that a split site brings to a school. The matter of the annexe building has featured in the school's OFSTED inspection when inspectors said, "Although the school tries hard to make best use of the isolated Victorian building to meet Educational demands of the 21<sup>st</sup> century, this listed building has outgrown its use and conditions are unsatisfactory. The annexe presently houses a library, the computer suite for the whole school and two classrooms.

The works which are the subject of this report, will allow the Annexe to be released for sale by providing alternative accommodation through an extension of the main Templenewsam Halton Primary School building, to include a new nursery, two classrooms and a shared atria link. (The existing nursery will then be converted by the school into a new computer suite and resources library.) It is proposed that these works are initially funded from the Education Capital Programme in advance of the capital receipt being realised. This is in line with the existing capital receipts policy where the first call on the future capital receipt will be the reimbursement of agreed costs incurred in re-providing new facilities.

### 3. Recommendations

Members of the Executive Board are requested to:

- a) Approve the access of 100% of the capital receipt arising from the sale of the Victorian stone annexe building at Templenewsam Halton Primary School;
- b) Approve the design proposals in respect of the scheme to extend the main Templenewsam Halton Primary School building;
- c) Authorise expenditure of £850,000 from capital scheme number 14748/000/000.

**Report of:** The Chief Executive of Education Leeds

**To:** Executive Board

**Date:** 14 May 2008

**Subject:** **Design & Cost Report**

**Scheme Title**      **Templenewsam Halton Primary School**

**Capital Scheme Number**      *14748/000/000*

<p><b>Electoral Wards Affected:</b>          Temple Newsam</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity      <input type="checkbox"/></p> <p>Community Cohesion      <input type="checkbox"/></p> <p>Narrowing the Gap      <input checked="" type="checkbox"/></p>
--	--

Eligible for Call In     

Not Eligible for Call In  
 (Details contained in the report)     

**1.00 Purpose of this Report**

1.01 The purpose of this report is to:

- a) Seek approval for the access of 100% of the capital receipt arising from the sale of the Victorian stone annexe building at Templenewsam Halton Primary School for investment in the main school building;
- b) Seek approval for the design proposals in respect of the scheme to extend the main school building;
- c) Authorise expenditure of £850,000 from capital scheme number 14748/000/000; and

**2.00 Background Information**

2.01 Templenewsam Halton Primary School has an admission number of 60, plus a school based nursery. The school is full and there is no likelihood of a reduction in the number of children for the foreseeable future.

2.02 The school operates in two buildings, Main School and a remote Grade 2 listed stone annexe which dates back to 1842. This building is structurally sound but does have many defects in terms of general condition and being a remote building has the added complications that a split site brings to a school. The

matter of annexe building has featured in the school's OFSTED inspection when inspectors said, "Although the school tries hard to make best use of the isolated Victorian building to meet demands of the 21<sup>st</sup> century, this listed building has outgrown its use and conditions are unsatisfactory." The annexe presently houses a library, the computer suite for the whole school and two classrooms.

- 2.03 It is proposed that the capital receipt from the sale of the Annexe be accessed to fund extension works to the main building. However, as this will not be realised until after the works have been completed, Education Leeds Capital Projects Board has approved temporarily funding these works from the Education Capital Programme. When the capital receipt is realised, this will be injected into the Education capital programme for reinvestment in the Education estate. Should a surplus of funds arise as a result of the investment requirements of Templenewsam Halton Primary School costing less than the value of the capital receipt, this will be retained by the City Council in accordance with the Council's current capital receipts policy.

### **3.00 Design Proposals / Scheme Description**

- 3.01 The works at Templenewsam Halton Primary consists of an extension to the main building to provide the necessary accommodation to replace that presently provided by the annexe building.
- 3.02 The scheme will consist of 396m<sup>2</sup> of new construction containing a 52 place nursery unit with its own entrance cloakroom, toilets, mini kitchen and laundry / sluice room, two new classrooms and a shared atria breakout space. Both classrooms will incorporate their own entrance/cloaks space and have a sink and storage and the new atria breakout space will link these classrooms with the nursery and existing classrooms. The scheme also involves the relocation and incorporation of an existing single temporary classroom which will be attached to the new building and clad in brickwork to match.
- 3.03 The new build will all be of traditional construction with a steel frame and brick/block walls under a shallow pitch roof. The design of the building and materials used will be similar to those in the current building to ensure a seamless join between new and old accommodation.
- 3.04 The existing nursery will be converted by the school into a new IT suite / resources library to replace the facilities presently housed in the annexe.
- 3.05 The City Council's Strategic Design Alliance has been appointed to carry out all pre and post tender design and supervision works and it is proposed to tender the scheme on a design and build basis.

### **4.00 Consultations**

- 4.01 This scheme has been the subject of consultations with Education Leeds officers, the school and the governing body. The scheme proposals have been approved by the Education Leeds Capital Projects Board.

## **5.00 Implications for Council Policy and Governance**

These works will contribute to the following themes outlined in the Vision for Leeds 2004-2020.

### Cultural Life:

To enhance and increase cultural opportunities for everyone.

To develop talent.

### Enterprise and the Economy

To contribute to the development of a future healthy skilled workforce.

### Environment City

Provide a better quality environment for our children.

### Harmonious Communities

Contribute to tackling social, economic and environmental discrimination and inequality. To make sure that children and young people have a healthy start to life.

### Health and Wellbeing

Contributing to the protection of people's health and support people to stay healthy.

### Learning:

Contribute to the development of equal educational achievement between different ethnic and social groups.

Improving numeracy, literacy and levels of achievement by young people throughout the city.

Make sure that strong and effective schools are at the heart of communities.

Promote lifelong learning to encourage economic success, achieve personal satisfaction and promote unity in communities.

### Thriving Places

Actively involve the community.

Improve public services in all neighbourhoods

Regenerate and restore confidence in every part of the city.

## **6.00 Legal and Resource Implications**

### **6.01 Programme**

6.02 The strategic programme for the proposed scheme is as follows:

Tenders out: 19 May 2008

Tenders in 25 June 2008

Start on Site 4 August 2008

Practical Completion 13 February 2009

## **7.00 Scheme Design Estimate**

- 7.01 Estimated costs for this scheme have been determined by qualified quantity surveyors based on an approved costing system, using the first quarter of 2008 as the base date for the cost estimate
- 7.02 The estimated construction cost of the project is £ 763,860 which equates to an average of approximately £ 1,929 per m<sup>2</sup>. Design fees and associated planning and building regulation costs are estimated at £ 86,140. This report seeks approval to expend these amounts.

## 7.00 Capital Funding and Cash Flow

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MAR 2007 £000's	FORECAST			
			2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's
LAND (1)	0.0					
CONSTRUCTION (3)	0.0					
FURN & EQPT (5)	0.0					
DESIGN FEES (6)	0.0					
OTHER COSTS (7)	0.0					
<b>TOTALS</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Authority to Spend required for this Approval	TOTAL £000's	TO MAR 2007 £000's	FORECAST			
			2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's
LAND (1)	0.0					
CONSTRUCTION (3)	763.9			744.8		19.1
FURN & EQPT (5)	0.0					
DESIGN FEES (6)	84.9		27.5	35.0	15.5	6.9
OTHER COSTS (7)	1.2			1.2		
<b>TOTALS</b>	<b>850.0</b>	<b>0.0</b>	<b>27.5</b>	<b>781.0</b>	<b>15.5</b>	<b>26.0</b>

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MAR 2007 £000's	FORECAST			
			2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's
Modernisation SCE (R) (in advance of Cap Rec)	850.0		27.5	781.0	15.5	26.0
Total Funding	850.0	0.0	27.5	781.0	15.5	26.0
<b>Balance / Shortfall =</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Parent Scheme Number :** 14748/000/000  
**Title :** Templenewsam Halton Primary School

- 7.00 In the long term this scheme will be funded from the capital receipt arising from the sale of the Templenewsam Primary School Victorian stone annexe building. In advance of the capital receipt being realised, it will be funded temporarily from Modernisation funding allocations, as follows;

Capital scheme no. 01001 Modernisation All Schools SCE R      £159,900  
 Capital scheme no. 12043 Modernisation Primary SCE R      £690,100

## 8.00 Revenue Effects

- 8.01 Any additional revenue costs arising from the proposed scheme will be managed within the school budget share.

## **9.00 Risk Assessments**

9.01 Operational risks will be addressed by effective use of CDM regulations, close supervision with the contractors and continual liaison with the school.

## **10.00 Recommendations**

10.01 The Executive Board is requested to:

- a) Approve the access of 100% of the capital receipt arising from the sale of the Templenewsam Halton Primary School Victorian stone annexe building.
- b) Approve the design proposals in respect of the scheme to extend the main school building;
- c) Authorise expenditure of £850,000 from capital scheme number 14748/00/000; and



## Report of the Acting Chief Officer for Early Years and the Youth Service to Executive Board

**Date:** 14<sup>th</sup> May 2008

**Subject:** Phase 3 Children's Centre Programme

**Electoral Wards Affected:**

Roundhay, Wetherby, Harewood  
Crossgates and Whinmoor, Temple  
Newsam, Garforth and Swillington,  
Kippax and Methley, Guiseley and  
Rawdon, Calverley and Farsley

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

### EXECUTIVE SUMMARY

1. Leeds has successfully commissioned 49 Children's Centres in Phase 1 and 2 of the Children's Centre Programme. All phase two centres will be open by August 2008 and will provide integrated early education, childcare and family support services to localities in super output areas in the lowest 30% across the nation. Many of the 49 centres are located on school sites and a mixed economy of maintained, private and community sector partners provide services. The Comprehensive Spending Review has allocated funding sufficient to support the leadership, service quality, outreach and family support capacity of the centres. A background paper provides more detailed information on the development of the phase 1 and 2 programme
2. The final phase of the children's centre programme will be delivered between 2008-11. Leeds has been allocated £3.6 million over three years to build at least nine children's centres in more advantaged areas and localities not 'reached' by the 49 centres constructed by August 2008 in phase 1 and 2 of the programme.
3. This report provides Executive Board with the outcomes of detailed work and consultation on the location of the final children's centres in Leeds. It seeks approval to inject £3,610,487 into the capital programme to build at least nine centres in those localities and in the order specified in the report

## **1.0 Purpose Of This Report**

- 1.1 The purpose of this report is to update Executive Board on the success of the phase 2 and 3 children's centre programme that has opened and designated 49 centres on time and within budget
- 1.2 The report outlines the statutory guidance for the planning and delivery of the phase 3 children's centre programme, detail of the allocation made to Leeds, the caveats upon these allocations and the outcomes of the consultation work on the location of the final centres.
- 1.3 The report seeks approval for the location of the centres, the order in which they will be constructed and to inject £3,610,487 into the capital programme to implement the plan

## **2.0 Background Information**

- 2.1 By August 2008 Leeds will have opened and designated 49 children's centres, 23 in phase 1 of the programme from 2003 – 06 and 26 in phase 2 of the programme within budget and on time. The capital spend to deliver the centres in phase 1 and 2 has exceeded £20 million. A number of centres have won or been nominated for prestigious architectural awards and two have been deemed outstanding in all areas by Ofsted. The 49 centres provide almost 3000 integrated early education and childcare places and have a reach of 30,000 families. More detailed information about centres opened can be found in appendices 1 and 2. A background paper highlighting issues the local authority has resolved with construction, governance, funding, sustainability and outreach is attached as appendix 3 of this report.
- 2.2 The statutory guidance for the planning and delivery of the phase 3 children's centres programme was issued by the DCSF in the summer of 2007. Leeds have been allocated £3.6 million over three years to build at least nine children's centres. The phase 3 programme differs from the earlier phases in a number of important ways. The capital funding allocation has been phased over three years, Local Authorities can carry underspend forward in year one and two but can only draw down on the allocation in annual installments. As a result of this the programme will need to be phased carefully. The Department for Children, Schools and families (DCSF) has reduced the scope of the core offer to be provided and removed the emphasis on building on school sites as a default position. Copies of the DCSF guidance document are available on the DCSF website at [www.surestart.gov.uk/publications](http://www.surestart.gov.uk/publications) reference 00665-2007BKT-EN or in hard copy from the Early Years Service.
- 2.3 The Early Years Service has been working closely with Education Leeds since the publication of the guidance to plot the reach of the current centres and locate those areas where a phase 3 centre should be developed. Since September 2007 extensive consultation had been underway in these localities with the Area Childcare Planning networks and the clusters of Extended Schools to develop locality based plans for implementing phase 3 of the children's centre programme.

## **3.0 Main Issues**

- 3.1 Phase 3 children's centres must offer a range of services reflecting demand in the locality. There must be a hub centre that is staffed and open to provide families with information, support and services. They are not required to provide early education and childcare within the centre, but may do so if demand is sufficient. Outreach



services must be provided and focus upon those pockets of disadvantage that exist in all localities. Support must be provided for childminders in the locality and a range of high quality activities that promote good outcomes for young children and families must be available. There must be quality information services and centres must be linked to Jobcentre Plus to support parents who wish to consider training or employment. Phase 3 centres must also demonstrate access to community health services, including antenatal and the child health promotion programme led and delivered by health visiting teams.

3.2 Between 2008 – 11 the local authority will have the statutory responsibility to open and designate at least nine such children’s centres to complete the children’s centre programme for the city. Careful work with Education Leeds School Organisation team identified the following localities not reached by an existing children’s centre and the number of children within that locality. Based upon this information we recommend the development of ten children’s centres in the following nine localities: Roundhay 2 centres, Boston Spa and villages south, Wetherby and villages west, Crossgates and Manston, Colton and Halton, Garforth, Villages east, Guiseley, Calverley and Farsley. Detailed data for these localities not currently reached by phase one or two children’s centres is attached as appendix 4

3.3 Each of the nine localities identified above have been developing plans to implement the core offer of the phase 3 children’s centres and a real sense of partnership and enthusiasm is growing. As noted earlier the centres must be phased as the capital cannot be drawn down ahead of the year of allocation and revenue funding to support the work of the centres may only be available on designation. The Early Years Service is seeking ways to ensure all localities receive at least two years revenue funding to develop integrated services for children aged 0 to 5 and their families. The need to balance capital spend across refurbishments, extensions or new modular builds must be taken into account. Education Leeds and the Early Years Service recommend that the phase 3 centres be developed in the following order. This recommendation is made with care and mindful that there will be inevitable disappointment. More detailed information about reach, other schools in the planning area, and proposed hub sites where these have been identified is attached as appendix 5

Children’s Centre location and year of capital and revenue allocation

<b>Location</b>	<b>Proposed year of capital works</b>	<b>Proposed year of revenue allocation</b>
Roundhay 1 and 2	1 and 2	1 and 2
Boston Spa and Villages south	1	1
Wetherby and Villages west	2	2
Crossgates and Manston	3	2
Colton and Halton	3	2
Garforth	2	2
Villages east	1	1
Guiseley	3	2
Calverley and Farsley	2	2

#### **4.0 Legal And Resource Implications**

- 4.1 The local authority has a statutory duty to develop and designate at least a further nine children's centres in those more advantaged areas not currently served by a children's centre. The authority must be confident that services can be accessed by all children aged 0 – 5 and their families in the 59 centres that will have been developed in the city by 2011.
- 4.2 The government has announced as part of the 2008 – 11 Comprehensive Spending Review a phased capital allocation to support the centres. The following table shows the phasing of the funding.

<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
£830,964	£1,717,253	£1,062,270

It is anticipated the revenue costs of these centres will be in the region of £1 million per annum. This cost will be met from the Children's Centre Revenue Grant.

#### **5.0 Conclusions**

- 5.1 The information presented in this report and the appendices to the report show how Leeds can deliver the statutory duty referred to in paragraphs 3.2 and 4.1 above. This will require approval to be given to the phased development of a further ten children's centres over the next three years. Capital and revenue funding sufficient to complete the children's centre programme has been allocated as part of the Comprehensive Spending Review for 2008 – 11.
- 5.2 Robust data analysis and consultation in localities, including elected members, has resulted in the development of a phase 3 children's centre implementation plan for Leeds to build an additional ten children's centres

#### **6.0 Recommendations**

- 6.1 Executive Board is asked to approve:
- the Phase 3 Children's Centre Implementation Plan
  - the phasing of the centres as recommended by Education Leeds and the Early Years Service
  - the injection of £3,610,487 into the capital programme to design and construct the phase 3 centres approved.

	CHILDREN'S CENTRE	SCHOOL SITE/ STAND ALONE/ OTHER	NEW BUILD/ REFURBISHMENT	COMMENTS
1	Parklands	Primary School site	Refurbishment	Outstanding Ofsted report Extensive family suite Art studio for children and parents
2	Seacroft	Stand alone Seacroft Grange nursery class integrated	New build	SILC partnership centre
3	East Leeds	Part of ELFLC	Refurbishment	Manages satellite mother and baby unit centre in HM Prison Askham Grange
4	Harehills	Stand alone	New build	Will be adjacent to LIFT development and was built by Millers to a SDA design
5	Chapeltown	Stand alone	Refurbishment and new build	Possibly the largest children's centre in the nation LTH partnership and nursery contained within centre Equality resource Base Supplementary school
6	Windmill	Primary school site	Refurbishment	
7	Hunslet	Stand alone plus 2 Primary Schools	Refurbishment and new build	Large 3 site centre including C of E diocese.
8	Middleton	Stand alone , Primary School, Voluntary sector providers	Refurbishment New build	4 sites Strong partnership working
9	Two Willows	Stand alone	Refurbishment	Outstanding Ofsted report
10	Armley Moor	Stand alone	New build	Part of a large LIFT building providing integrated health services to the locality
11	Bramley	Stand alone	New build	Linked/ adjacent to Sure Start and community centre
12	Burley Park	Stand alone	Refurbishment	First Children's centre to achieve Stephen Lawernce accreditaton

	<b>CHILDREN'S CENTRE</b>	<b>SCHOOL SITE/ STAND ALONE/ OTHER</b>	<b>NEW BUILD/ REFURBISHMENT</b>	<b>COMMENTS</b>
13	Cottingley	Primary School site	Refurbishment	
14	Hawksworth Wood	Primary School site	refurbishment	
15	Hollybush	Primary School site	New build	Partnership with existing Neighbourhood Nursery
16	Ireland Wood	Primary School site	Refurbishment	Voluntary sector led
17	Little London	Primary School site	New build	Built by TCS Award winning design
18	Meadowfield	Primary School site	New build	
19	New Beverley	Primary School site	New build	Award winning design
20	Morley seven Hills	Primary school site	Refurbishment	Phase two locality- completed with underspend from another LA
21	Quarry Mount	Primary School site	Refurbishment New build	
22	Richmond Hill	Primary School site/ stand alone	Refurbishment	Partnership with the C of E Diocese
23	Shakespeare	Primary and High School site	New build	PFI 0 to 19 campus

	<b>CHILDREN'S CENTRE</b>	<b>SITE</b>	<b>BUILD</b>	<b>COMMENTS</b>
1	Meanwood Scott Hall	Stand alone	Refurb	Complete designated
2	Shepherds Lane	Stand alone	Refurb	Satellite centres on school sites Complete designated
3	Rothwell	Stand alone PS site	Refurb Modular build	Complete designated
4	Morley Asquith	School site	extension	PFI build Complete designated
5	Swarcliffe	Stand alone	Refurb	Shared site with Library Complete designated
6	North Seacroft	Stand alone	Refurb/ extension	Complete designated
7	Osmondthorpe	Stand alone PS site	Refurb extension	complete
8	Chapelallerton	Learning Skills centre	New build	Complete designated
9	Alwoodley	PS site	extension	Partnership with C of E Diocese Complete May 2008
10	Carr manor	PS site	Refurbishment	complete
11	Castleton New Wortley	PS site	New build	Complete March 2008
12	Farnley	PS site	Extension	complete
13	Gildersome	PS site	Refurb	complete
14	Headingley	PS site	Modular build	Complete Feb 2008
15	Horsforth	PS site	Refurb	Complete Feb 2008
16	Kirkstall	PS x 2 shared site	Refurb extension	Partnership with RC Diocese Complete Feb 2008
17	Otley	PS site	Extension	Complete May 2008
18	Yeadon Queensway	PS site	Extension	Complete Feb 2008
19	Rodillion	High School site	New build	BSF Complete August 2008
20	Pudsey Southroyd	PS site	Extension Refurb	Complete
21	Pudsey Swinnow	PS site	Modular build	Complete Feb 2008
22	Tingley	PS site	Refurbishment	complete
23	Kippax	PS site	Refurb	complete
24	Gipton North	PS site	Modular build	Complete July 2008
25	Gip[ton South	PS site	Modular build	Complete July 2008
26	City and Holbeck	Stand alone	No work	Complete awaiting procurement of provider

This page is intentionally left blank

## **CHILDREN'S CENTRES IN LEEDS: A BACKGROUND PAPER ON ISSUES THAT HAVE ARISEN DURING THE DEVELOPMENT OF PHASE 1 AND 2 OF THE CHILDREN'S CENTRE PROGRAMME**

This paper aims to update officers and members on the progress to date with phase one and two of the children's centre programme. It will offer a general context and show progress against the four main workstreams for the programme:

- Construction
- Governance
- Funding allocations and sustainability
- Outreach services

This paper supports and provides a background to the Executive Board report on the final phase of the children's centre programme.

### **CONTEXT**

The origins of the national children's centre programme can be found in the government report "Delivering services to children and families: an inter departmental review of childcare" published by the Social Exclusion Unit in November 2002. The findings of this report informed the comprehensive spending review 2004- 06, the publication by HM Treasury of "Choice for parents, the best start for children: a ten year strategy for childcare" in December 2004 and the subsequent Childcare Act 2006. The reports and the statute place a children's centre in every community by 2010 to provide universal, integrated services for children and families with more services provided from those centres located in areas of greatest disadvantage.

Leeds had already opened six children's centres prior to this point, three of which were part of the Early Excellence Centre pilot programme and five of these centres were in the first wave of children's centre designations.

The statutory responsibility for ensuring the development and operation of the children's centre programme rests with the Local Authority under the Childcare Act 2006 and is monitored as a Public Service Agreement. The children's centre programme has been developed in 3 phases:

- Phase 1 was completed in April 2006 providing 23 centres and covering the most disadvantaged areas. 21 of the 23 centres are within SOA in the lowest 10%.
- Phase 2 will be completed in summer 2008 delivering a further 26 centres. These are all within SOA in the 10 – 30 % most disadvantaged localities except for three centres developed in the localities in the lowest 10% not covered by phase 1 of the programme.
- Phase 3 will be developed from 2008- 11 in more advantaged localities and a further 9 or 10 centres will be developed

The core offer of services that must be delivered from phase 1 and 2 children's centres is as follows:

- Integrated early education and childcare for children aged 0 -5 ( 3- 5 phase 2)
- Outreach services to 'reach' a given number of children aged 0-5
- Family support services including health and social care
- Parenting courses that promote family involvement in children's learning, growth and development

- Access to information, advice and guidance on all issues of parenting
- Access to information / training that will promote families entering training and employment

Phase 3 centres will deliver a reduced offer and are not required to provide integrated early education and care unless needed in the locality, but will include outreach and information services and spaces for the delivery of family support and activity.

## **CONSTRUCTION**

### **Phase One**

The phase one children's centre capital allocation for phase 1 in 2004- 06 was £5.6 million. The criteria for location were based on wards within the lowest 20 % on the ODPM index of multiple deprivation. Twenty one of the twenty three centres built are also within the 10% lowest Super Output Areas (SOAs) across the nation. In phase one the capital programme was able to combine funding streams such as LCC capital and asset release, SRB, ESF and Sure Start local programme capital. In total £13.8 million was spent on phase one centres. All centres built within the programme were completed within timescales and budget allocation.

The centres were designed and constructed by a range of agencies and across a wide partnership and contained:

- 10 new builds
- 10 refurbishments
- 3 centres that were a mix of refurbishment and extension
- 13 centres were constructed on school sites
- 6 centres stand alone within a locality
- 1 is located within a family learning centre
- 1 in an NHS LIFT complex
- 2 centres combine school and stand alone sites
- 5 phase one centres are SILC partnership centres
- 3 have been deemed outstanding by Ofsted inspection.

Phase 1 centres are detailed in appendix 1 of the Executive Board Report.

### **Phase two**

The phase two children's centre programme has run from 2006/08 and has spent £7.6 million in the construction or refurbishment of 26 centres. The criteria for location of phase two centres were SOAs in the lowest 30 % across the nation. Three centres completed as part of the phase two programme are located within the lowest 10% across the nation and are more closely aligned to the phase one centre programme.

The programme coincided with a policy emphasis on Extended Schools and Local Authorities were steered towards location on school sites. This had been a priority for Leeds in phase one of the programme.

The construction has been achieved through a working partnership of Education Leeds, Early Years, Learning and Leisure Property Services and the Strategic Design Alliance. There have been few opportunities to combine capital streams in the second phase of the programme and most of the 'quick wins' had been achieved in phase one where the city exceeded targets set in the plan, building an additional 4 centres.



As a result there have been fewer new builds, more refurbishments and small extensions and the centres are smaller overall. The indicative allocation for each centre was £300K, although actual contracts varied across the programme from £34K to £930K. Phase two includes:

- 1 BSF PFI build
  - 17 builds on school sites
  - linked stand alone and school sites
  - 5 stand alone sites
  - 1 centre is located in a family learning centre
- 
- 3 phase two centres are full new builds
  - 8 are refurbishments
  - 5 are extensions
  - 4 are refurbishments with small extensions
  - 5 centres are modular builds.
  - 1 centre required no work

The Phase two centres are detailed in appendix 2 of the Executive Board report.

## **GOVERNANCE.**

The Governance of extended services and children's centres has proved to be a complex issue. Guidance from the Government was promised and delayed on three occasions. That guidance was finally issued in October 2007 by which time 38 clusters of extended schools were in place and more than 30 children's centres open and designated.

To progress this complicated issue the Early Years Service has funded a post within Education Leeds Governors Unit since 2006 to work ahead of Government guidance and offer schools and centres options for sensible and developmental governance.

All children's centres will develop a board of some kind to provide governance and support to children's centre services. The remit of those boards will vary from full delegated powers to acting in an advisory capacity. It is expected that parent users will always form a large proportion of the advisory board and that key local partners from other children's services will play active roles. It is expected that board will mature and assume more responsibilities over time. At this time it is unlikely the boards will have legal status like a governing body.

There are four main governance options for children's centres:

### **1. Stand alone centres that are self governed**

Stand alone children's centres that are separate from schools will have constituted advisory boards, a defined accountable body and partnership links to the cluster of extended services the centre sits within.

*Chapeltown Children's Centre is an example of this. The centre has an Advisory Board including all local partners, those that work on the site and parents who use the centre. LCC Early Years Service is the accountable body. The centre works as part of two clusters of extended schools and very closely with Holy Rosary and St Anne's Primary School.*

## **2. Children’s centres on school sites that are not managed and governed by the school governing body but by a third party.**

Schools may indicate a preference for a partner to develop and manage children’s centre services on the school site. The third party will establish an advisory board or management committee as above with school representation ex officio. A change will be sought to the statutory notice for the school if there is a nursery class on site and the school will be re-designated as a 4 to 11 primary site. The third party will accept responsibility for the early education of children aged 3 and 4. In most cases where this has occurred the school and children’s centre share the same building and a partnership agreement shares the cost.

*Parklands Children’s Centre is an example of this. The centre is located on the Primary School site. The school is designated as a 4 to 11 primary School and the Children’s centre integrates all services for children aged 0 to 5. The Head teacher and chair of the Governing Body support the children’s centre Advisory Board. The children’s centre manager is a co opted member to the Governing Body. The school and centre work together to ensure transitions are smooth and extended services are developed across both sites. The children’s centre is run by the Early Years Service and has been deemed outstanding by Ofsted.*

*Ireland Wood is another example of this. The centre is located on the school site. The school did not have a nursery class. A private provider has come into children’s centre premises to integrate services for children aged 0 to 5. The children’s centre is managed by a Management Committee and the head teacher sits on that committee. The school and centre work together to ensure transitions are smooth and extended services are developed across both sites. The school and children’s centre provision has been deemed by Ofsted as outstanding.*

## **3. Children’s centres on school sites where management and governance is retained by the school either using the community facilities powers or through a partnership arrangement with another body. The school is commissioned by the Local Authority to deliver children’s centre services through a partnership agreement.**

Whenever the school retains management of the children’s centre the governance of the centre is incorporated into the school governing body in some way that is responsible to the Local Authority for the delivery of children’s centre services. Schools and their partners have a number of options that would secure robust governance for the children’s centre on their site and the extended services it will deliver:

- The governing body absorbs the whole responsibility within its existing core role and is accountable to the Local Authority for outcomes
- A children’s centre advisory board is established from the wider stakeholder group but is separate from the school governing body. The advisory board advises and recommends to the governing body on specific responsibilities.
- A children’s centre advisory board is established and integrated into the school governing body
- Children’s centre governance is delegated to a governing body committee.
- Children’s centre governance is delegated to a governing body committee formed through the collaboration of two or more schools in a locality.

- Children's centre governance could be integrated into a federated governing body
- A company limited by guarantee can be established to undertake some or all activities related to the centre. Governors would sit on the Board along with other partners
- Trusts can be commissioned to deliver children's centre services.

Detailed guidance is available to schools on the structures each of these options would require. Support is available from Education Leeds Governors Unit to implement preferred options. We have no current functioning examples of children's centres managed in this way. Most schools operating children's centres from April 2008 will assume responsibility for the development of the children's centre and have indicated preferences for most of the above. No schools are seeking to establish a school company at this time.

#### **4. Children's centres on school sites where management and governance is shared. The school retains the responsibility for early education provision and a partner assumes responsibility for childcare, outreach and family support services**

In partnership centres governance is shared and a partnership agreement apportions the roles and responsibilities of each provider. This is often considered as a first stage in the development of governance and was the way many centres were established whilst waiting for more definitive guidance and governance options. They function on the good will and common purpose of providers and staff teams. After a period of operation this is reviewed and a more straightforward governance option is selected. As a model it does promote close relationships and partnership and the major disadvantage is around the complexity of funding streams and registers. However in the changing world of school governance the number of centres working in this way is likely to decrease.

*Shakespeare Children's Centre is an example of this. The school retain the responsibility for the provision of early education places and provide the leadership for the centre through a children's centre manager who is on the school staff team. The early years service provide integrated childcare and family support services on the site and provide leadership through the appointment of a children's centre daycare manager and family outreach workers. The provision is seamless and the staff teams integrated. The centre is developing a joint Advisory Board with parent users. The centre is busy and represents a successful phase one centre.*

#### **FUNDING ALLOCATIONS AND SUSTAINABILITY**

The funding streams to support the running costs of children's centres are multiple and complex:

- Early education is funded for 2, 3- 4 year olds through age weighted pupil units (AWPU) in schools or Nursery Education Grant in all other settings
- Family support and outreach services are supported through a dedicated children's centre revenue allocation
- More specialist family support, including health and social care services are funded through the core budgets of other agencies/ services or provided through their commissioned services or through other commissioned services
- Childcare is expected to be self supporting with childcare tax credits available for families on modest or low incomes. The current childcare element of Working Tax

Credit (WTC) provides parents up to 80% of all childcare charges up to £175 per week for the first child or £300 per week if there are two or more children.

Head teachers and children's centre managers have agreed a mechanism for the allocation of the dedicated children's centre revenue grant to phase 1 and 2 children's centres which will be paid through the General Sure Start grant and will be reviewed annually. The allocation system has been modelled to be in line with Education Leeds systems and give some resource to all centres and the residue weighted by factors relating to size and locality. Allocations vary from £89K to £144 K per annum in 2008/09.

This ring fenced revenue grant can be used to provide:

- A vulnerable child allowance
- A management allowance
- A quality premium
- A family support allowance

How this funding is spent will be at the discretion of the schools and children's centres, dependent upon local needs but subject to the conditions of the General Sure Start Grant.

## **OUTREACH SERVICES IN CHILDREN'S CENTRES.**

The development of outreach services is part of the core offer of a children's centre. The roles and responsibilities of an outreach worker and how these differ from a more traditional family worker were explored by the 8 Sure Start local programmes over a period of two years in preparation for the integration of the programmes into the children's centres in April 2007.

The family support process recommended by the programmes and adopted in the first 23 children's centres is known as the LOGIC approach. Data is collected against each element. The approach identifies the elements of family work as:

- Leafleting and information- including systematic door knocking in localities
- Outreach- working in homes and other community based venues
- Group work- drop ins, focused sessions, toddler groups to events
- Individual work- support to families where risk is escalating- advocacy
- Courses- parenting courses or courses that support the development of adults including ESOL/ basic skills etc. Increasingly courses provided from children's centres are accredited with the Open College Network by the central Quality Assurance team to support parents to level 2 and 3 qualifications.

Government dedicated funding for this element of the children's centre core offer has doubled for 2008- 11 allowing 2 outreach workers per centre. Thirty three children's centres have opted into the wedge based outreach teams that have developed from the former Sure Start local programmes. Eight centres have chosen to commission voluntary sector agencies to deliver the services. Eight phase two centres on school sites have opted to deliver the service themselves. These numbers may change.

All centres have committed to a joint induction and training process for family outreach workers and a city wide forum to disseminate best practice. The quality assurance of outreach services will be the responsibility of the Local Authority.

### **PHASE THREE CHILDREN'S CENTRES.**

Leeds has an allocation of £3.3 million to construct at least 9 additional children's centres between 2008 /11 in the remaining localities not 'reached' by phases 1 and 2 of the programme.

Sure Start Children's Centre phase three guidance was issued by the DCSF in the summer of 2007. The phase three centres will operate to a reduced core offer. There is no requirement to provide flexible early education or childcare places in the centre and a less proactive family support service role. The centres will provide spaces for the delivery of family support services and activities for families and more of a signpost to services role. However, they will deliver outreach services and be expected to develop as hub extended services sites with staffing to person the centres during core hours. The guidance suggests that a wider range of sites should be considered, including health centres and clinics.

The Early Years Service has worked with Education Leeds to carefully identify the reach of the current children's centres, the localities not served at this time and the numbers of children aged 0 to 5 within those localities.

A full stakeholder consultation process is still underway to identify the best locations for the remaining children's centres and the range of services the community will seek to develop. A timetable is in place that will bring recommendations to Executive Board in May 2008. The report will outline the process, the proposed localities in which centres will be built and the order in which they will be constructed. This briefing paper has sought to provide a wider understanding of the whole programme and how it will provide early intervention and preventative services to all young children and families in Leeds by 2011.

This page is intentionally left blank

**CHILDREN'S CENTRES PHASE 3**

**APPENDIX 4**

<u>LOCATION</u>	<u>WEDGE</u>	<u>PLANNING AREAS SERVED</u>	<u>AVERAGE DEPRIVATION FOR PLANNING AREA</u>	<u>AGE GROUPS</u>					<u>Total</u>
				<u>0-1 yrs</u>	<u>1-2 yrs</u>	<u>2-3 yrs</u>	<u>3-4 yrs</u>	<u>4-5 yrs</u>	
Roundhay	North East	ROUNDHAY	66.6%	422	426	420	388	417	2073
<b>Total Children Served</b>				<b>422</b>	<b>426</b>	<b>420</b>	<b>388</b>	<b>417</b>	<b>2073</b>
Boston Spa/Wetherby	North East	BOSTON SPA WETHERBY	76.30% 81.20%	102 80	91 82	82 94	105 98	110 107	490 461
<b>Total Children Served</b>				<b>182</b>	<b>173</b>	<b>176</b>	<b>203</b>	<b>217</b>	<b>951</b>
Villages North East	North East	VILLAGES NORTH VILLAGES EAST WIGTON/SHA DWELL	82.20% 56.60% 87.00%	98 100 81	112 84 109	106 90 93	113 97 96	133 134 103	562 505 482
<b>Total Children Served</b>				<b>279</b>	<b>305</b>	<b>289</b>	<b>306</b>	<b>370</b>	<b>1549</b>
Crossgates/Manston	East	MANSTON	47.40%	120	94	117	125	109	565
<b>Total Children Served</b>				<b>120</b>	<b>94</b>	<b>117</b>	<b>125</b>	<b>109</b>	<b>565</b>

<u>LOCATION</u>	<u>WEDGE</u>	<u>PLANNING AREAS SERVED</u>	<u>AVERAGE DEPRIVATION FOR PLANNING AREA</u>							<u>Total</u>
			<u>0-1 yrs</u>	<u>1-2 yrs</u>	<u>2-3 yrs</u>	<u>3-4 yrs</u>	<u>4-5 yrs</u>	<u>Total</u>		
Colton/ Halton	East	COLTON/ HALTON	64.80%	144	147	126	120	142		679
<b>Total Children Served</b>				<b>144</b>	<b>147</b>	<b>126</b>	<b>120</b>	<b>142</b>		<b>679</b>
Garforth	East	GARFORTH	77.70%	114	120	126	132	130		622
<b>Total Children Served</b>				<b>114</b>	<b>120</b>	<b>126</b>	<b>132</b>	<b>130</b>		<b>622</b>
Villages East		ALLERTON BYWATER METHLEY	41.40% 44.20%	50 25	67 36	69 32	56 53	69 80		311 226
<b>Total Children Served</b>				<b>75</b>	<b>103</b>	<b>101</b>	<b>109</b>	<b>149</b>		<b>537</b>
Yeadon/ Rawdon/ Guiseley	North West	YEADON RAWDON GUISELEY	66.20% 86.90% 75.10%	173 89 140	163 79 134	176 77 129	163 64 133	147 79 135		822 388 671
<b>Total Children Served</b>				<b>402</b>	<b>376</b>	<b>382</b>	<b>360</b>	<b>361</b>		<b>1881</b>
Calverley/ Farsley	West	CALVERLEY FARSLEY	67.40% 67.10%	72 119	54 90	59 97	42 84	51 89		278 479
<b>Total Children Served</b>				<b>191</b>	<b>144</b>	<b>156</b>	<b>126</b>	<b>140</b>		<b>757</b>



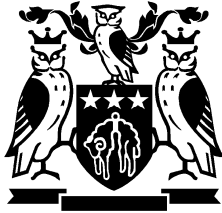
**Children's Centres Phase 3 Planning**

**Appendix 5**

Ward	Wedge	Potential Location	Total No of Children Under 5	Schools in Primary School Planning Area (other provision exists)	Proposed Address of Named Hub Centre as at April 2008	Proposed year of Capital Works	Proposed year of Revenue Allocation
Roundhay	North East	Moor Allerton/Moortown area	1036	Moor Allerton Hall, Moortown, Talbot, Immaculate Heart, NE City Learning Centre, Allerton Grange HSs	Moor Allerton Hall Primary School (Lidgett Lane)	1	1
Roundhay	North East	Roundhay Area	1037	Gledhow, Kerr Mackie, Roundhay St Johns, Elmete SILC, Roundhay HS	To be discussed	2	2
Wetherby, Harewood	North East	Boston Spa & Villages South	1053	St Mary's C/E PS, Bramham PS, Primrose Lane PS, Lady E. Hastings - Thorp Arch, St Edwards R C PS, West Oaks (N E Silc), St John's R C School for the Deaf, Aberford PS, Scholes PS, Barwick PS, Bardsey PS, Thorne PS, <i>Boston Spa High School</i>	Deepdale Community Centre	1	1
Wetherby, Harewood Alwoodley	North East	Wetherby & Villages West	1079	Crossley St PS, Deighton Gates PS, W'by St James C/E PS, W'by St Joseph's RC PS, Collingham, Bardsey, Harewood, Wigton Moor, Shadwell, <i>Wetherby High School, Gateways</i>	Wetherby High School/St James CofE Primary School Salvation Army Buildings	2	2
Killingbeck & Seacroft, Cross Gates & Whinmoor	East	Cross Gates / Manston	565	Cross Gates, Manston, Manston St James, St Theresa <i>John Smeaton</i>	Cross Gates Primary preferred by cluster	3	2
Temple Newsam Halton	East	Colton Halton	679	Austhorpe, Colton, Temple Newsam / Halton, Whitkirk <i>Temple Moor</i>	Site to be identified through cluster consultation	3	2

Ward	Wedge	Potential Location	Total No of Children Under 5	Schools in Primary School Planning Area (other provision exists)	Proposed Address of Named Hub Centre as at April 2008	Proposed year of Capital Works	Proposed year of Revenue Allocation
Garforth&Swillington	East	Garforth	622	Strawberry Fields, East Garforth, Green Lane, Ninelands, St Benedicts, Mickelfield <i>Garforth Community College</i>	Firthfields Early Years Centre	2	2
Kippax&Methley, Garforth&Swillington	East	Villages East	502	Allerton Bywater, Great Preston, Swillington, Ledston, Methley <i>Brigshaw High</i>	Site to be identified through cluster consultation	1	1
Guiseley	North West	Guiseley	671	Guiseley Infants, St Oswald C of E juniors, Tranmere Park Primary, Hawksworth C of E Primary, NW SILC <i>Benton Park, Guiseley High</i>	Guiseley Infants preferred by cluster	3	2
Calverley&Farsley,	West	Calverley Farsley	757	Calverley CofE, Parkside, Farfield, Springbank Junior, Westroyd Infants, <i>Priesthorpe</i>	Site(s) to be identified through cluster consultation	2	2

\*services could also be provided from community centre, health centre, or other appropriate sites in area



**Leeds**  
CITY COUNCIL

Originator: Joanne Clough  
and Martin  
Farrington

Tel:237 5275

---

## Report of the Director of City Development

### Executive Board

Date: 14<sup>th</sup> May 2008

Subject: Leeds Public Rights of Way Improvement Plan – Consultation Draft

---

#### Electoral Wards Affected:

All

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

---

## EXECUTIVE SUMMARY

1. As part of the Countryside and Rights of Way Act, 2000 the Council has a statutory duty to publish a Rights of Way Improvement Plan, (ROWIP).
2. In drawing up a ROWIP the Council is required to:
  - a) assess the extent to which rights of way meet the present and likely future needs of the public.
  - b) assess the opportunities provided by local rights of way for exercise and other forms of open air recreation and enjoyment.
  - c) assess the accessibility of local rights of way to blind and partially sighted persons and others with mobility problems.
3. A questionnaire survey methodology was chosen to assess the needs of walkers, cyclists, horse riders, disabled path users and motorised vehicle users.

4. The Rights of Way Improvement Plan (ROWIP), is intended to form a ten year management plan, setting out areas for consideration and improvement across the public rights of way network within the Leeds district. Through the assessment and consultation process undertaken to date, a series of actions and improvement projects have been identified. If all of the identified projects were to be delivered over the next ten years, the City Council would need to seek funding between £1.895m and £3.045m, with the intention of seeking to maximise funding available through variety of sources including Section 106 monies, West Yorkshire Transport Plan and third party grants. The Plan provides an opportunity to bid for additional funding on an informed basis. This in turn will inform the Council's future investment decisions concerning improvements to the public rights of way network in Leeds. It should mainly be viewed as an aspirational document highlighting improvements (which in part) are over and above the basic statutory requirements.

## **1.0 Purpose Of This Report**

- 1.1 To inform Members of the need to produce a Rights of Way Improvement Plan and to seek their support to begin the 12 week statutory consultation period for the draft Public Rights of Way Improvement Plan for Leeds.

## **2.0 Background Information**

- 2.1 Leeds City Council is responsible for the maintenance, management and legal recording of the public rights of way network within its administrative boundary.

- 2.2 As part of the Countryside and Rights of Way Act 2000, the City Council has a statutory duty to publish a Public Rights of Way Improvement Plan, (ROWIP). In drawing up this plan the Council is required to:

- a) assess the extent to which rights of way meet the present and likely future needs of the public.
- b) assess the opportunities provided by local rights of way for exercise and other forms of open air recreation and enjoyment.
- c) assess the accessibility of local rights of way to blind and partially sighted persons and others with mobility problems.

- 2.3 The public rights of way network in Leeds is both extensive and varied and includes:

- a total length of path network of 799km broken down to specific categories of public rights of way. In addition, it is also important to stress the importance of permissive paths, which are over and above this figure and enhance overall public access.
- key strategic and recreational routes, such as the Dales Way Link, Ebor Way, Leeds Country Way, Trans Pennine Trail and Aire Valley Towpath.
- local recreational routes such as the Meanwood Valley Trail, Calverley Millennium Way, Pudsey Link Bridleway, Leeds Links, The Linesway, Harland Way, Rothwell Greenway, Temple Newsam bridlepath, West Leeds Country Park and Green Gateways and the Wykebeck Valley Way.
- open access land a total of 350ha and Woodland Trust Sites,

### **3.0 Main Issues**

- 3.1 The Rights of Way Improvement Plan (ROWIP), is intended to form a ten year management plan, setting out areas for consideration and improvement across the public rights of way network within the Leeds district. To achieve this, officers have undertaken an assessment of the public rights of way network in Leeds and sought to obtain the public's views to identify the key issues to address going forward.
- 3.2 A questionnaire survey methodology was chosen to assess the needs of walkers, cyclists, horse riders, disabled path users and motorised vehicle users. Face to face questionnaire surveys were carried out and postal questionnaires were also sent out. In total 775 people responded to the questionnaire. Detailed analyses of the results are included in the main plan document which has been deposited in the Members' library. In addition, a summary of the results is included in the Executive Summary of the draft Rights of Way Improvement Plan, which is attached at Appendix 1.
- 3.3 A 'desk top' assessment of the definitive map and statement, (a legal record that indicates the status of a public right of way) was also undertaken to identify:
- the extent to which routes and networks are available to different groups of path users.
  - areas which are deficient in rights of way for all, or particular groups of path users.
  - the possible restoration of severed rights of way due to road building.
- 3.4 The results of this assessment are also included in the draft ROWIP, highlighting a number of specific issues where improvements could be made to the path network. The Action Plan that has been developed is attached to the Executive Summary at Appendix 1 and includes a series of general actions which will improve the management of the network, including actions to address outstanding Definitive Map Modification Orders and also site specific proposals, where improvement projects have been identified.
- 3.5 The Leeds Local Access Forum have given their advice and support for the draft ROWIP and assisted in the design of the initial consultation process.
- 3.6 Should Members approve the draft Rights of Way Improvement Plan for consultation, the next step will be to make it available for a 12 week consultation period. The Council will make the draft ROWIP widely available for public consultation in order to attract as wide a response as possible. Feedback will be sought via a series of methods including direct correspondence with key stakeholders, through the Council's web-site, public displays and via the Council's library network.
- 3.7 Following the 12 week consultation period, and taking into account all comments received, the Council will then be in a position to develop a final version of the ROWIP for approval by Executive Board. The plan will then be subject to a ten year review.

### **4.0 Implications For Council Policy And Governance**

- 4.1 The development of the Rights of Way Improvement Plan will enable the City Council to meet its statutory duty to produce a plan under the Countryside and Rights of Way Act 2000.

## **5.0 Legal And Resource Implications**

- 5.1 As outlined above, the Council does have a statutory duty to publish a Rights of Way Improvement Plan. Thereafter, although the Council is not obliged to implement the plan, it does provide an opportunity to bid for additional funding on an informed basis. This in turn will inform the Council's future investment decisions concerning improvements to the public rights of way network in Leeds. It should mainly be viewed as an aspirational document highlighting improvements (which in part) are over and above the basic statutory requirements.
- 5.2 If all of the identified projects were to be delivered over the next ten years, it is estimated that the City Council would need to seek funding for between £1.895m and £3.045m.
- 5.3 The Action Plan, attached at Appendix 1 sets out the aspirations for the long-term development of the public rights of way network in Leeds.
- 5.4 It is not the intention at this stage to identify the specific funding streams that will meet the stated priorities, however the Council will work with a range of stakeholders to help bring forward funding packages over the lifetime of this plan.
- 5.5 In particular, the Council will seek to use Section 106 monies that become available, monies from the West Yorkshire Transport Plan and third party grants to maximise the funding that can be drawn upon.

## **6.0 Conclusions**

- 6.1 The draft Plan presented provides an overview of the public rights of way network in Leeds, acknowledges its importance as a recreational resource for the city and assesses areas where future improvements can be made. The Action Plan presented provides an opportunity for the Council to bid for additional funding on an informed basis. This in turn will inform the Council's future investment decisions concerning improvements to the public rights of way network in Leeds. Subject to Member approval, the draft plan will be subject to a 12 week public consultation period.

## **7.0 Recommendations**

- 7.1 Members are asked to note the contents of this report and the draft Executive Summary and Action Plan attached at Appendix 1 and to approve the commencement of a 12 week public consultation period for the Rights of Way Improvement Plan.
- 7.2 Following the conclusion of the consultation period, officers will bring back a final version of the Public Rights of Way Improvement Plan for Executive Board approval.



# **DRAFT RIGHTS OF WAY IMPROVEMENT PLAN**

## ***Executive Summary and Action Plan***

**May to September 2008**

This draft Rights of Way Improvement Plan (ROWIP), forms a ten year management plan, setting out areas for consideration and improvement across the public rights of way network within the Leeds district.

As the Local Authority, we have a statutory duty to publish a Rights of Way Improvement Plan for Leeds which we see as an aspirational document highlighting improvements (which in part) are over and above the basic statutory requirements. This ROWIP provides an opportunity to bid for additional funding on an informed basis. This in turn will inform the Council's future investment decisions concerning improvements to the public rights of way network in Leeds.

We recognise that the rights of way network provides an important recreational resource for the city. Accordingly, in developing this plan we have ensured that it links to the aims and priorities at both a national and local level, such as the West Yorkshire Local Transport Plan, Vision for Leeds, Leeds Strategic Plan, Cultural, Sport and Recreation Strategies.

Our draft Plan will be subject to a 12 week statutory consultation period during which, comments can be made. Following this public consultation period, the final Plan will be published, taking into account any comments and suggestions made. The Leeds ROWIP will be reviewed again within 10 years.

This Rights of Way Improvement Plan covers eight main sections and begins by setting out the legislative requirements and guidance on how to prepare such plans as part of the Countryside and Rights of Way Act, 2000. In particular, we have focused on the following three areas of assessment:

- a) The extent to which rights of way meet the present and likely future needs of the public.
- b) The opportunities provided by local rights of way for exercise and other forms of open air recreation and enjoyment.
- c) The accessibility of local rights of way to blind and partially sighted persons and others with mobility problems.

### **Countryside and Access in Leeds**

The public rights of way network in Leeds is both extensive and varied and includes a number of key recreational routes. Key aspects to highlight include:

- a total length of path network of 799km broken down to specific categories of public rights of way. In addition, it is also important to stress the importance of permissive paths, which are over and above this figure and enhance overall public access.
- key strategic and recreational routes, such as the Dales Way Link, Ebor Way, Leeds Country Way, Trans Pennine Trail and Aire Valley Towpath.



- local recreational routes such as the Meanwood Valley Trail, Calverley Millenium Way, Pudsey Link Bridleway, Leeds Links, The Linesway, Harland Way, Rothwell Greenway, Temple Newsam bridlepath, West Leeds Country Park and Green Gateways and the Wyebeck Valley Way.
- open access land a total of 350ha and Woodland Trust Sites,

## **The Definitive Map and Statement**

As the Local Authority, we have a statutory duty to keep the the Definitive Map and statement under continuous review and to make any modification orders as necessary. Through our statutory powers we can make changes to this legal document through a Definitive Map Modification Order (DMMO).

Currently, we have a considerable amount of work to undertake to process 49 outstanding DMMO applications. In addition, there remains a legacy from the West Yorkshire County Council of an excluded area, of previously unsurveyed land in Leeds, which includes much of the inner-city, which is estimated to include some 700 paths.

Importantly, the Countryside and Rights of Way Act 2000 has imposed a cut off date on the Definitive Map of 1 January 2026. Consequently, after this time, it will not be possible to add any additional public rights of way to the Definitive Map on the basis that they are recorded in historical documents. We, recognise that before 2026 we will have to carry out a full historical path survey of the whole district.

## **Consultation and Assessment Methodology**

In preparing this draft for public consultation, we have already sought to obtain the public's view on the current rights of way network, how they use it now and improvements they would like to see in the future. In summary we have carried out:

- Face to face questionnaire surveys
- Postal questionnaires surveys
- A 'desk top' assessment of the definitive map and statement to identify:-
  1. the extent to which routes and networks are available to different groups of path users.
  2. areas which are deficient in rights of way for all, or particular groups of path users.
  3. the possible restoration of severed rights of way due to road building.

Following this assessment we have identified parish areas where there are obvious deficiencies, such as the total lack of rights of way in one parish, and no recorded bridleways in 7 other Parishes. Closer scrutiny of the definitive map has identified that there are over 20 specific path issues or anomalies, together with a number of road severance issues.

## Leeds ROWIP Questionnaire Results

The consultation process that we have undertaken has helped us to analyse the needs of walkers, cyclists, horse riders, disabled path users and motorised vehicle users. In terms of how the respondents use the path network this is summarised in the table below:

The table below summarises the main points.

A total of 775 people responded to the questionnaire

% of Respondents who use public rights of way.	89%
% of Respondents who use public rights of way on foot.	92%
% of Respondents who use public rights of way on horseback.	7%
% of Respondents who use public rights of way on a bicycle.	25%
% of Respondents who use public rights of way in a wheelchair.	2%
% of Respondents who use public rights of way for leisure purposes	91%
% of Respondents who use public rights of way for fitness purposes.	49%
% of Respondents who use public rights of way to get to work.	19%
% of Respondents who use public rights of way to get to local amenities.	31%

Table 1

## ROWIP Statements of Action

Taking into account the results of the questionnaire survey; analysis of the Definitive Map and Statement; national and local policy objectives and operational matters – a range of statements have been formulated to guide the work that Leeds City Council undertakes to protect, maintain and improve its rights of way network.

Our actions have been grouped into:

- Definitive Map issues and orders
- Path improvements and signposting
- Obstruction and nuisances
- Planning applications
- Key recreational routes
- Missing links and developing the network
- Promotion and publicity
- Stakeholder liaison and
- Partnership working

## **The Action Plan**

Based on our statements of Action we have developed our draft action plan which sets out specific improvement projects, together with their estimated costs and priorities. If delivered, these would improve the extent and usability of the rights of way network; provide more publicised routes for path users; and increase understanding of the practical and legal issues surrounding the management of public rights of way.

If all of the identified projects were to be delivered over the next ten years, the City Council would need to seek funding for between £1.895m and £3.045m.

Our Action Plan sets out our aspirations for the long-term development of the public rights of way network in Leeds. The improvements that we have outlined detail our aspirations and will give added focus to our future investment decisions to ensure that when resources are available we will be able to address our stated priorities.

It is not our intention at this stage to identify the specific funding streams that will meet our stated priorities, however we will work with a range of stakeholders to help bring forward funding packages over the lifetime of this plan.

In particular, we will seek to use Section 106 monies that become available, monies from the West Yorkshire Transport Plan and third party grants to maximise the funding that we can draw upon. Where appropriate we will look to supplement the funding streams identified above with mainline capital resources from the Council, although it is recognised that this funding will largely act as a catalyst for securing funding packages from other sources, often external to the Council.

## **How can I comment on this Plan?**

If you would like to comment on the proposals outlined in the Council's draft Rights of Way Improvement Plan you can do so in a number of ways:

- You can write to us at Parks & Countryside, Farnley Hall, Hall Lane, Leeds, LS12 5HA
- You can comment through the Council's web site at [www.leeds.gov.uk](http://www.leeds.gov.uk), or by e-mail at [prow@leeds.gov.uk](mailto:prow@leeds.gov.uk).
- *This document can be made available in large print, Braille, on audiotape, computer disk or in minority ethnic community languages .*

Please provide all responses to this public consultation exercise by 30 September 2008.

## 9.0 ACTION PLAN

### 9.1 PROW - Statements of action

Conclusion from Assessment	Recommended action	Estimated costs	Completion date	Key organisations
Need to map the Excluded Area of Leeds	To publish a map of the excluded area and review	Within Existing Resources	2010 to publish map then review is ongoing	Work with various User Groups and other LCC Services
Need to make the Definitive Map and Statement easily available to view	Digitise the Definitive Map and Statement	Within Existing Resources	2008	Work with various User Groups and other LCC Services
To achieve the cut off date for the Definitive Map and Statement	Need to develop a proactive approach to dealing with Schedule 14 applications and the Review of the Definitive Map and Statement	£150K	2026	Work with various User Groups and other LCC Services
To Review & Consolidate the Definitive Map and Statement	Process DMMO's and Update the base plan when required as soon as the Excluded Area has been mapped	£150K >	Ongoing	Work with various User Groups and other LCC Services
Review the Statement of Priorities	Up date the statement of priorities in line with changes in legislation	Within Existing Resources	When Required	LCC
<b>Page minimum &amp; maximum estimated costings</b>		<b>£300K</b>		

<b>Conclusion from Assessment</b>	<b>Recommended action</b>	<b>Estimated costs</b>	<b>Completion date</b>	<b>Key organisations</b>
Signpost all public rights of way where they leave a metalled road	Establish a proactive sign posting strategy across Leeds & include destinations and symbols where appropriate	Within Existing Resources	2017	LCC Highways Services, contractors and volunteers
Paths overgrown making them difficult to use	Establish a more proactive cyclical maintenance programme	Within Existing Resources	2017	LCC, contractors, farmers and volunteers
Pressure on existing revenue budget to maintain a growing path network	Need to seek additional funds for the maintenance of new paths added to the Definitive Map	£15K - £50K	Ongoing	LCC & Local Contractors
Lack of knowledge and understanding of rights of way legislation	Raise the profile of public rights of way through an information leaflet aimed at landowners and developers	Within Existing Resources	2009	LCC, NFU & CLA
Need to protect and improve the path network where it is affected by development	Need to attract s.106 monies to assist with path improvements	£50 - £150K	Ongoing	LCC, Developers, Local Contractors, User groups, Parish & Town Councils
Raise the profile of public rights of way including key recreational routes	Make data available on line and secure funding to publish and re-print leaflets etc	Within Existing Resources	Ongoing	LCC and Local Contractors
Monitor the use of Key Recreational Routes and selected ROW	To set up automatic counters and carry out on site surveys	Within Existing Resources	Ongoing	LCC and Local Contractors
<b>Page minimum &amp; maximum estimated costings</b>		<b>£65K - £200K</b>		

<b>Conclusion from Assessment</b>	<b>Recommended Action</b>	<b>Estimated Costs</b>	<b>Completion Date</b>	<b>Key Organisations</b>
Need to provide more circular route leaflets particularly for horse riders and cyclists	To produce 6 route cards or leaflets per year over the next 5 years	Within Existing Resources	2012	LCC, Parish & Town Councils, Interest & User Groups
Desire for more local involvement in managing the rights of way network	Seek additional funds for Countryside/ Community Rangers	£50 - £150K	Ongoing	LCC, Parish & Town Councils, National England
Need to encourage more people to undertake healthy exercise in the wider countryside	Seek additional funds for Countryside/ Community Rangers to lead and carry out a guided walks programme throughout Leeds	£50 - £150K	Ongoing	LCC, Primary Care Trusts
Volunteers can feel undervalued and not supported	Establish a formal training programme to enhance and develop the skills of volunteers and volunteer leaders	Within Existing Resources	Ongoing	LCC, User groups, Parish & Town Councils & interest groups
<b>Page minimum &amp; maximum estimated costings</b>		<b>£100K - £300K</b>		

**Statements of action minimum and maximum costings - £465,000 - £800,000>**

## 9.2 ACTION PLAN - Path improvement projects

Path Improvement Project	Detail / description	Estimated costs	Priority	Comments
Riverside path collapse & other natural path erosion	Repair or realign paths	£150K>	When required	Work with various landowners, Environment Agency & user groups
Need to make all paths suitable for their intended use	Improve the surface and drainage as appropriate	£150K>	Ongoing	Work with landowners, other Council Services. & user groups
People with mobility problems unable to gain access into the wider countryside	Identify areas where paths could be made more accessible for those with Mobility problems	£150K>	Ongoing	Work with local groups who specialise in making the wider countryside more accessible
Improve ease of access along key recreational routes	Improve the standard of maintenance, path furniture & signing along Key Recreational Routes	£150K>	Ongoing	LCC and Local Contractors
Fragmented path network	Upgrade existing paths and/or create new path links where appropriate	£150K>	Ongoing	LCC, Developers, Local Contractors, User groups, Parish & Town Councils
Carlton FP 1	Upgrading of footpath section to bridleway by legal agreement / order; and associated surfacing, fencing and path furniture works	£50K - £150K	High	A key missing link in the bridleway network, linking Yeadon to Otley-Chevin which will avoid a long detour via busy country roads
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£800K - £900K</b>		

<b>Path Improvement Project</b>	<b>Detail / description</b>	<b>Estimated costs</b>	<b>Priority</b>	<b>Comments</b>
Boston Spa BW10	Upgrading of footpath to Bridleway by legal order	£5K	High	Following a DMMO , this work is now required to provide bridleway access to the nearby bridge over the River Wharfe
Barwick-in-Elmet FP 17	To divert a dead-end footpath by creating a new field-edge path link	£5K - £15K	Medium	This path has been a dead-end since the early 1950's
Otley-Chevin (Danefield Plantation)	To correct a number of definitive map anomalies and inconsistencies by way of Path Orders	£5K - £15K	Medium	To reconcile the bridleway and footpath network as shown on the definitive map with that which is available on the ground
Wothersome BW 1a / 1b	To create by agreement / Order a 'new' bridleway link along an existing track	£5K - £15K	Medium	This 'new' bridleway will provide an off road link between existing bridleways; thus avoiding a detour via busy roads
East Keswick BW 2 – FP 10 (Ebor Way)	To create by agreement / order a new footpath link alongside the River Wharfe	£50 - £150K	High	This new footpath would provide a safe off-road link between existing paths - thus avoiding fast, vehicular traffic on the busy A659 Harewood Avenue
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£70K - £200K</b>		



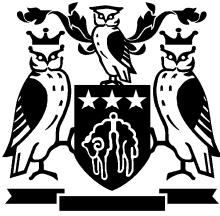
<b>Path Improvement Project</b>	<b>Detail / description</b>	<b>Estimated costs</b>	<b>Priority</b>	<b>Comments</b>
Leeds FP 132	To upgrade an existing footpath to bridleway status by Agreement / Order	£15K - £50K	Medium	This will provide an enhanced link for bridleway users to the Temple Newsam Bridlepath
Collingham FP 14 (Compton Lane)	To upgrade an existing footpath to bridleway status by Agreement / Order	£15K - £50K	High	This will make a key improvement to the bridleway network in the Thorner, Bramham Park & Collingham area
Bramhope FP 12 to Golden Acre Park	To create a new Footpath by Agreement / Order	£15K - £50K	Medium	This will create an off road link for walkers between Bramhope & Golden Acre Park
Leeds FP 58 to 66	To create a new footpath link adjacent to the A6120	£50 - £150K	Low	This requires further investigation and assessment of need
Leeds FP 56 to 71	To create a new footpath link across LCC land between the Meanwood Valley Trail & Weetwood	£5K - £15K	Medium	A useful link which would enhance the Meanwood Valley
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£100K - £345K</b>		

<b>Path Improvement Project</b>	<b>Detail / description</b>	<b>Estimated costs</b>	<b>Priority</b>	<b>Comments</b>
Leeds FP 102	To upgrade this footpath to cycleway or bridleway by agreement/order - plus path widening and resurfacing works	£50 - £150K	Medium	This is a popular but narrow footpath linking Shadwell and Roundhay Park & may become part of a strategic cycle route
Thorner BW17 (Saw/Kiddal Woods)	To create new bridleway links, within Kiddal Wood	£15K - £50K	Medium	These proposed links will provide a circular network avoiding the busy A64 road
Bardsey village to 1 <sup>st</sup> Avenue (the Congreves)	To create a new walking/cycling link by Agreement	£50 - £150K	Medium / High	This proposed link, which was identified in the local village design statement, will avoid walking/cycling along the busy A58 road
Castle Hills Woodland, Micklefield	To up grade Forest track footpaths to bridleway	£15K - £50K	Medium	This proposed upgrade will provide a wider means of access
Manston to Wetherby Disused Railway	To create a mostly 'traffic free' route for walkers, cyclists, and horse riders	£150K >	Medium	This route has been identified as an important key recreational route by Sustrans for the National Cycle network (route 66)
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£280K - £550&gt;</b>		

<b>Path Improvement Project</b>	<b>Detail / description</b>	<b>Estimated costs</b>	<b>Priority</b>	<b>Comments</b>
Parlington Path Improvement Project	To create a more comprehensive and meaningful path network for pedestrian, horse rider and cyclist's	£15K - £50K	High	New routes will connect into the existing path network and link Parlington to Barwick – in- Elmete
Skelton Lake & Footbridge	To create new paths within the site by agreement/orders; and facilitate a new footbridge across the River Aire & Canal	£150K >	High	These routes will link Temple Newsam, and Rothwell Country Parks as well as to the Trans Pennine Trail
St Aidan's Country Park	To create a series of new footpaths & bridleways across the former open coal cast site	£15K - £50K	High	These new routes will link to other key recreational routes such as the Leeds Country Way, 'The Linesway' & Trans Pennine Trail
Fairburn / Newton Ings riverside path	To create a new footpath link along the north bank of the River Calder	£50 - £150K?	Medium	This link was requested by the Ramblers Association but requires further investigation
Pudsey FP 143	To upgrade this footpath to bridleway by Agreement / Order	£15K - £50K	Medium	This proposed upgrade will provide a useful off road link for horse riders and cyclists between Cockersdale and Nan Whins (Sykes') Wood
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£245K -£450K&gt;</b>		

<b>Path Improvement Project</b>	<b>Detail / description</b>	<b>Estimated costs</b>	<b>Priority</b>	<b>Comments</b>
A647 Leeds-Bradford Road (Pudsey Link)	To provide signalised 'Pegasus' and 'Toucan' crossings for horse riders, cyclists, and walkers plus approach paths	£150K>	High	The path network is disjointed due to the busy A647 effectively creating a barrier for bridleway users wish to access the wider countryside on either side
A660 Otley Road	Improve road crossings, verges and signing	£50K - £150K	Low / Medium	A key Bridleway crossing point of a busy road.
King Lane, Adel	To improve the existing verges of the road for walking and build new adopted footways where appropriate.	£150K>	High	King Lane is a busy 'country' road with verges of varying quality and width. The Leeds Country Way and Meanwood Valley Trail both follow this road in part, and verge improvements are required to address road safety concerns.
King Lane & Leeds BW18 plus FP Nos 20 & 21(part)	To create a re-aligned path crossing point at Golf Farm and upgrade the footpath north of King Lane to bridleway	£50K-£150K	Med/High	Leeds BW 18 also meets King Lane (at a blind bend at Golf Farm) but there is no continuation bridleway northwards to Eccup as this is currently a footpath across LCC Farmland.
<b>Page Minimum &amp; Maximum estimated costings</b>		<b>£400K - £600K&gt;</b>		

**Path improvement projects minimum and maximum costings - £1,895,000 - £3,045,000>**



Originator: P. Clarke

Tel: 2660001

---

**Report of the Assistant Chief Executive (Planning, Policy and Improvement)**

**Executive Board**

**Date: 16 April 2008**

**Subject: Numbering Strategy and Golden Number**

---

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

---

**EXECUTIVE SUMMARY**

1. Members will be aware of the recent debate at Full Council regarding the Council's Corporate Contact Centre, with particular reference to work that was being progressed to develop a new telephone numbering strategy for Leeds City Council.
2. This report details the options available to the Council and makes a proposal to implement 0113 numbers as the basis for the new telephone numbering strategy.
3. The report also provides an update on the development of a 'golden number' for customers accessing principal Council services by means of the Corporate Contact Centre.

## **1.0 Purpose Of This Report**

- 1.1 To seek approval for the development of a new telephone numbering strategy.
- 1.2 To update members on the development of a 'golden number' for customers accessing principal Council services by means of the Corporate Contact Centre.

## **2.0 Background Information**

- 2.1 Stage 1 of the Customer Strategy Delivery Programme entailed the development of a Corporate Contact Centre for Leeds City Council and the migration of existing 'call centres' into the new centre. This was completed successfully, on time and within budget by March 2006.
- 2.2 As part of this phase, a telephone numbering strategy for the Council was developed and implemented, based on the introduction of 0845 numbers. This strategy enabled easier access to our services, by providing a series of connected and easily recognisable numbers and, allowed the routing of calls more effectively, making it possible for callers to get through to the right person first time and, get their enquiry dealt with in the most efficient way. It also provided location independence, improved call routing functionality, disaster recovery and business continuity, online management and reporting of inbound services which, at that time, couldn't be achieved with the traditional 0113 numbers.
- 2.3 The first of the 0845 'silver' numbers were introduced for some of the services which had migrated to the Corporate Contact Centre and launched to coincide with the official opening in March 2006.
- 2.4 These services and numbers were:

Council Tax	0845 1260113
Benefits	0845 1270113
Environmental Services	0845 1240113
Customer Relations	0845 1290113
Social Services	0845 1274113
- 2.5 However, following the introduction of these 0845 'silver' numbers, a small number of complaints were received from customers because some telecom providers charge more for making 0845 calls than local calls (although BT charge less) and some do not include 0845 numbers as part of any inclusive minutes or discount packages.
- 2.6 Stage 2 of the Programme, which commenced in April, 2006, involved the ongoing transformation of other appropriate services to enable customer contact element to be migrated to Contact Leeds. It also included the delivery of a comprehensive staff training and development programme and the development of a Knowledge Base, for the whole of Contact Leeds, to enable the resolution of 80% of enquiries, at first point of contact. This stage was completed at the end of March 2008.
- 2.7 Moreover, one of our key aims has been to introduce and launch a 'golden number' for general enquiries and to make it easier for customers to access services delivered from the Corporate Contact Centre. Many of the objectives outlined in 2.6 are key to the development and introduction of a 'golden number and this now represents Stage 3 of our improvement programme.

- 2.8 In July 2006, Ofcom announced it would be introducing new UK-wide 03 numbers to increase certainty, trust and confidence in the numbers that consumers use to call public services, voluntary organisations and companies who want a national presence. It said that the 03 number range would be for the exclusive use of public bodies and other not-for-profit organisations and, it was anticipated that 03 numbers would be available by the end of 2007.
- 2.9 In view of this pronouncement and, the adverse reaction of a very small minority of customers, it was decided to stop the introduction of any further 0845 numbers, including the 'golden number' to allow a fundamental review of the numbering strategy, when details of the 03 numbers and strategy were made clear by Ofcom.
- 2.10 Ofcom have now published details on how new UK-wide 03 numbers will be implemented and, the options for a new numbering strategy and 'golden number' are detailed in this report.
- 2.11 The next steps, commencing April 2008, include the transformation of services within the Corporate Contact Centre to drive through efficiencies by rationalisation, performance management, multi-skilling and, developing strong links with service partners to ensure continuous process improvement, effective communication, efficient change management and the launch of a 'golden number'.
- 2.12 When the Corporate Contact Centre at West Gate was officially opened in March 2006, eight existing 'call centre' services had been migrated into it and, approximately 68% of public telephone calls to the Council were being handled by Contact Leeds.
- 2.13 Since April 2006, the telephone and e-mail enquires for several other services have been transitioned into the Corporate Contact Centre, including Grass Cutting, Contract Service Desk, Choice Based Lettings, Homelessness Advice and Prevention, Benefits Fraud, Energy Efficiency Advice, Elections and the Switchboard.
- 2.14 Other services, due to be migrated this year are PEPU, Registrars and all the Emergency Out of Hours services after which, approximately 85% of all telephone calls to the Council will be handled by the Corporate Contact Centre.
- 2.15 In addition, discussions are being held with Education Leeds, Planning Services, Car Parking and Taxi and Private Hire Licensing.
- 2.16 Work has commenced on the development and implementation of a Knowledge Base for Contact Leeds, which will enable non-specialists to answer 80% of high volume, low complexity enquiries at first point of contact, a key requirement for the introduction of an effective 'golden number'.

### **3.0 Numbering Strategy - Our Options**

3.1 The following options are available for the development of a numbering strategy.

#### **3.2 0113**

Until recently, geographic numbers were not resilient, in that they were linked to a specific telephone exchange and, if that exchange failed, or the lines to which the number was delivered failed, then calls were lost. This meant that for normal 0113 numbers, disaster recovery and resilience across the Affiniti network was restricted to the Leeds exchange. If there was an emergency incident in the city centre which

affected the Corporate Contact Centre, it would only have been possible to divert calls to an alternative location on the same telephone exchange.

However, technological developments now make it now possible to deploy specific 0113 geographic numbers on an Intelligent Network platform and provide location independence, subject to an additional cost to provide this flexibility.

The overwhelming majority of our customers who dial a 0113 number from a landline will be charged at a local call rate, equating to approximately 3.25p per minute. Charges from mobile phones vary, dependent upon service provider and network used e.g. from 12p for one provider to 20p for another. However, some telecom providers include geographic numbers as part of any inclusive minutes or discount packages.

### 3.3 0845

With 0845 numbers there is location independence, improved call routing functionality, disaster recovery and business continuity, online management and reporting of inbound services.

Customers are charged for dialing 0845 non-geographic numbers from a fixed line at differing rates, dependent upon the telecom provider used, irrespective of where they are calling from within UK e.g. from 2p with one provider to 5p with another. Charges from mobile phones vary, depending on service provider and network used e.g. 12p with one provider to 25p with another. 0845 numbers are not usually included as part of any inclusive minutes or discount packages.

### 3.4 0800

Customers are not charged for dialing 0800 numbers from a fixed line however, charges from mobile phones vary, depending on service provider and network used e.g. from 10p with one provider to 15p with another.

### 3.5 0300

As with 0845 numbers, with 0300 non-geographic numbers there is location independence, improved call routing functionality, disaster recovery and business continuity, online management and reporting of inbound services.

Ofcom have ruled that calls to 0300 numbers will cost the same or less than calls to geographic 01 and 02 prefixed numbers. 0300 numbers will be included as part of any inclusive minutes or discount package. These rules will apply to calls from any type of line including fixed line, mobile or payphone.

## 4.0 **Numbering Strategy – Issues to Consider**

4.1 Whichever numbering strategy is chosen, some customers without inclusive minutes or discount packages will benefit and some will lose. For example, with the 0113 or 0300 option, one customer calling from a fixed line from one provider will have to pay 3.25p per minute, as opposed to 2p per minute with the 0845 option. However, another customer calling from a fixed line from a different provider will have to pay 3.25p per minute, as opposed to 5p per minute with the 0845 option.

4.2 With the 0800 option, customers calling from a fixed line will not be charged but, customers calling from a mobile phone would be charged anything from 10p to 40p per minute, depending on service provider. It should be noted that in the recent mock inspections, ALMO's have been criticised for using 0800 numbers because, the majority of tenants use mobile phones, as opposed to a fixed line telephone.



- 4.3 The 0300 numbers are new and relatively untested. Very few customers are aware of the details on how these new numbers will work or, how much it will cost to ring them. There is going to be considerable confusion about the prices and services relating to 0300 numbers and, customers could be deterred from calling them. Whilst Ofcom have stated that customers will be charged the same rate as for calls to 01 and 02 prefixed numbers and, that they will be included as part of any inclusive minutes or discount package, this has still to be tested and, not all telecom providers have confirmed this position. As a result, the cost of calling 0300 numbers may change in the future. In addition, 0300 numbers have been principally designed for public bodies which require a national presence. Feedback also indicates that the majority of customers prefer geographic (01 and 02) numbers and most organisations who have adopted 0300 numbers, have also published geographic numbers alongside the 0300 numbers. With the 0300 option, it is likely to be necessary for the Council to publish equivalent 0113 numbers, thereby adding confusion for the customer and doubling the costs to the Council.
- 4.4 As most telecom provider packages apply to evenings and weekends, when access to most council services is not available, very few customers with inclusive minutes or discount packages would benefit if the 0113 or 0300 option were chosen.
- 4.5 If the 0113 option is chosen, there would be an additional cost to deploy the numbers on an Intelligent Network platform and have location independence, improved call routing functionality, disaster recovery and business continuity available as standard. Whereas, if the 0845 option is retained or, the 0300 option chosen, these essential services are already included.
- 4.6 If the 0113, 0300 or 0800 option is chosen, the cost to Leeds City Council, for calls handled by Contact Leeds, could range from £15,000 to £100,000 per year, from our current telecom provider and, would mean the loss of approximately £15,000 per year revenue from the 0845 option.
- 4.7 It is essential that a decision on the numbering strategy is made by May 2008, in order to initiate the communication plan and market, advertise and launch the new/existing 'silver numbers' for specialist services and soft launch the 'golden number' for general enquiries, during Autumn, 2008. This would be followed by a publicised, marketed launch of the 'golden number', during the early part of 2009.

## **5.0 Numbering Strategy – The Proposal**

- 5.1 The above issues lead to a conclusion that the most appropriate option for our future numbering strategy should be the adoption of the 0113 prefix, particularly as these numbers are more resilient following recent technological developments and the fact that 0113 is already the widely recognised prefix for Leeds.
- 5.2 Whilst 0300 could be argued as an alternative option, it is relatively untested; is principally designed for public bodies which require a national presence, which Leeds City Council doesn't need; and it is likely that there would be a demand/need to also publish equivalent 0113 numbers, thus increasing cost and potential confusion.
- 5.3 Therefore, officers recommend implementing 0113 numbers (deployed on an Intelligent Network platform) as the future telephone numbering strategy.

## **6.0 The Golden Number**

- 6.1 The resolution of the new numbering strategy is key to the implementation of a 'golden number'. Plainly, it is not possible to launch a golden number until a decision is made on what prefix will be adopted. Once that decision is made, steps can be taken to activate the chosen range of numbers with our telecom provider, Affiniti.
- 6.2 In addition, work can then commence on developing a communications plan to initially launch and market the new/existing range of 'silver' numbers for specialist services, then soft launch the 'golden number' for general enquiries, growing it organically over a period of time, before initiating a publicised, marketed launch.
- 6.3 When services were originally migrated to the Corporate Contact Centre, a 'pick and drop' approach was adopted, with minimal change taking place to facilitate the moves. This means that, in the main, the different services in the Corporate Contact Centre are currently still working independently of each other. The training of some staff to have an element of multi-skilling is required, to ensure that the range of 'silver' numbers and the 'golden number' are effective.
- 6.4 At this moment in time, the majority of calls to a 'golden number' would have to be either handed off (manually or via an auto attendant) to service specialists within the Corporate Contact Centre (currently around 80% of calls to the Council) or transferred externally, for services not provided by Contact Leeds. Therefore, to mitigate the potential risk of negative public relations, by launching a 'golden number' and still having customers passed 'from pillar to post', the following actions are necessary:
- i) complete the transition of the telephone and e-mail enquires for Peace and Emergency Planning, Registrars and all the Emergency Out of Hours services to the Corporate Contact Centre, so that at least 85% of public telephone calls to the Council are handled by Contact Leeds;
  - ii) develop and implement an operational model, business processes, telephony configuration, training material and staffing arrangements for handling 'golden number' calls within the Corporate Contact Centre;
  - iii) training and multi-skilling of officers answering 'golden number' calls and implementation of the Knowledge Base, which will enable non-specialist staff to deal with high volume, low complexity enquiries for services provided by Contact Leeds;
  - iv) develop and implement operational processes to ensure that 'golden number' calls, which have to be transferred to service areas outside the Corporate Contact Centre (Education Leeds, Business Rates, Planning, Car Parking, etc), are dealt with efficiently and effectively;
  - v) develop and implement management information and performance reporting requirements;
- 6.5 It is anticipated that by November/December 2008, Contact Leeds will have completed these actions and the Corporate Contact Centre will be in a position to handle 'golden number' telephone calls and, achieve the corporate target to resolve 80% of enquiries to the Council at the first point of contact, for the services it provides.

## **7.0 Implications for Council Policy and Governance**

- 7.1 The proposals in this report represent a key development as part of the Council's ongoing ambition to improve its customer relations activities. Much has been achieved in this regard in the last two years with the launch of the Corporate Contact Centre and these proposals represent the latest phase as part of our customer relations improvement journey.

## **8.0 Legal and Resource Implications**

- 8.1 For calls made by customers to the new Leeds City Council 0113 numbers, we will be charged 1.5p per minute. This charge includes the cost of deploying these specific geographic numbers on an Intelligent Network platform, to provide location independence and greater resilience. The Corporate Contact Centre handles approximately 1 million calls per year (excluding ALMO calls), at an average duration of 3 minutes per call. Therefore, the estimated cost to Contact Leeds of using 0113 numbers for the numbering strategy is £45,000 per year. This is higher than the current cost of using 0845 numbers, however, additional costs will be contained within existing budgetary provision. It is also substantially lower than the costs we would incur through providing a range of 0800 freephone numbers.
- 8.2 The launch of the golden number will require investment in a marketing campaign to promote the new service, which has been estimated at £50,000 and will be accommodated within existing resources available to support Contact Centre developments. There will also be a cost to replace the existing 0845 numbers on stationery, leaflets, telephone directories, signs, vehicles, internet, etc, and again these changes will be accommodated within existing budgetary provision.

## **9.0 Recommendations**

- 9.1 Members of Executive Board are recommended to adopt the 0113 prefix as Leeds City Council's telephone numbering strategy.
- 9.2 That the Executive Board authorises the Assistant Chief Executive (Planning, Policy and Improvement) to take steps to implement the telephone numbering strategy and introduce a range of 'silver' telephone numbers for principal council services, making it possible for customers to get through to the right person first time and, a 'golden' number to enable easier access to council services.

This page is intentionally left blank



Originator: Jane Stageman/  
Dylan Griffiths  
Tel: 74352

**Report of the Assistant Chief Executive (Planning, Policy and Improvement)**

**Executive Board**

**Date: 14 May 2008**

**Subject: Leeds Strategic Plan 2008 – 11: Approval of LAA Responsibilities**

**Electoral Wards Affected:**  
ALL

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

**Executive Summary**

This report presents the proposed indicators and targets to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan. This follows Executive Board’s consideration of the draft text for the Leeds Strategic Plan 2008 - 2011 at its meeting on 12 March 08.

The Leeds Strategic Plan incorporates the requirement to prepare a local area agreement for Leeds. Full Council on 9 April 08 agreed that the Executive Board should be given the responsibility of carrying out the functions relating to local area agreements as laid out in the Local Government and Public Involvement in Health Act 2007.

The table in appendix 1 contains the proposed indicators and targets for Leeds’ local area agreement that requires submission to the Secretary of State by 30 May 2008 for formal sign-off. The proposed indicators and targets have been agreed with statutory partners at the Leeds Strategic Plan/Local Area Agreement Strategy Group and partners have formally ‘signed up’ to contributing to the delivery of relevant targets.

This report asks Members of Executive Board to approve Appendix 1 as Leeds’ local area agreement prior to its submission to the Secretary of State. The full Leeds Strategic Plan, incorporating the agreed indicators and targets, will be submitted to full Council at their July meeting for final approval.

## **1.0. Purpose of this Report**

- 1.1. This report presents the proposed indicators and targets selected to support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan 2008-11. A table listing the indicators and targets is attached to this report at Appendix 1 and this also represents our proposed local area agreement for Leeds. This report seeks Executive Board approval of Appendix 1 prior to its submission to the Secretary of State for formal sign off. Executive Board are asked to note that for a minority of targets negotiations are still to be finalised with the Government Office for Yorkshire and the Humber (GOYH) and, therefore, a final version of Appendix 1 incorporating any further changes necessary will be tabled at the meeting.

## **2.0. Background Information**

- 2.1. At its last meeting on 12 March 2008, Executive Board approved the text of the Leeds Strategic Plan following extensive consultation, comment and revision of the strategic outcomes and improvement priorities to be included in the Leeds Strategic Plan 2008-11.
- 2.2. During October 2007, the Government issued a draft set of national indicators for local government, rationalising the existing 1,200 indicators ascribed to local government activities to 198 indicators. These 198 indicators are collectively known as the National Indicator Set. Where these indicators are considered appropriate measures of progress they have been selected against the improvement priorities in the Leeds Strategic Plan. Other indicators have been developed locally where there is no suitable indicator in the National Indicator Set.
- 2.3. During February and March 2008, detailed work has been undertaken by Council officers and lead partners to identify appropriate targets against each improvement priority. They have been subject to scrutiny through Council arrangements and relevant partnership bodies in the city. Thirty one of these targets represent what are referred to as 'government agreed' targets – these are the up to thirty five improvement targets that we are required to agree with Government as part of the local area agreement. These thirty one targets have, therefore, been subject to detailed negotiations with GOYH.

## **3.0. Main Issues**

- 3.1. **All Targets are Equally Important.** Targets in the Leeds Strategic Plan reflect the most important issues for Leeds over the next three years and the level of progress needed to help deliver the improvement priorities identified in the Plan. Appendix 1 identifies targets as either 'government agreed' or 'partnership agreed' to distinguish them for local area agreement purposes. All targets in the Plan are equally important and named partners will have a duty to contribute to the delivery of all relevant targets, irrespective of whether they are 'government agreed' or 'partnership agreed'. The only differences for 'government agreed' targets are that they must be drawn from the National Indicator Set for Local Government, must be negotiated and agreed with central government and will be eligible for a Performance Reward Grant if the targets are met. Further guidance is still awaited in regard to this latter issue.
- 3.2. **Using Evidence to Set Realistic Targets.** The target level of performance set for every indicator is based on extensive analysis of past performance data and a realistic assessment of likely future performance in Leeds. Two seminars open to all Elected Members have been held to explain the target setting process for the indicators in the Leeds Strategic Plan. Consultation has been undertaken through the Council's Scrutiny process and with Executive Members with portfolio. Partners who also contribute to the achievement of targets have also been involved in developing and agreeing what can be realistically delivered over the three year span of the Leeds Strategic Plan.

3.3 **Shared Priorities and Targets.** The Leeds Strategic Plan is a partnership plan and every indicator and target in this plan is shared with the Council's partners. A high level partnership group, the Leeds Strategic Plan/Local Area Agreement Strategy Group, has been meeting throughout the development process and has agreed the targets in the Plan. Partners have also formally 'signed up' to contributing to the delivery of relevant targets. The Council has a duty to consult with its partners when the targets are reviewed and revised and partners in turn have a duty to cooperate with the Council in setting and revising targets and have regard to those targets when setting their own action plans and budgets. 'Government agreed' targets cannot be revised without the agreement of Government.

#### 4.0. **Implications For Council Policy and Governance**

4.1. The Leeds Strategic Plan is part of the Council's Budget and Policy Framework. Overview and Scrutiny Committee have been consulted three times on the preparation of the text of the Plan and have commented on the proposed indicators and targets as set out in Appendix 1.

4.2. Full Council at its meeting on 9 April 2008 agreed that Executive Board should undertake the following functions under the Local Government and Public Involvement in Health Act 2007 with regard to the local area agreement:

- the duty to prepare and submit a draft of a local area agreement (section 106);
- the revision and addition of targets (section 110);
- designated targets (i.e. government agreed) : revision proposals (section 111);
- duty to publish information about the local area agreement (section 113).

4.3. The first three functions will be exercised by Executive Board in approving Appendix 1 which will enable the Leeds local area agreement to be submitted to the Secretary of State for approval.

4.4. The Council is preparing a separate Business Plan which will set out how the Council will align its activities and resources to deliver its contribution to the Leeds Strategic Plan and this will be subject to a separate report to Executive Board shortly.

4.5. **Not Eligible for Call In.** This report is not eligible for 'call in' due to the statutory deadline requiring the submission of the local area agreement to the Secretary of State by 30 May 2008.

#### 5.0. **Legal and Resource Implications**

5.1. The Leeds Strategic Plan fulfils the statutory obligations for a local area agreement for the Leeds area. In drawing up the contents of this plan the Council has consulted and negotiated with a number of partners including public sector partners designated as statutory partners in the Local Government and Public Involvement in Health Act 2007. These partners have a duty to have regard to the targets in the Leeds Strategic Plan when setting out their own plans and budgets.

5.2. The Leeds Strategic Plan will fulfil the duty of the Council to publish information about its local area agreement containing the specified information of a 'memorandum relating to the LAA'. It will be publicly available, accessible in its format and used as a basis for active communication to citizens. In this respect it will form an active role in the Council's duty to involve local communities in shaping their own future.

5.3. The Local Government and Public Involvement in Health Act 2007 extends the scope of the Council's Scrutiny Boards to include the work of those public sector partners designated as statutory partners to deliver targets agreed in the Leeds Strategic Plan. Overview and

Scrutiny Committee has agreed a protocol with partners on how to exercise this extended role for scrutiny.

- 5.4. Resources to deliver the targets in this plan will be identified from the budgets of the Council and its partners including the new Area Based Grant. Resources will have to be used as efficiently as possible to deliver all the targets in the Leeds Strategic Plan and the scope to increase impact through innovative delivery methods such as strategic commissioning, pooled budgets and joint service delivery will be explored as part of delivering the Leeds Strategic Plan.

## **6.0 Conclusions**

- 6.1. The proposed indicators and targets attached as an appendix to this report will support the delivery of the strategic outcomes and improvement priorities in the Leeds Strategic Plan and provide reliable measures of the progress made to achieve the outcomes agreed by the Council, its statutory partners and other key stakeholders.

## **7.0. Recommendations**

- 7.1. This report asks Members of Executive Board to approve Appendix 1 as Leeds' local area agreement prior to its submission to the Secretary of State for formal sign off.
- 7.2. Members are requested to authorise the Assistant Chief Executive to make minor amendments, if required, to Leeds' local area agreement prior to its submission to the Secretary of State on 30 May 2008. Should any revisions be required, the Assistant Chief Executive will inform Members of Executive prior to submission.
- 7.3. Members are also asked to note that the full and final version of the Leeds Strategic Plan, incorporating the agreed indicators and targets, will be submitted to Members of full Council at their July meeting for final approval as required by the Council's budget and policy framework.



## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
<b>Culture</b>								
Increased participation in cultural opportunities through engaging with all our communities.  Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.	Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.	Partnership Agreed	NI 8 Adult participation in sport and active recreation	20.80% (2005/06 Active People Survey)	Baseline +1%	Baseline +0.25%	Baseline + 0.5%	LEEDS CITY COUNCIL  Sport England  Leeds Partnership Foundation Trust  Re'New  VCFS bodies through Leeds Voice Health Forum
		Partnership Agreed	LKI SC19: Number of sports facility types with a specified quality assured standard  Proxy Measure - Further development of this local PI is currently being undertaken	13 (2007/08)	19	12  (due to the Private Finance Initiative project one site (Morley) will be closed for rebuilds and thus lose their accreditation status 08/09)	15	LEEDS CITY COUNCIL
		Partnership	NI 9 Use of public	2008/09	Proxy measure to be used in Year 1	-see		LEEDS CITY COUNCIL

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
		Agreed	libraries	new data return – Baseline will be in place by March 2009	below. Targets for Year 2 and Year 3 to be agreed by March 2009.			Museums, Libraries and Archives – Yorkshire VCFS bodies through Leeds Voice Older People's Forum and CYP forum
			Number of visits to libraries (temporary proxy measure)	4,181,923 (2006-2007)	N/A	4,111,297 Library renovation programme will mean reduced capacity for 2008/9	N/A	LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire
		Partnership Agreed	NI 10 Visits to museums and galleries	2008/09 new data return – Baseline will be in place by March 2009	Proxy measure to be used in Year 1 - see below. Targets for Year 2 and Year 3 to be agreed by March 2009.			LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire
			The number of visits to museums and galleries (temporary proxy measure)	384,346	N/A	740,000	N/A	LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
		Partnership Agreed	NI 11 Engagement in the Arts	2008/09 new data return - Baseline will be in place by March 2009	New indicator - to be determined by Active People Survey by March 2009.			LEEDS CITY COUNCIL Arts Council Re'New
Facilitate the delivery of major cultural schemes of international significance.		Partnership Agreed	Restore, refurbish & increase the cultural infrastructure of the city: a) amount spent on buildings/ refurbishing new & existing buildings of International significance	This is a new indicator which relates to specific projects - as such there is no baseline data.	Total 3 Year cumulative spend £39,187k	Year 1 Spend £11,247k	Total 2 Year cumulative Spend £38,257k	LEEDS CITY COUNCIL Arts Council English Heritage
						2	3 (Cumulative)	
		Partnership Agreed	b) number of physical infrastructure capital build projects of International significance that will increase and/or improve cultural provision	Not applicable	5 (cumulative)			LEEDS CITY COUNCIL Arts Council English Heritage Highways Agency

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Enterprise and the Economy									
Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners	
Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.	Increase innovation and entrepreneurial activity across the city.	Partnership Agreed	To support the establishment of 550 new businesses in deprived communities in Leeds by 2011	12,751 (2006)	13,301	12,934	13,117	LEEDS CITY COUNCIL Leeds Chamber VCFS bodies through VCF Strategy Group (Lead forum)	
	Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment	Partnership Agreed	Processing of major planning applications	63% (2007/08)	75%	65%	70%	LEEDS CITY COUNCIL Highways Agency West Yorkshire Fire and Rescue Service	
Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.		Partnership Agreed	Result of annual satisfaction survey relating to planning performance agreements.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL Highways Agency West Yorkshire Metro	
	Increase international communications, marketing and	Partnership Agreed	a) Percentage of UK residents surveyed who regard Leeds as a 'great place to live'.	2008/09 to be used as baseline year.	New indicator – targets and milestones to be determined following calculation of baseline by March 2009.			LEEDS CITY COUNCIL	

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	business support activities to promote the city and attract investment.		b) Improve Leeds' image as a major centre for business.	(From Brahm Research Study)				
<b>Learning</b>								
An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.	Enhance the skill levels of the workforce to fulfill individual and economic potential	Government Agreed	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	305,000 (71.0%)	80.0%	73.0%	76.0%	LEARNING AND SKILLS COUNCIL Leeds Chamber Leeds City Council Jobcentre Plus Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Economy and Skills Forum
		Government	NI 164 Proportion of					LEARNING AND SKILLS

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
		Agreed	population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	218,000 (51.0%)	60.0%	53.0%	56.0%	COUNCIL Leeds Chamber Leeds City Council Jobcentre Plus Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Economy and Skills Forum
	Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.	Government Agreed	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths  DCSF Statutory Targets (below)	13 Schools  (2006/07 Academic Year)	1 School*	7 Schools*	2 Schools*	LEEDS CITY COUNCIL Education Leeds  VCFS bodies through Leeds Voice Connexions Forum
	Improve learning	Government Agreed	NI 79: Achievement of Level 2 qualifications by	65% 2006/07	75%* 2009/10 Academic year)	68%* 2007/08 Academic year	71%* 2008/09 Academic year	LEEDS CITY COUNCIL

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	outcomes and skill levels for 19 year olds.		the age of 19	Academic Year				Education Leads Learning and Skills Council
		Partnership Agreed	NI80: Achievement of Level 3 qualifications by the age of 19	41% (2006/07 Academic Year)	49% 2009/10 Academic year	43% 2007/08 Academic year	47% 2008/09 Academic year	Leeds Confederation of Further Education Colleges VCFS bodies through Leeds Voice Connexions Forum
	Increase the proportion of vulnerable groups engaged in education, training or employment.	Government Agreed	NI 117: 16-18 year olds who are not in education, training or employment (NEET) DCSF Statutory Targets	10.0% (Average of Nov, Dec and Jan as per national reporting guidance)	6.8%*	8.9%*	7.8%*	LEEDS CITY COUNCIL Education Leads Probation Service Learning and Skills Council VCFS bodies through Leeds Voice Economy and Skills forum Jobcentre Plus

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/Contributory partners
		Partnership Agreed	NI 148 Care leavers in education, employment or training	71.3% (2006/07)	86.8%	76.6%	81.7%	LEEDS CITY COUNCIL Education Leads Learning and Skills Council Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Connexions Forum
	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.		DCSF Statutory Targets (see below)					Not applicable – see statutory DCSF indicator and target below



## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
<b>Transport</b>								
Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours	Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.	Government Agreed	NI 167 Congestion - average journey time per mile during the morning peak	222.35 seconds (2005)	Increase limited to 6%*	Increase limited to 4%*	Increase limited to 5%*	LEEDS CITY COUNCIL West Yorkshire Metro Highways Agency
		Partnership Agreed	Cycle Trips to the City centre in the morning peak period (0730-0930).	728 (2007)	880 (2010)	780 (2008)	840 (2009)	LEEDS CITY COUNCIL Leeds Cycling Action Group VCFS bodies through Leeds Voice Environment Forum
	Improve the quality, use and accessibility of public transport services in Leeds.	Partnership Agreed	Local bus passenger journeys originating in the authority area	Baseline being produced from data produced by Metro – will be agreed by 30 May 2008	Data received by Metro – targets currently being developed and will be in place by 30 May 2008.			WEST YORKSHIRE METRO Leeds City Council

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
		Partnership Agreed	Percentage of non-car journeys into central Leeds in the morning peak period.	42.30% (2004)	45%	44.30%	44.70%	LEEDS CITY COUNCIL West Yorkshire Metro Highways Agency Leeds Partnership Foundation Trust
	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	Government Agreed	NI 169 Non-principal classified roads where maintenance should be considered	2007/08 data to be used as final baseline when available. Targets subject to renegotiation once 2007/08 data is available – by June 2008.				LEEDS CITY COUNCIL
	Improve road safety for all our users, especially motor cyclists pedal cyclists and pedestrians.	Government Agreed	NI 47 People killed or seriously injured in road traffic accidents	554 (1994-98 rolling average)	343 (2008-2010)*	365 (2006-2008)*	354 (2007-2009)*	LEEDS CITY COUNCIL Highways Agency West Yorkshire Fire and Rescue Services VCFS bodies through Leeds Voice Environment Forum

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Environment									
Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners	
Reduced ecological footprint through responding to environmental and climate change and influencing others.  Cleaner, greener and more attractive city through effective environmental management and changed behaviours.	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.	Government Agreed	NI 192 Percentage of household waste sent for reuse, recycling and composting	27.05% (2007/08)	41.32%*	30.26%*	33.94%*	LEEDS CITY COUNCIL Environment Agency VCFS bodies through Leeds Voice Environment Forum	
	Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.	Government Agreed	NI 185 CO2 Reduction from Local Authority operations	Baseline to be set from 2008 Calendar year (1 January 2008 to 31 December 2008)	To be set when baseline has been calculated – January 2009.			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice Environment Forum	
	Undertake actions to improve our resilience to current and future climate change.	Government Agreed	NI 188 Planning to Adapt to Climate Change	Level 0 (2007/08)	Level 3*	Level 1*	Level 2*	LEEDS CITY COUNCIL Environment Agency West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice Environment Forum	

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Address neighbourhood problem sites; improve cleanliness and access, to and quality of green spaces.	Government Agreed	NI195 Improved street and environmental cleanliness	Baseline can be set when information received from DEFRA	Targets and baselines need to be amended following changes to methodology for calculating performance – Awaiting for information from GOYH by 30 May 2008			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice Environment Forum
	Improve the quality and sustainability of the built and natural environment.	Partnership Agreed	Percentage of parks and countryside sites assessed internally that meet the Green Flag criteria	10.8% (2004/05)	23%	19%	21%	LEEDS CITY COUNCIL Natural England VCFS bodies through Leeds Voice Environment Forum
<b>Health and Wellbeing</b>								
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Reduce premature mortality in the most deprived areas.	Government Agreed	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and the Leeds average)	605 per 100,000 (females) (1995-97 average)	472 per 100,000 (females)*	491 per 100,000 (females)*	481 per 100,000 (females)*	LEEDS PCT Leeds City Council Leeds Partnership Foundation Trust Leeds Teaching Hospitals Trust VCFS bodies through Leeds Voice Health Forum
Improved quality of life through maximising the				942 per	616 per 100,000 (females living in 10% most deprived wards)*	(females living in 10% most deprived SOAs)*	(females living in 10% most deprived SOAs)*	
					679 per	715 per	697 per	

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
potential of vulnerable people by promoting independence, dignity and respect. Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.				100,000 (Males) (1995-97 average)	100,000 (males)* 946 per 100,000 (Males living in 10% most deprived SOAs)*	100,000 (males)* 1002 per 100,000 (Males living in 10% most deprived SOAs)*	100,000 (males)* 974 per 100,000 (Males living in 10% most deprived SOAs)*	Natural England (Active Lifestyles) West Yorkshire Fire and Rescue Service Re'New
		Partnership Agreed	121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)	145 (3 year average for 1995-1997)	69.3	76.2	72.7	
	Reduction in the number of people who smoke.	Partnership Agreed	NI 123 Stopping smoking - disaggregated to narrow the gap between 10% most deprived SOAs and rest of Leeds	30.66% (2004)	21.0% City 27.1% 10% SOAs	25.7% City 33.3% 10% SOAs	23.3% City 30.2% 10% SOAs	LEEDS PCT Leeds City Council Leeds Teaching Hospitals Trust VCFS bodies through Leeds Voice Health Forum

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Reduce rate of increase in obesity and raise physical activity for all.	Government Agreed	NI 57 Children and Young People's Participation in high-quality PE and Sport	2008/09 new data return – Baseline will be in place by March 2009	New indicator to be introduced from April 2009.			LEEDS CITY COUNCIL Leeds PCT Sport England Education Leeds Youth Sport Trust Re'New
	Reduce teenage conception and improve sexual health.	Government Agreed	NI 112 Under 18 conception rate		Currently under negotiation with Government Office.			LEEDS CITY COUNCIL Leeds PCT Leeds Teaching Hospitals Trust Re'New VCFS bodies through Leeds Voice Health Forum

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Improve the assessment and care management of children, families and vulnerable adults.	Government Agreed	NI 132 Timeliness of social care assessment (all adults)	80.9 (Apr-Dec 2007)	90*	85*	88*	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Health Forum Leeds Teaching Hospitals Trust
		Partnership Agreed	NI 63 Stability of placements of looked after children: length of placement	70 (December 2007)	80	72	75	LEEDS CITY COUNCIL Leeds PCT
		Partnership Agreed	NI 66 Looked after children cases which were reviewed within required timescales	60.2% (April – Dec 2007)	90%	70%	80%	LEEDS CITY COUNCIL
		Partnership Agreed	NI 133 Timeliness of social care packages following assessment (all adults)	85 (2007/08)	95	90	92	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
								VCFS bodies through Leeds Voice Health Forum Leeds Teaching Hospitals Trust
	Improved psychological, mental health, and learning disability services for those who need it.	Partnership Agreed	NI 58 Emotional and behavioural health of looked after children	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets determined by March 2009			LEEDS CITY COUNCIL Leeds PCT
			VSB12 Effectiveness of children and adolescent mental health services (percentage of PCTs and Local Authorities who are providing a comprehensive CAMHS.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets determined by March 2009			LEEDS PCT Leeds City Council VCFS bodies through Volition; Leeds Learning Disabilities Forum
			VSC02 Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets determined by March 2009			LEEDS PCT Leeds City Council Leeds Partnership Foundation Trust



## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Increase the number of vulnerable people helped to live at home.	Government Agreed	NI 141 Percentage of vulnerable people achieving independent living	59% (Q2 2007/08)	76%*	66%*	71%*	LEEDS CITY COUNCIL Leeds PCT Leeds Partnerships Foundation Trust Re'New VCFS bodies through Leeds Voice Health Forum
		Government Agreed	NI 139 The extent to which older people receive the support they need to live independently at home	Place Survey - Awaiting further guidance. Baseline to be agreed by March 2009.	New indicator – targets determined by March 2009.			LEEDS CITY COUNCIL Leeds PCT Leeds Partnerships Foundation Trust VCFS bodies through Leeds Voice Older People's Forum
		Partnership Agreed	NI 136 People supported to live independently through social services (all adults)	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets determined by March 2009			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice Health Forum

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.	Government Agreed	NI 130 Social care clients receiving Self Directed Support per 100,000 population	95 (2007/08 predicted year end)	Target not yet set.	127*	Milestone not yet set.	LEEDS CITY COUNCIL VCFS bodies through Leeds Learning Disability Forum
	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.	Partnership Agreed	Number of children looked after (expressed as a rate per 10,000 excluding unaccompanied asylum seekers	1281 (83.6)	906 (59.1)	1156 (75.4)	1031 (67.3)	LEEDS CITY COUNCIL VCFS bodies through Leeds Voice CYP Forum
		Partnership Agreed	Estimated number of staff employed by independent sector registered care services in the council area that have had some training on protection of adults whose circumstances make them vulnerable that is either funded or commissioned by the CSSR	2008/09 new data return – Baseline will be in place by March 2009	To be set for 2009/10 following calculation of baseline – March 2009.			LEEDS CITY COUNCIL

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
<b>Thriving Places</b>								
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities. Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours. Increased economic activity through targeted support to reduce worklessness and poverty.	Increase the number of "decent homes".	Partnership Agreed	NI 158 Percentage non-decent council homes	33.1% (Nov 2007) Provisional baseline – targets may be revised based on final baseline.	9%	27%	18%	LEEDS CITY COUNCIL Housing Regeneration Bodies through Leeds Housing Partnership Re'New VCFS bodies through VCF Strategy Group
	Increase the number of affordable homes.	Government Agreed	NI 154 Net additional homes provided	3327 (2006-07)	10200* Over 3 year period	At least 3400* after year 1	At least 6800* After year 2	LEEDS CITY COUNCIL Housing and Regeneration bodies through the Leeds Housing Partnership Re'New

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
		Government Agreed	NI 155 Number of affordable homes delivered (gross)	232 (2006/07)	1800* (Cumulative)	300*	800* (Cumulative)	LEEDS CITY COUNCIL Housing and Regeneration bodies through the Leeds Housing Partnership Re'New
	Reduce the number of homeless people.	Partnership Agreed	LKI HAS4 The number of homeless acceptances made in the year.	1142 (2007/08)	1022	1100	1060	LEEDS CITY COUNCIL Housing Regeneration Bodies in the Leeds Housing Partnership West Yorkshire Probation Service West Yorkshire Police VCFS bodies through Leeds Voice Health Forum
	Reduce the number of people who are not able to	Government Agreed	NI 187 Tackling fuel poverty – % of people receiving income based benefits living in homes	4% 2007/08 (SAP<35)	2.36%*	3.46%*	2.91%*	LEEDS CITY COUNCIL Leeds PCT

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	adequately heat their homes.		with a low energy efficiency rating	44% 2007/08 (SAP>=65)	45.44%*	44.34%*	44.89%*	Housing Regeneration bodies in the Leeds Housing Partnership VCFS bodies through Leeds Voice Environment Forum
	Increase financial inclusion in deprived areas.	Partnership Agreed	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6700 (Jan – Dec 2007)	7000	6700 (exceptional performance in 2007/08 so target for 2008/09 is to maintain this performance.)	6850	LEEDS CITY COUNCIL Leeds City Credit Union VCFS bodies through West Leeds Debt Forum
	Reduce crime and fear of crime.	Government Agreed	NI16 Serious acquisitive crime rate	27.0 (rate per 1000 population)	7% reduction on baseline (25.2 rate per 1000 population)	2.3% reduction on baseline (26.4 rate per 1000 population)	4.7% reduction on baseline (25.8 rate per 1000 population)	WEST YORKSHIRE POLICE Leeds City Council West Yorkshire Police Authority
		Government Agreed	NI 20 Assault with injury crime rate	8.0 (rate per 1000 population)	8% reduction on baseline (7.4 rate per 1000 population)	4% reduction on baseline (7.7 rate per 1000 population)	6% reduction on baseline (7.5 rate per 1000 population)	West Yorkshire Probation Service VCFS bodies through Leeds Voice Community Safety Consortium

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Reduce offending.	Government Agreed	NI 30 Re-offending rate of prolific and priority offenders	Awaiting Home Office Guidance. Baseline will be calculated by 30 May 2008	5% year on year reduction in re-offending rate	5% year on year reduction in re-offending rate	5% year on year reduction in re-offending rate	WEST YORKSHIRE PROBATION SERVICE West Yorkshire Police Leeds City Council Youth Offending Service Local Criminal Justice Board Re'New Jobcentre Plus Learning and Skills Council VCFS bodies through Leeds Voice Community Safety Consortium
		Partnership Agreed	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified.	2076 (2004/05)	N/A LPSA 2 Target-finishes March 2009	1877	N/A LPSA 2 Target-finishes March 2009	YOUTH OFFENDING SERVICE West Yorkshire Probation Service West Yorkshire Police

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
			A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year.	622 (2005)	N/A LPSA 2 Target – finishes March 2009	573	N/A LPSA 2 Target – finishes March 2009	Leeds City Council Re'New VCFS bodies through Youth Work Panel
	Reduce the harm from drugs and alcohol to individuals and society.	Government Agreed	NI 40 Number of drug users recorded as being in effective treatment	2976 (2007/08)	3201*	3006*	3067*	LEEDS PCT Leeds City Council Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Community Safety Consortium
	Reduce anti-social behaviour.	Government Agreed	NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets determined by March 2009			LEEDS CITY COUNCIL West Yorkshire Police

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Reduce bullying and harassment.	Government Agreed	NI 69 Children who have experienced bullying	33% (2007)	22.5%*	30%*	26.5%*	LEEDS CITY COUNCIL VCFS bodies through Leeds Voice CYP Forum
	Reduce worklessness across the city with a focus on deprived areas.	Government Agreed	NI 152 working age people on out of work benefits	11.4% (2007)	10.4% by 2010/11			JOB CENTRE PLUS Leeds City Council Learning and Skills Council
		Partnership Agreed	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.4% (2007)	28.4% by 2010/11			Yorkshire Forward VCFS bodies through Leeds Voice Economy and Skills Forum
	Reduce the number of children in poverty	Partnership Agreed	Will be addressed through a number of measures and performance in existing indicators listed below: <ul style="list-style-type: none"> <li>NI 152 working age people on out of work benefits;</li> <li>NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods;</li> <li>NI 187 Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating;</li> <li>LKI HAS4 The number of homeless acceptances made in the year;</li> <li>NI 158 Percentage non-decent council homes;</li> <li>NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher;</li> </ul>					



## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	Develop extended services, using sites across the city, to improve support to children, families and communities.	Partnership Agreed	NI 88 Percentage of schools providing access to extended services.	42% (2006/07 academic year)	100% (by Sept 2010)	74% (by Sept 2008)	90% (by Sept 2009)	LEEDS CITY COUNCIL West Yorkshire Police Education Leeds VCFS bodies through Leeds Voice CYP Forum
<b>Harmonious Communities</b>								
More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.	Partnership Agreed	NI 10 Young people's participation in positive activities	To be set when TellUs Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008	LEEDS CITY COUNCIL Arts Council West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice CYP Forum
Improved community cohesion and integration through meaningful involvement and valuing equality			NI 6 Participation in regular volunteering	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL VCFS Bodies through Voluntary Action Leeds Arts Council Museums, Libraries,

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
and diversity.								Archives, Yorkshire Sport England Leeds PCT
	An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.	Government Agreed	NI 4 Percentage of people who feel they can influence decisions in their locality	33% Best Value survey 2006	37.1% (Measured by new Place Survey in Autumn 2010)	33%* (Measured by new Place Survey in Autumn 2008)	35%*	LEEDS CITY COUNCIL West Yorkshire Police Authority West Yorkshire Police West Yorkshire Fire and Rescue Service Leeds PCT VCFS bodies through Leeds Voice Community Empowerment Network
	Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.	Partnership Agreed	NI 7 Environment for a thriving third sector	To be set by Office of the Third Sector Survey - Autumn 2008	Increase of 4.1 percentage points on baseline by 2010/11 (measured by second OTS survey in Autumn 2010)			LEEDS CITY COUNCIL VCF bodies through VCF Strategy Group Leeds PCT West Yorkshire Police

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 10/11	Mile-stone 08/09	Mile-stone 09/10	LEAD/contributory partners
	An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.	Government Agreed	NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area	65% BV General Survey 2006	69% * Measured by new Place Survey in Autumn 2010	65% (Measured by new Place Survey in Autumn 2008 and Autumn 2010)	67%	LEEDS CITY COUNCIL VCF bodies through VCF Strategy Group Leeds PCT West Yorkshire Police Natural England

## DRAFT Memorandum of LAA

Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.

DCSF Statutory Targets		
Indicator	Baseline	Targets
Early Years (EYFSP) – to narrow the achievement gap at age 5	38% (2006/07 academic year)	30% (for 2008/09 academic year)
Early Years (EYFSP) – to increase achievement for all children at age 5	47.1% (2006/06 academic year)	53% (for 2008/09 academic year)
Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	N/A	77% (for 2008/09 academic year)
Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English	N/A	85% (for 2008/09 academic year)
Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths	N/A	87% (for 2008/09 academic year)
Key Stage 3 - to increase proportion achieving level 5+ in both English and maths	N/A	74% (for 2008/09 academic year)
Key Stage 3 – to increase proportion achieving level 5 in science	69% (2006/07 academic year)	77% (for 2008/09 academic year)
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English	N/A	34% (for 2008/09 academic year)
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths	N/A	65% (for 2008/09 academic year)
Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	42.1% (2006/07 academic year)	51.6% (for 2008/09 academic year)
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English	N/A	62.7% (for 2008/09 academic year)
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths	N/A	32.6% (for 2008/09 academic year)
Attendance – to reduce persistent absentee pupils in secondary schools	N/A	7.7% (for 2008/09 academic year)
Attendance – to reduce persistent absentee pupils in primary schools	N/A	No statutory target set (only set for secondary schools)

**DRAFT Memorandum of LAA**

**Note: Negotiations are ongoing with Government Office to finally agree a number of the targets currently missing in the document with the aim of resolving issues prior to being presented to Executive Board on 14 May 2008.**

Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	N/A	56% (for 2008/09 academic year)
Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	N/A	56% (for 2008/09 academic year)
Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	N/A	17% (for 2008/09 academic year)



This page is intentionally left blank



Originator: Doug Meeson

Tel: 247 4250

**APPENDICES A AND B NOT FOR PUBLICATION**

Exempt/Confidential under Rule 10.4 (3)

**Report of the Director of Resources**

**Executive Board**

**Date: 14<sup>th</sup> May 2008**

**Subject: Loan Agreement with Yorkshire County Cricket Club: Granting of Consents and Variations**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

**EXECUTIVE SUMMARY**

The Council provided a loan to the Yorkshire County Cricket Club (YCCC) in December 2005 to enable them to purchase the Headingley cricket ground. Under the loan agreement, the club is required in a variety of circumstances to seek the Council's consent or agreement to vary the contract. YCCC have approached the Council seeking consent to enable them to enter into financial and property transactions pursuant to the ongoing development of the cricket ground. The club will be seeking further consents in the near future relating to the development of a new pavilion in partnership with the Leeds Metropolitan University (Leeds Met). After assessing the impact of the proposed refinancing and related aspects upon the Council's security and the club's on-going financial ability to repay the Council's loan, it is proposed that the necessary consents and variations to the loan agreement are agreed, but the Council's position with regard to the proposed new pavilion is reserved.

## **1.0 Purpose Of This Report**

- 1.1. The City Council provided a £9M loan to Yorkshire County Cricket Club (YCCC) at the end of December 2005. The loan agreement places a number of restrictions upon the club which require them to seek the consent of the Council in a number of matters.
- 1.2. The club has approached the Council seeking consent to enable them to enter into a number of transactions pursuant to the ongoing development of the cricket ground.
- 1.3. This paper provides information as to the club's proposed transactions and sets out issues that the Council will need to consider in deciding whether to grant the necessary consents and variations to the loan agreement with YCCC. The paper also makes proposals for the future governance of the loan agreement.
- 1.4. The attached appendices A and B contain information relating to the financial or business affairs of third parties, and of the Council, and the release of such information would be likely to prejudice the interests of all the parties concerned. Whilst there may be a public interest in disclosure, in all the circumstances of the case maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time. It is therefore considered that Appendices A and B of this report should be treated as exempt under Rule 10.4 (3) of the Access to Information Procedure Rules.

## **2.0 Background Information**

- 2.1. Following significant deliberation, the Council provided a £9M loan to YCCC at the end of December 2005. This was to enable the club to purchase the freehold of the Headingley Cricket Ground (subject to a number of ongoing conditions) from the Leeds Cricket Football and Athletic Co Ltd (LCFA). Through the loan and purchase of the ground, the club was able to meet one of the requirements of their staging agreement with the ECB which provides for test match cricket to be played at Headingley up to and including 2019.
- 2.2. The loan is to be repaid by YCCC with a fixed interest rate of 4.5% in accordance with a cash flow schedule agreed with the club and their bankers over the same period as the staging agreement. All repayments to the City Council have been made in accordance with the agreement. The outstanding principal currently stands at £8.355M.
- 2.3. The agreement provides the Council with various forms of security including a first charge over the ground and a shortfall personal guarantee. In addition, the agreement, based on best commercial practice, places a number of restrictions upon the club which either require them to seek the Council's consent or agreement to vary the contract in a variety of circumstances. These include:
  - create or agree or attempt to create a mortgage, charge or other security;
  - sell, transfer, lease or otherwise dispose of, or cease to exercise direct control over the whole or any part of any property charged to the Council;
  - erect any buildings or structures on any property owned by the Club or in which it has an interest;
  - demolish any property or any part of any property owned by the Club or in which it has an interest;
  - make any material additions to any property owned by the Club or in which it has an interest;



- make any structural or other material alterations to any property owned by the Club or in which it has an interest;
- change the use of any property owned by the Club or in which it has an interest, or any part of it;
- carry out any development (as defined by section 55 of the Town and Country Planning Act 1990);
- contract to purchase any estate or interest in any property (in addition, any estate or interest that the Club might acquire must be charged to the Council);
- make any application for planning permission;
- grant any leases, tenancies or contractual licences or give any person a right to occupy the Club's property;
- alter or vary, or agree to alter or vary the terms of any lease, or surrender or dispose of any lease or allow it to be forfeited (this applies to the Club both as landlord and tenant);
- charge any book or other debts and any other rights and claims already charged to the Council (in addition, if the Club are moving their Collection Account to another bank, the bank must provide the Council with a letter about the conduct of the account);
- enter into any financial liabilities or give any guarantees for any financial liabilities;
- incur capital expenditure in excess of 110% of the amount proposed in the agreed annual budget;
- enter into any joint venture or other arrangement whereby the Club lends or gives a guarantee or transfers assets or otherwise funds or incurs any liability whatsoever;
- amend the terms of the Catering Agreement or the Staging Agreement;
- amend the repayment terms or the pricing of the HSBC Term Debt; and
- vary the "Cash Sweep" provisions of the Facility Agreement with the Council.

2.4. In addition, the agreement provided for the City Council to appoint a Director to the board of YCCC.

2.5. The agreement requires the club to finance all costs associated with changes to the agreement or conditions to meet the terms of the agreement.

### **3.0 Main Issues**

3.1. The club has approached the Council requesting agreement/consent in accordance with the loan documents to enable the club to enter into two significant, but related transactions.

#### **3.2. Refinancing and extending their bank loan.**

3.2.1. The club has a proposal from another bank for a loan and overdraft facility.

3.2.2. The loan would be used to replace their current loan from the club's current bank and to buy out Leeds Cricket Football and Athletic Company (LCFA) remaining interest in the cricket ground.

3.2.3. The agreement to purchase the ground provided for further payments to be made to LCFA. These are:-

- \* £1M, plus RPI to buy out LCFA's interest in the ground floor of the Winter Shed within 5 years of the sale.

\* £3M plus interest at base rate plus 2% to be paid by the end of the staging agreement, but should this terminal payment not be paid then LCFA would have the option to re-purchase the ground.

3.2.4. Further details of this transaction are included in the confidential appendix A.

3.2.5. The club is keen to get complete ownership and control of the ground and to minimise a future cost. In addition, this transaction is critical to the proposed pavilion development which is discussed further below.

### **3.3 Demolition of the Winter Shed and replacement within a temporary stand**

3.3.1. The club is developing proposals with the Leeds Met for the development of a teaching facility/pavilion and media centre at the Headingley Cricket Ground on the site of the current Winter Shed. Under the loan agreement, for this development to proceed the club require the Council to grant a number of consents/variations. At this time, the club is not in a position to come forward to request the necessary consents/variations under the loan agreement with the Council for this development to proceed, and a number of matters still need to be resolved. It is anticipated that the club will be seeking the Council's consents/variations in the near future, and at that time, a report will be brought to Executive Board for the necessary approvals.

3.3.2. The proposed scheme would accommodate Leeds Met's School of Tourism, Hospitality and Events. The development will incorporate a full scale teaching kitchen as well as lecture theatres and faculty offices. The pavilion will replace the dilapidated Winter Shed and media centre. Obsolete spectator boxes and commentary boxes that no longer meet broadcaster requirements will be replaced with state of the art facilities, whilst changing rooms designed specifically for cricket will be provided for the first time. The new hospitality suites and media centre has been designed as lecture theatres and teaching spaces for use outside the major cricket matches. Offices for YCCC and Leeds Met will also be provided. A planning application for the development has been recently submitted to the Council.

3.3.3. The intention is however to take down the Winter Shed in order to reduce the construction period once planning permission is obtained, and to erect a temporary stand for a 40 day period from the end of May 2008 which will cover both the Test match and the one day international. The temporary stand will in fact provide uplift to the previous revenue forecasts by way of an additional 600 seats. They have also received positive support from the ECB for this proposal, who described the current Winter Shed as an "eyesore". This will require the club to pay the £1m (plus interest) in order to buyout LCFAs interest in the Winter Shed.

### **4.0 ISSUES FOR LCC**

4.1. The loan agreement places obligations upon YCCC to seek the Council's consent in a variety of circumstances, as set out at para 2.3. above. In terms of considering whether to agree to any requested variations to, or any consents under, the loan agreement, then clearly a number of issues will need to be considered. Uppermost must be a consideration as to the impact that the proposed transactions might have upon the Council's loan being repaid. This is both in terms of any impact that the transactions have upon the value of the security that the Council obtained when

providing the loan, and upon the club's on-going financial ability to repay the Council's loan. However, some consideration must also be given to the need for the Club to continue to develop the ground, and to the longer term future of test match cricket at Headingley, beyond the current staging agreement. The report that members agreed in December 2005 for the original loan did identify a number of on-going risks, and these included:

- The ability of YCCC to meet the £1M (plus interest) option payment to buy out LCFA's lease on the ground floor of the Winter Shed within the required 5 year period to enable the Club to enjoy the full and unencumbered use of the cricket ground that they are seeking.
- The ability of YCCC to meet the final payment of £3M (plus interest) to retain the freehold beyond 15 years, which if not completed would allow LCFA to re purchase the cricket ground.

The proposed transactions would certainly close these two risks.

- 4.2. The Council' main security for its loan is a first charge on the ground, and this position will not be changed by either the new bank loan nor the demolition of the Winter Shed. However, it is important that the Council has confidence in the ability of the club to meet its financial obligations, including its repayments of the Council's loan. For the last two years the club has recorded surpluses: £276k in 2006 and £336k after taxation in 2007.
- 4.3. Looking forward, the club has produced a cash flow forecast covering the period 2008- 2020 which includes:
  - forecasts of income and expenditure
  - the repayment of LCC's loan in accordance with the agreement, and
  - the repayment of the new bank loan
- 4.4. The club's subsequent cash profile does show the club maintaining a positive cash flow position over the period. Further information as to the club's cash forecast is included in the attached confidential appendix B. The club's forecasts for income and expenditure are inevitably based on a series of assumptions, but in essence largely reflect current activity levels taking account of known developments, but also some on going development of existing income streams. Within these parameters these forecasts are considered reasonable.
- 4.5. The report to the meeting of the Executive Board on the 23<sup>rd</sup> December 2005 summarised the main risks at that time of providing a loan to YCCC. Those that continue to be relevant include:
  - The financial ability of YCCC to meet its loan repayments to the Council as well as meet its other financial commitments.
  - The vulnerability of YCCC income streams, which could be affected by a variety of factors over the life of the loan, for example the popularity of cricket, the weather, and the maintenance of commercial contracts at their current levels. The Club do have in place ticket refund insurance to cover the effect of lost ticket revenue due to weather.
  - That the Council may have to call in its charge on the cricket ground and/or personal guarantee should YCCC default on its loan repayments with the possibility that the Council may not be able to realise sufficient monies to cover the loan outstanding at that time, with the result that the Council would need to service any outstanding debt.

- The vulnerability of the staging agreement to termination by the ECB in the case of default by YCCC of its obligations under the agreement.
- Factors that could impact upon the operation of the cricket ground from either other parts of the stadium complex or external to the ground.
- Failure to attract funding for the necessary development of the ground, which could impact on the ability of the Club to maintain test match cricket beyond the term of the current staging agreement.

4.6. Additional risks that the proposed transactions bring include:

- The financial position of the club will be reliant upon the generation of higher levels of income
- The club's financial position will be vulnerable to changes in interest rates, although they are considering hedging options with their bankers.

## **5.0 Implications For Council Policy And Governance**

5.1. As previously mentioned the loan agreement does place a number of obligations upon YCCC to seek the Council's consent in a variety of circumstances, as set out at para 2.3. above. Given the significance of the consents and variations associated with the club's proposed transactions, and particularly the potential impact upon the Council's security, it is appropriate for this matter to be dealt with by the Executive Board. However, given the range of potential consents, it is suggested that consents or variations to the loan which do not have any impact upon the Council's security or materially impact upon the club's on-going financial ability to meet the repayments of the Council's loan are delegated to officers. It is proposed that property matters are determined by the Director of City Development and financial matters by the Director of Resources, in both instances in consultation with each other.

## **6.0 Legal And Resource Implications**

- 6.1. Subject to the agreement of the Executive Board to the recommendations of this report, the Council's loan agreement with YCCC will be amended to include a new deed of consent and a revised deed of priorities.
- 6.2. The Council's costs in considering and granting the necessary consents and variations to the loan agreement will be reimbursed by the club.

## **7.0 Conclusions**

- 7.1. The Council in making its loan to YCCC in December 2005 obtained significant security for its loan through both securing a first charge on the grounds and also an agreement which places a number of restrictions upon the club. These restrictions require the club to obtain the Council's consent or agreement to vary over a range of matters. In both these matters, the first charge and restrictions are designed to provide the Council with a high degree of security to ensure that its loan is ultimately paid back by the club.
- 7.2. Replacing and extending their current bank debt will clearly add to the club's balance sheet debt position, but in a sense, it is in fact recognizing the outstanding liabilities from the club's purchase of the ground and does give the club total ownership of the ground. Moreover, buying out LCFA's Winter Shed option is crucial to the proposed ground development.

- 7.3. The transactions for which consent is sought at this time, do not impact upon the Council's security, and the Council will continue to have the benefit of first charge on the ground, a shortfall guarantee and the other forms of security that it obtained with the original loan.
- 7.4. Given the nature of the club's business, increasing the club's debt does expose the club to some increase in risk. There can be no guarantee that the club's future income forecasts will be achieved. However, the club has demonstrated their ability to develop their income streams and their future forecasts, appear to be reasonable, but in addition they do provide a margin to cope with potential fluctuations, as does the new overdraft facility.
- 7.5. Whilst the transactions to which consent is sought at this time, do not impact upon the Council's security for its loan, nevertheless, they do have a potential impact upon the club's financial position, and therefore do expose the Council to some additional risk in terms of the ability of the club to repay the Council. Nevertheless, it is considered that this additional risk is reasonable and is worth taking in order to assist the club to develop the Headingley cricket ground and to secure the future of test match cricket for Leeds in the longer run. Given this, it is the recommendation of this report that the Council grant the necessary consents and variations to the current loan agreement to enable the club to progress the following transactions.
- re-financing their current bank loan, and extending it to finance the outstanding payments to LCFA
  - exercising the right to buy out LCFAs lease and option over the ground
  - demolishing the Winter Shed
  - erecting of temporary seating on the Winter Shed land.

## **8.0 Recommendations**

- 8.1. Members of the Executive Board are recommended to:
- a) grant the necessary consents and agreements to vary the Council's loan agreement to facilitate YCCC entering into the transactions referred to in this report.
  - b) agree the proposals in respect to dealing with future requests for consents or variations under the loan agreement with YCCC as detailed at para 5.1 above.

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank



**REPORT OF THE DIRECTOR OF CITY DEVELOPMENT**

**EXECUTIVE BOARD**

**Date: 14 May 2008**

**Subject: ADVERTISING ON LAMP POSTS  
PROPOSALS FOR DISTRIBUTION OF INCOME**

**NOT FOR PUBLICATION:** The appendix to this report is Exempt/Confidential under access to Information Procedure Rule 10.4 (3)

**Electoral Wards Affected:**

ALL

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In (Details contained in the report)

**EXECUTIVE SUMMARY**

On 19<sup>th</sup> December 2007 this Executive Board approved the award of a contract for advertising on street lighting columns for the period 2008-2023. The Board requested a further paper on advertising opportunities identified by Area Committees and share in profits. This report is the response to the Board's request and after a review of options proposes that Area Committees should benefit from a 20% share the income from all the lamp post advertising sites, to be spent in the wards where the adverts are located.

**PURPOSE OF THIS REPORT**

- .1 To propose a scheme for share in profits from lamp post advertising.

**BACKGROUND INFORMATION**

- 2.1 The contract for advertising on lamp posts covers the whole of the city with the exception of the city centre area as bounded by the Inner Ring Road to the West and North, Marsh Lane to the East and the river to the South. A further report will be presented to Executive Board in the future regarding advertising sites in the City Centre.

- 2.2 All lamp post advertising is required to comply with The Advertising Design Guide (Supplementary Planning Documentation as approved by the Executive Board) and the council's guidance on advertising content.
- 2.3 The service provider is responsible for identifying sites, obtaining advertising consent, installing suitable columns and panels to support the adverts and selling the advertising space.
- 2.4 Income to the council is a fixed amount for each site with advertising consent. There is RPI index linking built into the contract.
- 2.5 The income will therefore be limited by the number of sites approved through the council's own planning process.
- 2.6 There are already 52 sites which were installed as part of a trial. Additional sites will be installed mainly over the next three years and will be coordinated with the column replacement programme for the street lighting PFI. The Service Provider would eventually like to install 800 sites by 2012/13.
- 2.7 It may be possible to accelerate and increase the income, given local support to promoting potential sites. For the Service Provider to progress such sites, they would need to be commercially viable, comply with the Advertising Design Guide and tie in with the street lighting PFI replacement programme.
- 2.8 The public interest in maintaining the appendix as exempt outweighs the public interest in disclosing the information by reason of the fact that it contains commercially sensitive information which, if disclosed, could be prejudicial to contract confidentiality.

### **3.0 PROPOSALS FOR DISTRIBUTION OF INCOME**

- 3.1 It is proposed that Area Committees be offered a 20% share of the fixed income for every lamp post advert site with planning consent, to be spent in the wards where the adverts are located.
- 3.2 The income this would generate for area committees is considered to be a sufficient sum to be of value to the area committees while still supporting the income generation requirements for the street lighting service.
- 3.3 The option is transparent and simple to administer. It provides financial benefits which will enhance delivery of services in those wards where the advertising income is being generated.

### **4.0 TIMETABLE**

- 4.1 The lamp post advertising Service Provider will commence new applications for advertising consent during 2008.
- 4.2 The Service Provider will notify the council of the number of sites with consent on a quarterly basis. They will then be invoiced based on the contract fixed income per site. 20% of the income received will then be transferred to Area Committees.
- 4.3 The annual income will build up over a period of three years as the Service Provider co-ordinates their work with the street lighting replacement programme.

## **5.0 CONSULTATION**

- 5.1 The Street Lighting PFI Service Provider is working with the Lamp Post Advertising Service Provider in coordinating works with the column replacement programme.
- 5.2 Area Managers have been advised of the income share proposals.
- 5.3 The Lamp Post Advertising Service Provider will write to ward members and advise them in advance of any proposals to seek advertising consent for sites in their ward.

## **6.0 RESOURCE IMPLICATIONS**

- 6.1 Staff: The management of a street lighting advertising contract will be delivered by Highways Services.
- 6.2 Budget: The minimal costs to the council associated with delivery of street lighting advertising will be funded from the income generated and will generate a significant net income to the council.

## **7.0 RISK ASSESSMENT**

- 7.1 The Council will take the risk of obtaining planning advertising consent for the sites. The service provider will take the risk of installing and marketing the sites.
- 7.2 The proposals for sharing of income will generate community benefits and may reduce the risk of opposition during the planning advertising consent process.

## **8.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

- 8.1 This report is consistent with the council's policy on advertising on lamp posts as established by the Executive Board on 15 November 2006.

## **9.0 RECOMMENDATIONS**

- 9.1 The Executive Board are requested to approve the arrangements for distribution of income from lamp post advertising as described in this report.

## **10.0 BACKGROUND PAPERS**

- Report to Executive Board, 15 November 2006 "Advertising on Lamp Posts" and associated confidential addendum on income generation.
- Advertising Design Guide and Advertising Content Guidance.
- Report to Executive Board, 19 December 2007 "Advertising on Lamp Posts" approving the award of an advertising contract.

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank





Originator: Chris Coulson  
Tel: 74459

**APPENDICES 1 & 2 AND PLANS 1 & 2 ONLY OF THIS REPORT ARE EXEMPT/CONFIDENTIAL UNDER ACCESS TO INFORMATION PROCEDURE RULES 10.4 (3). APPENDIX 1 AND THE PLANS WILL BE CIRCULATED AT THE MEETING.**

**Report of : Director of City Development**

**To : Executive Board:**

**Date: 14 May 2008**

**Subject: PROPOSED LEEDS ARENA – SELECTION OF PREFERRED OPERATOR**

**Electoral Wards Affected:**

**CITY WIDE**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In (Details contained in the report)

## Executive Summary

The report informs Members as to the progress made with the procurement of an operating partner for the proposed Leeds arena. Members will recall that in June 2007, the City Council commenced an international competition to procure an experienced, high quality operator for the new facility.

The report summarises the strong response from bidders to the competition, advises that two companies have been invited to participate in the final tender stage of the operator procurement process, evaluates the two final tender submissions, recommends a preferred and reserve operator for the proposed arena and seeks authority to enter into a legal agreement with the preferred and reserve operator on terms outlined in the report.

## **1.0 PURPOSE OF THIS REPORT**

1.1 The purpose of this report is to:-

- (i) Seek Executive Board's approval to the selection of a preferred and reserve operator for the proposed Leeds Arena.
- (ii) Authorise the Director of City Development to enter into a legal agreement with the preferred operator (or reserve operator should the need arise) of the Leeds Arena on the terms contained in the Appendix 2 of the report which is Confidential/Exempt under Access to Information Procedure Rules 10.4.(3)

1.2 This report is marked as Exempt for Call In on the basis that the City Council took the decision to pursue a two stream procurement process to select a preferred operator for the proposed arena at a meeting of the Executive Board on 13 December 2006. Thereafter, at its meeting on 4 July 2007, Executive Board authorised the Director of City Development under the Council's scheme of delegation, to approve both the long and short list of potential operators during the Competitive Dialogue procurement process. Both decisions determined by the Executive Board were subject to the Council's Call In procedures. The recommendations contained in this report are consistent with the decisions made by the Executive Board on 13 December 2007 and 4 July 2007.

1.3 Under the Council's Constitution, a decision may be declared as being Exempt from Call In if it is considered that any delay would seriously prejudice the Council's or the public interest. Officers have been advised by the Council's retained consultants that there has to be a clear, transparent process for achieving the selection of a preferred operator and a structural procurement programme needs to be pursued and adhered to and any delay could prejudice the competitive element of the process and the ability to achieve the optimum financial proposal for the Council.

1.4 Appendices 1 and 2 and plans 1 and 2 of this report are confidential as they evaluate the shortlisted bidder's proposals and their financial offer to operate the arena and set out the basis of the Council's proposed legal agreement with the operator respectively. It is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the nature of the operator's proposals, as disclosure may prejudice the outcome of the procurement process and the financial offer made by the proposed preferred operator to manage the arena. Accordingly, the Appendices and plans are marked as Exempt/Confidential under the Council's Access to Information Procedure Rules 10.4 (3).

1.5 Members of Executive Board should note that Appendix 1 and the accompanying plans will be circulated at the meeting.

## **2.0 BACKGROUND INFORMATION**

2.1 The Council's Executive Board at its meeting on 13 December 2006, agreed to support the findings and recommendations contained in PMP Ltd's report on the proposed funding and procurement of a multi purpose arena and approved an

overlapping, two stream competitive procurement process to select a preferred operator for the proposed arena.

- 2.2 In the first instance, the Council would hold an international competition to select an experienced, high quality partner to operate and maintain the arena. This would be closely followed by the selection of a developer partner, who would also bring forward a site for the arena development. Both competitions would be progressed via the OJEU Competitive Dialogue Process.
- 2.3 During the operator selection competition, interested parties were required to develop an indicative (commercially sustainable) business plan and a programme of events and services proposed for the arena. Once selected, the preferred operator would work alongside the Council to both finalise the arena specification and contribute to the selection of the preferred developer/site, the outcome of which will be reported to Executive Board for approval in November 2008.
- 2.4 The detailed arena specification has yet to be determined and will be influenced by the preferred operator once selected. However, outline specifications have been developed by the operators, which have been based on the initial research undertaken to date and which is likely to reflect the following:-
- Circa 12,500 seats.
  - An entertainment focussed layout to accommodate the national and international concert circuit.
  - Flexibility in building construction, facilities, seating arrangements and rigging to accommodate a range of event types that will support the operator's business plan.
  - An event programme that would seek to maximise visitors to the city, which would ensure operational profitability, a sustainable and resilient business plan and will provide a significant socio-economic benefit to the city.
  - An architectural approach that will promote a high quality design, commensurate with its proposed location, which will contribute to the life of the city.
  - A sustainable transport design and operating solution.
- 2.5 Members of Executive Board should note that the procurement process is operator centric, as the operator will be the driving force behind the arena throughout its life. Based on the Council's brief, the operator bidders were required to come forward with their proposals for the event programme and hence their business plan, financial contribution to the developer (e.g guaranteed rent, capital contribution, profit share etc) and other key matters such as the detailed form and duration of the proposed lease with the developer. The configuration and internal functional specification of an arena will influence programming, the experience of both event goers and performers and will hence influence programming and the business model.
- 2.6 The operator bidders were, therefore, asked to set out their Facilities Requirements for the arena that would enable them to deliver their programme and business plan. They were required to advise as to the number and type of seating, seating bowl configuration and scale and form of hospitality provision. With regard to the seating bowl configuration, no two arenas are identical. Nevertheless, there are three generic

bowl configurations: sport/360 (in the round), horseshoe (end stage) and fan. Each configuration is flexible in its use, but each places priority on a particular component of the programme (e.g sports and concerts). The generic issues to consider when looking at each configuration model are outlined below;

### **Sport in the Round/360 Configuration**

- Sight lines optimised for competitive sport
- Seats and concessions generally sport orientated
- Flexible use
- Generally less good for conference/entertainment use
- Get in/out constraints for concerts/entertainment

### **Horseshoe Configuration**

- Sight lines primarily optimised for competitive sport but compromised by flexibility
- Seats and concessions are generally a compromise for sport and entertainment
- Very flexible use
- Site lines are less good for concert/conference/entertainment use
- Efficient get in/out for concerts etc

### **Fan Configuration**

- Sight lines optimised for concerts and family entertainment
- Seats and concessions generally concert/conference orientated
- Optimised get in/out for concerts etc
- Flexible use
- Good for exhibition sport, but generally not optimised for competitive sport

2.7 Executive Board, at its meeting on 4 July 2007, agreed the evaluation criteria to be used to assess the initial expressions of interest from potential operator partners (financial 60% and technical 40%) and, then thereafter through the Invitation to Participate in Dialogue and Invitation to Continue Dialogue stages of the operator procurement process that assessment of submissions would be based on the following (but not restricted to) broad criteria:-

#### **i) Financial/Commercial Proposals (50%)**

- Underwritten capital/revenue streams
- Additional projected capital/revenue streams
- Commercial proposals
- Contract structure proposals/agreement
- Facilities requirements

#### **ii) Operational (25%)**

- Proposed event programme
- Method Statements
- Services specification
- Robustness of supporting financial information (business model)

#### **iii) Deliverability (25%)**

- Robustness of capital cost estimates
- Robustness of proposals
- Risk

2.8 Executive Board also at its meeting on 4 July 2007, authorised the Director of City Development under the Council's scheme of delegation, to approve both the long and short list of potential operators of the proposed arena during the Competitive Dialogue Process, but with Executive Board ultimately determining the selection of the preferred and reserve operating partner for the proposed arena.

### 3.0 CURRENT POSITION

3.1 In June 2007, an OJEU Notice advertising the proposed arena development sought expressions of interest from potential arena operators. A Pre-Qualification Questionnaire (PQQ) was issued to all parties expressing an interest in the project. Six (6) PQQ submissions were received from companies with national/international expertise, were evaluated and the Director of City Development authorised that all six bidders should be taken forward to the Invitation to Participate in Dialogue (ITPD) Stage of the operator procurement process. The six companies selected, which represented a strong field and included a number of arena operators with international experience were (in alphabetical order):-

#### i) **Anschutz Entertainment Group (AEG)**

3.2 AEG is a private limited company formed in 1997. It is a wholly owned subsidiary of a North American based parent company. The ultimate parent company owns or controls a collection of companies and venues, including facilities in North America, mainland Europe and the UK (The O<sup>2</sup>, London). Within the group also sits ownership of a series of professional sports teams including LA Galaxy and a live entertainment division, which produces live events throughout Europe and world wide. AEG has experience of operating arenas, stadia and entertainment venues and other commercial developments and owns and/or provides arena venues in some of the world's leading cities i.e. Staples Centre, Los Angeles (USA), Prudential Centre, Newark (USA) and O2 World, Berlin (opening September 2008).

#### ii) **Global Spectrum**

3.3 Global Spectrum is a limited partnership created in 2000, although its creator had significant previous operational experience prior to this. The company is based in North America and operates a large number of arena and stadium facilities across the continent and in Asia. The ultimate parent company operates in a wide range of fields, owning and operating sports franchises, managing facilities, selling tickets, providing food and beverage services and programming sports television networks. Global Spectrum provides these services on a management and/or consulting basis for both the pre-opening/design and construction phase of a new facility and on-going operations for existing venues. The company does not currently have any presence in the UK or Europe, although several senior members of staff forming part of the bid team have arena development and operational experience in England. For the company's last completed fiscal year, Global Spectrum managed facilities collectively presented over 7,000 events, had an event attendance of 16.4m people with over \$500m in gross revenue.

#### iii) **Livenation**

3.4 Livenation was formed in 1979 and specialises in the ownership, operation and management of entertainment venues. There are over 70 companies within the group in the UK. The ultimate parent company is US based. The parent group has extensive venue operating experience across North America and also the UK. The Company also delivers event promotions and creation, marketing partnerships, ticketing and security services. Livenation act as operator for a range of arenas in the UK and Europe i.e. Sheffield Hallam Arena, Wembley Arena (promoter), Cardiff International Arena and the Point Arena in Dublin.

#### **iv) Logistik/GL Events**

3.5 Logistik/GL Events is a consortium formed to deliver a single submission for the Leeds operating contract. Logistik is a UK based private limited company. It is a design and communications agency with five departments including events and communications experience, design and build, digital media production, catering and brand development. GL Events is a public limited company formed in 1989 with its headquarters in France. It has over 70 subsidiaries worldwide and is active in venue management, event management and services, with offices and a presence in 15 countries. The consortium has experience of operating venues in Europe, Asia, South America and the UK, mainly focused in convention and conference facilities.

#### **v) Quintain Estates**

3.6 Quintain Estates is a public limited company formed in 1992. The company's primary area of business is real estate investment and development and they have experience of venue management and operation. They have experience of delivering development to support stadia and arenas, but are presently not directly responsible for their day to day management.

#### **(vi) SMG**

3.7 SMG is a private limited company formed in 1995. The company specialises in entertainment venues, stadium, arenas, theatre and convention/conference centre management, offering full service management solutions. SMG is part of the European arm of a North American based parent company. They operate a number of entertainment venues/arenas in the UK and Europe, as well as ancillary services such as food and beverage provision and facilities management. SMG's core business is the staging of concerts within these venues i.e. MEN Arena, Manchester, Metro Radio Arena, Newcastle, Odyssey Arena, Belfast and the Koonig-Pilsener Arena, Oberhausen.

3.8 The ITPD Stage of the operator procurement process was designed to assess the bidder's high level proposals, approach to and suitability for operating an arena. During the ITPD Stage, two bidders (Quintain Estates and Logistik/G L Events) informed the City Council that they had withdrawn from the operator competition and would not be submitting proposals. Submissions were subsequently received from the four remaining bidders on 19 September 2007. Following detailed evaluation of the submissions, the Director of City Development authorised that all four of the bidders would be taken forward to the Invitation to Continue Dialogue (ITCD) Stage of the procurement competition.

3.9 The ITCD Stage of the procurement process provided the four remaining bidders with the opportunity to further develop the financial and commercial elements of their proposals namely, their proposed rental payable to the developer and any proposed

contributions to the capital cost of the arena.

- 3.10 The operator bidders were required to submit a Mandatory Based Bid (MBB) for the Council owned site at Elland Road and a Mandatory Variant Bid (MVB) based on the delivery of an arena on a city centre site. For the MBB, bidders were required to submit a business plan, offer of financial contribution (rental to be paid to the developer) and a mark up of the proposed legal documentation to be concluded with the developer. The bidders were also asked to provide a capital cost estimate for the level of building specification required to sustain their proposed business plan and financial contribution.
- 3.11 For the MVB, bidders were required to submit a commentary on the amendments to their position (the MBB bid), including capital cost and financial contribution implications.
- 3.12 Bidders were also permitted to submit an Optional Variant Bid (OVB) proposing amendments/additions to the facility mix and any alternative approaches to the composition of their proposed capital/revenue contribution.
- 3.13 The bidder ITCD submissions contained responses to 10 areas of analysis relating to the three key evaluation criteria previously agreed by Executive Board and the sub-criteria agreed by the Arena Project Board. These were weighted to reflect the relative importance of each area as identified in table 1 below. This approach allowed a full review of the commercial offer proposed by each bidder and analysis of any risks associated with each bid. Members of Executive Board should note that whilst earlier evaluation of operator submissions had focussed primarily on the operational proposals of the respective bidders, the ITCD stage of the process focussed more on the commercial elements of the bidder's proposals namely, in terms of their proposed annual rental payment to the developer and any contributions towards the capital cost of the arena

**Table 1: ITCD Operator Evaluation Criteria and Weightings**

Criteria	Submission Area	Weighting
Commercial (50%)	Operator Council Contract	7.5%
	Developer – Operator Contract	7.5%
	Acceptance of/proposed amendments to Facilities Specification	5%
	Contribution to the Project	30%
Operational (25%)	Acceptance of/proposed amendments to Services Specification	5%
	Services Method Statements	5%
	Subcontracting arrangements	5%
	Robustness of business case/supporting financial information	10%
Deliverability (25%)	Robustness of/risk associated with capital cost projections	10%

- 3.14 Following the detailed evaluation of the four operator submissions against the criteria detailed in table 1 above, the Director of City Development authorised that Livenation and SMG should be taken forward to the Final Tender Stage of the operator procurement process.
- 3.15 Final Tenders from the two remaining operator bidders were launched on 13 March 2008, with tender submissions made to the Council's Corporate Procurement Unit on 19 March 2008. Bidders were requested to provide marked up clean versions of legal documentation to be concluded with the Council and the preferred developer, along with services specification and facilities requirements, offer of a financial contribution and a detailed build cost of the bidder's proposed arena which would support and deliver their operational and business plan proposals. Appendix 1 and plans 1 and 2, the contents of which are Exempt/Confidential under Access to Information Procedure Rules 10.4 (3) provide an evaluation summary of the two final bidder's tender submissions and will be circulated to Members at the meeting.

#### **4.0 COMPLIANCE WITH COUNCIL POLICIES**

- 4.1 The Vision of Leeds 2004 to 2020 identifies a major project to improve the cultural life of the city, including developing a new, large scale international cultural facility such as an arena.

#### **5.0 LEGAL AND RESOURCE IMPLICATIONS**

- 5.1 Upon selection of the preferred operator for the arena, it is proposed that the City Council will enter into a legal agreement with the preferred operator in order to govern the relationship between the Council and the operator during the period between the selection of the operator and the execution of the lease for the arena between the operator and preferred developer. The agreement provides for the operator to be the sole operator party engaged with the Council in the selection of the proposed developer and, sets out the structure for this relationship. The agreement also provides the Council with a mechanism to manage changes to the operator proposal, should this be necessary during the remainder of the developer competition, in a clear and transparent manner.
- 5.2 A summary of the terms that have been proposed by the proposed preferred operator in their tender submission are detailed in Appendix 2 of the report, the contents of which are Exempt/Confidential under Access to Information Procedure Rules 10.4 (3),
- 5.3 The period of the Council/Operator agreement is anticipated to last from May 2008, until completion of the lease between the operator and developer, when the arena building is ready for occupation, though some clauses in the agreement will continue beyond this date i.e. Council's approval rights in relation to naming right sponsors for the arena.
- 5.4 Members of the Executive Board should note that Appendix 2 of the report also details the principal variations from the position adopted by the preferred operator which have been proposed by the proposed reserve operator in their tender response. The variations will become relevant if the preferred bidder withdraws from the procurement process or revises their submission in a manner that results in the reserve bidder's submission being more economically advantageous to the Council and they are asked to proceed as preferred operator for the arena.



- 5.5 Existing budget provision in Capital Scheme No. 12589/ARE will meet the cost of pursuing the operator procurement process.
- 5.6 At its meeting in December 2006, Executive Board acknowledged the requirement for up to circa £20m as the level of public sector investment that may be needed to facilitate the development of the proposed arena. Members of Executive Board should note that Yorkshire Forward have been actively involved in the process to select an operator and a developer for the Leeds arena and are currently minded to provide financial support for its development. The Yorkshire Forward Board will consider a report on 5 June 2008, which will seek approval to provide match funding for up to £10m towards the construction of an arena in Leeds

## **6.0 CONSULTATIONS**

- 6.1 The Arena Project Board has been consulted throughout the operator procurement process. The Project Board supports the recommendations contained in the report.
- 6.2 Yorkshire Forward has been consulted and is supportive of the recommendations contained in the report.

## **7.0 RISK ASSESSMENT**

- 7.1 Given the nature, scale and complexity of the proposed arena development, there are a number of risks associated with the preferred operator's involvement in the project.
- 7.2 Due to the nature of arena design proposed and detailed in table 2 of Appendix 1, the contents of which are Exempt/Confidential under Access to Information procedure Rules 10.4 (3), there is a lack of directly comparable benchmark data. Accordingly, despite the provision of a significant amount of information provided by the bidder, there is a residual risk in relation to capital cost estimates for the development of the arena that delivers their business plan proposals.
- 7.3 Until such time as the various legal agreements are concluded, there remains a risk that the preferred operator may seek to re-examine some of the fundamental points of the documentation that they have not raised to date. Members should note that nothing in the preferred operators approach to date has suggested that this might be the case.
- 7.4 Given the significant commercial sensitivity associated with the proposed operation of the arena, there is a risk that disclosure of the financial offers made could impact on the operational proposals and subsequently the level of public sector support required to facilitate the arena development.
- 7.5 The preferred operator's business plan may not be achievable. Whilst this risk can not be completely mitigated, the robust evaluation of the bidder's financial model has concluded their proposals to be robust and deliverable in overall terms, whilst the bidder has also offered a parent company guarantee to support their proposals.

## **8.0 CONCLUSIONS**

- 8.1 The procurement process to identify a preferred and reserve operator for the proposed arena has demonstrated significant and world wide interest in operating and managing the new facility. The competitive procurement process that has been

pursued by the Council produced a number of high quality submissions from companies with national/international expertise in operating such a venue.

8.2 On the basis of the high quality submissions received, a preferred and reserve bidder is recommended to Members.

## **9.0 RECOMMENDATIONS**

9.1 Executive Board is recommended to:-

- (i) Approve bidder B as the preferred operator for the proposed Leeds arena as detailed in Appendix 1 of the report, the details of which are Exempt/Confidential Under Access to Information Procedure Rules 10.4 (3).
- (ii) Authorise the Director of City Development to enter into a legal agreement with the preferred arena operator on the terms outlined in Appendix 2 of the report which is Exempt/Confidential under Access to Information Procedure Rules 10.4 (3).
- (iii) Approve bidder A as the reserve operator for the proposed Leeds arena as detailed in Appendix 1 of the report, the details of which are Exempt/Confidential under Access to Information Rules 10.4 (3).
- (iv) Authorise the Director of City Development to enter into a conditional legal agreement with bidder A on the terms outlined in Appendix 2 of the report, the contents of which are Exempt/Confidential under Access to Information Procedure Rules 10.4 (3).
- (v) Authorise that in the event that the preferred operator for the arena as detailed in Appendix 1 of the report the content of which is Exempt/Confidential under Access to Information Procedure Rules 10.4 (3), withdraws from the project or varies their submission in a manner which results in the reserve bidder's submission being more advantageous to the Council, that the Director of City Development with the concurrence of the Executive Member for Development and Regeneration, may take appropriate action to secure the reserve bidder pursuant to the conditional agreement previously entered into with bidder A as the preferred operator for the arena.

Document is Restricted

This page is intentionally left blank



Originator: Neil Sims

Tel: 77816

**Report of City Development**

**Executive Board**

**Date: 14 May 2008**

**Subject: Main street, Thorner – Over 55's Association**

**Electoral Wards Affected:**

Harewood

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

**EXECUTIVE SUMMARY**

- .1 The purpose of the report is to advise Members of the position regarding occupation of the above property and to seek support for a Less Than Best consideration disposal of a Council owned property for the provision of services to Older People.
- .2 The Thorner Over 55's Association has received Council support since 1961 by provision of a plot of land in Thorner at a nominal rent, upon which has been erected and run a small day centre for Older People on a voluntary basis. Therefore there has been considerable ongoing financial support for the organisation and the existing lease needs reviewing.
- .3 The Association requested a new long lease as security for fundraising to improve the property. The necessary £36,000 funding was raised on the offer of a 50 year lease and the improvements have been completed, but the Association feels that it is entitled to transfer of the freehold for this 'Community Asset'.
- .4 The property has a freehold market value of £180,000, which is anticipated could be realised if the organisation ceased to operate and the land sold as a cleared site for a single residential development plot. Therefore a 50 year lease at nil rent is recommended in order to continue the rental subsidy, in line with the basis upon which funds were secured, but also to protect the Council's interest in the event that the organisation should close sometime in the future.

## **Purpose Of This Report**

- .1 The purpose of the report is to advise members of the discussions that have taken place with the over 55's Association and seek support for transfer of a 'Community Asset' as a Less Than Best Consideration disposal on the terms recommended herein.

## **Background Information**

- .1 Thorner Old People's Welfare Association (now known as Thorner over 55's Association) was granted a lease of the land edged black on the attached plan by the Wetherby Rural District Council from 1 May 1961. Therefore the Association has received Council support for over 45 years by provision of a plot in Thorner at a nominal rent, upon which has been erected and run a small day centre for Older People on a voluntary basis.
- .2 The land was acquired for housing purposes but was undeveloped prior to grant of the lease to the Thorner Over 55's Association for community purposes. It adjoins a small number of housing properties managed by Leeds East and North East Homes.
- .3 In November 2003 the Association recognised the need to modernise the property to facilitate its use and to comply with the Disability Discrimination Act. In order to provide security fundraising the Association requested that the Council grant them a long lease at a peppercorn rent. A figure in the region of £36,000 was required for the project.
- .4 It was agreed with officers of the former Neighbourhoods and Housing Department to deal with the matter under the Council's Community Lettings Policy, whereby a market rent, restricted to community levels would be payable, but it would be grant funded by the sponsoring department in order to be transparent but cost neutral.
- .5 On 13 February 2004 the then Acting Director of Neighbourhoods and Housing Department agreed that a long term lease could be offered on terms to be agreed by the Director of Development. On 30 July he further agreed that the proposed market rent of £285 per annum could be grant funded.
- .6 In line with the scale of fundraising required, terms were offered on 12 October 2004 by City Development for a 25 year lease, supported by a grant funding agreement for the rental from Environment and Neighbourhoods for the full term of the lease. The Association considered that a 25 year lease was not sufficient for their proposed continued use and subsequently a 50 year lease was approved in November 2004 by the Director of Neighbourhoods and Housing to support their fundraising.
- .7 On the basis of the lease offered, the Council's North East (Outer) Area Committee approved capital expenditure of £20,500 towards the modernisation project on 17 February 2005 for improvements and an extension to the existing building so that the premises could be accessed by a larger elderly group. The report indicated that the Association and the Parish Council had already secured the remaining funding for the project at the time on the same basis.
- .8 Work commenced on site as soon as the Council funding was released in April 2005 and was completed within 6 months, which brought the property to a good condition and fit for purpose. The Association have confirmed that there is no need for further

capital fundraising in the foreseeable future. In the circumstance a 50 year lease, as offered, is considered reasonable.

- .9 Unfortunately the lease could not be completed as planned because it was recognised that the Director of Environment and Neighbourhoods could not commit to a fifty year grant funding agreement at a peppercorn rent. Under the Council's Community Lettings Policy, leases are usually granted for 6 years and if a grant is payable, it is reviewed every year.
- .10 Therefore a 50 year lease at nil rent through the 'Less Than Best Consideration' route was considered to be most appropriate, although it might be possible to consider if an alternative option of a nil value freehold transfer to which the Association feel the Council should now be committed. They say that fundraising promises were made on the understanding that the freehold would be transferred, but as noted above a 50 year lease would fulfil any funding conditions.

## **Main Issues**

- .1 The Quirk proposals for transfer of Community Asset ownership to Third Sector organisations were considered by the Asset Management Group on 6 July 2007, and there are a number of criteria by which Community Asset transfer applications need to be evaluated. The DCLG guidance recommends that authorities consider a range of tenure transfer options from freehold and leasehold or simply management arrangements for community assets, depending upon the extent to which the activities are aligned to corporate priorities and upon the capacity within the organisation for long term business planning, financial sustainability, organisational, professional and other skills.
- .2 The Director of Environment and Neighbourhoods is of the view that the Association delivers very worthwhile support services to older people in the village of Thorner. Apart from the rental subsidy, the Council does not make any ongoing revenue contributions to their costs and although accounts have not been asked for, there is no suggestion that the Association is not sustainable financially.
- .3 However the area of disagreement is around the length or type of tenure to be granted and this centres on the following issues, which are part of the evaluation criteria:
  - .3.1 Need for ability to raise capital – The full amount of capital required has already been raised on the basis of a 50 year lease and with the experience of lottery and other funding bodies, a 25 year lease would satisfy the level of funding involved. Therefore no additional leverage of capital is made available by making the freehold or longer lease term available.
  - .3.2 Organisational objectives and capacity – The Association has advised that it is a voluntary body, but is not a charity and its representatives have no aims to become a charity due to the stringent obligations which go with that status. Because they serve the older age range, they do not allow use of the facility by the wider community and because there are other facilities available in the village.
  - .3.3 Overall risk assessment - The Association has been operating successfully for a long period and has raised capital to keep the building in good condition, nevertheless there is a risk that if the key volunteers are unable to continue for health or other reasons, the organisation may cease to operate. If the decision is made to transfer the freehold then in these circumstances, it is estimated that the

organisation could sell the unrestricted freehold of the building for residential purposes at an estimated value of £270,000. Restrictive covenants based on the usage can often be difficult to enforce and, even if successful, it is often the case that the full value in exchange for release is not achieved. A 50 year lease, on the other hand, benefits the Association by being long term but at the same time covenants can be inserted under which the land and property would revert to the Council if it ceased operation, thereby protecting the Council's position.

- .4 In summary both options would provide long term security of tenure without cost to the Association and each would satisfy the requirements of the Lottery or any other funding bodies. However the lease option protects the Council's interest in the event that the Association may cease to operate at some point in the future, or local circumstances or needs in the area change.
- .5 The recommended lease would be at nil rent for its full term. The Association would bear its own legal costs and there would be a user clause restricted to the use of the premises by the elderly.
- .6 The proposal to grant a 50 year lease on a Less Than Best Consideration was supported by the Asset Management Group at its meeting on 30 November 2007.
- .7 The following terms have been provisionally agreed to grant a lease of the subject site with the Thorner over 55's Association.
  - .7.1 TERM - 50 years. The lease to be contracted in to the provisions of the security of tenure provisions Landlord and Tenant Act, 1954.
  - .7.2 BREAK CLAUSE – None.
  - .7.3 RENT - A peppercorn if demanded.
  - .7.4 RENT REVIEW – None.
  - .7.5 USE - The premises are to be used as a meeting facility and function space for the elderly and to be operated by Thorner over 55's Association. This will include a meeting place for the elderly residents of Thorner plus administration and related functions.
  - .7.6 REPAIR - The land and building is leased on a full repairing and insuring basis on the part of the lessee.
  - .7.7 ASSIGNMENT AND SUBLETTING - Not to assign the lease unless it is to a similar like minded organisation with the same aims and objectives as the Thorner over 55's Association.
  - .7.8 TENANCY - The Tenancy is to be in the name of the Committee of the Thorner Over 55's Association, as elected in accordance with the constitution of the Thorner Over 55's Association.

## **Consultation**

- .1 One Ward Member has been actively supporting the Association's desire for a longer term lease, but in a recent meeting, having heard the case either way, the member recognised the concerns over a freehold transfer but was supportive of submitting options to Executive Board. No adverse comments have been received from the other ward members.



- .2 In its sponsorship role, Environment and Neighbourhoods remains supportive of the Association's activities and the offer of a long lease at nil rent.

### **Implications For Council Policy And Governance**

- .1 The proposal supports the Council's Corporate Governance Plan and the approach fits within the overall policy for community facility provision as set out in the Departmental Asset Management Plan and approved previously by Executive Board. More specifically, the proposal relates to the Corporate Priorities of:
- Making the most of People – The proposal will enable a much valued facility for the community of Thorner to continue in its current form, therefore showing the Council's commitment to the people in this thriving community.
  - Competing in a Global Economy – Granting of the lease will permit the continued provision of a variety of services in the area which may not otherwise be possible
  - Looking after the Environment – Continued use of the building and associated site will demonstrate the Council's commitment to the use of brownfield sites, thereby protecting the environment by relieving the pressure on Greenfield sites.
- .2 Previous involvement in this property has been through Environment and Neighbourhoods as the land is held for housing purposes, but it is agreed that it should become an Area Management responsibility in future as part of the community centre portfolio.
- .3 When considering this matter, Members are reminded of the Council's Statutory Obligation under S123 of the Local Government Act 1972 to obtain best consideration in respect of its land and property assets.
- .4 There are, of course, certain situations where it may be possible to accept an offer at less than best and this is discussed below at 6.0
- .5 The approach recommended fits within the overall policy for community facility provision as set out in the Departmental Asset Management Plan and approved previously by Executive Board.

### **Legal And Resource Implications**

- .1 The unrestricted value of the property for each option is:
- |      |   |          |
|------|---|----------|
| .1.1 | 50 year lease (as a building capable of conversion to a dwelling) | £ 70,000 |
| .1.2 | Freehold sale as a building                                       | £270,000 |
| .1.3 | Freehold sale as a development plot                               | £180,000 |
- .2 As mentioned above the Council is required under section 123 of the Local Government Act 1972 to obtain best consideration in connection with this property.

- .3 Consent E3.2 of The General Consents for the Disposal of Housing and Land, however, allows the Council to dispose of housing land for any consideration, provided that the land will be used for a purpose (other than as housing accommodation) that does not involve trading for profit and will be beneficial to persons the majority of whom will be local residents. Therefore, under this General Consent, the Council is empowered to dispose at less than best consideration on either a freehold or leasehold basis.

### **Conclusions**

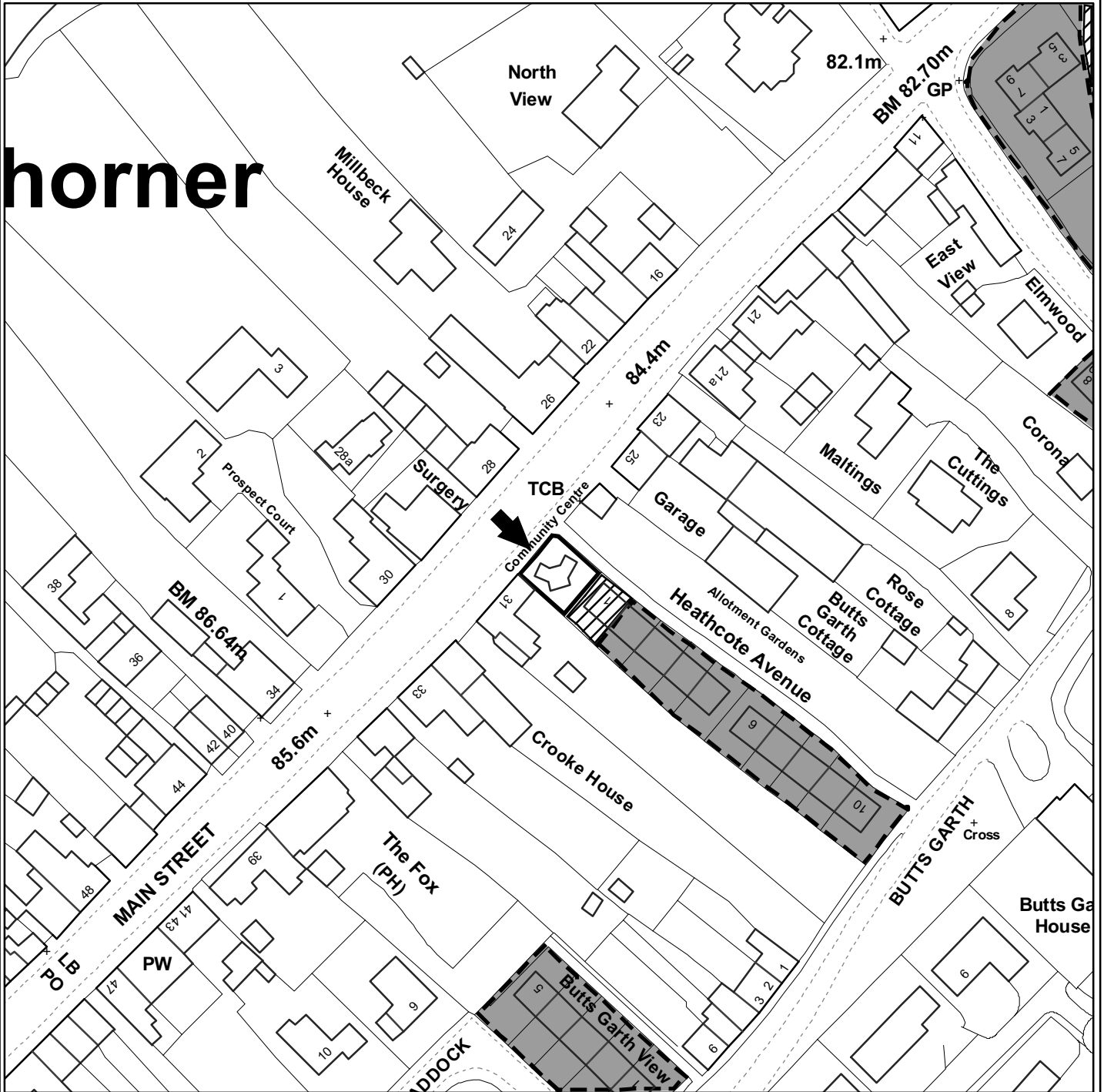
- .1 In conclusion, there are a number of options available to the Council in connection with this property. These have been considered above and the subsequent recommendation is set out below.

### **Recommendations**

- .1 Is recommended that:
  - .1.1 A 50 year lease at nil rent be granted to the Thorner Over 55's Association and for the Council to continue the rental subsidy, in line with the basis upon which funds were granted by the Council and other bodies.

LAND AT  
 MAIN STREET  
 THORNER  
 LEEDS LS14

horner



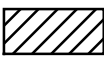
← SUBJECT SITE



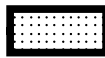
LAND OWNED BY  
 LEEDS CITY COUNCIL



LAND LEASED OUT BY  
 LEEDS CITY COUNCIL



LAND SOLD BY  
 LEEDS CITY COUNCIL



LAND OWNED BY  
 APPLICANT



**Leeds**  
 CITY COUNCIL

Crown Copyright. All rights reserved.  
 Leeds City Council 100019567 2008

PREP BY SUE HALLIDAY

DATE 03/03/2008

OS No SE3740SE

Scale 1:1,250



**PLAN No 11142**

This page is intentionally left blank



Originator: Janine McHugh  
Tel: 01133952275

**Report of the Director of Environment and Neighbourhoods**

**Executive Board**

**Date: 14<sup>th</sup> May**

**Subject: Graffiti Strategy**

**Electoral Wards Affected:**

**All Wards**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In (Details contained in the report)

**EXECUTIVE SUMMARY**

The Graffiti Strategy has been developed in order to create a structured and united approach to tackling graffiti across Leeds. Previously, many agencies were involved with graffiti, but lacked a coordinated approach to tackling the issues. Often there were conflicting ideas and approaches to dealing with the graffiti itself, potential offenders, re-offenders, victims etc.

The Strategy provides a framework within which distinct policies and action plans can be developed and carried out through partnership working.

## **1.0 Purpose Of This Report**

1.1 The purpose of the report is to seek approval for the Graffiti Strategy, ( attached )

## **2.0 Background Information**

2.1 The Strategy has been developed in response to new powers brought in by the Clean Neighbourhoods & Environments Act 2005 to tackle graffiti and to set out the Council's stance on the problem and surrounding issues.

2.2 This Act amended the Anti Social Behaviour Act 2003, introducing the use of Defacement Notices against statutory undertakers who were failing to clean graffiti from their assets within acceptable timescales and acceptable standards. These powers are in addition to those provided for under the Town & Country Planning Act 1990, (for use on private premises such as businesses) and the Fixed Penalty Notices (ASB Act 2003) that can be served on offenders caught in the act.

2.3 The legislation and guidance highlighted the need for a more concerted effort by agencies to take a joint working approach to tackling graffiti, its causes and how to reduce and prevent it in the future.

2.4 Graffiti is a constant problem and will never be completely eradicated. It has an anti establishment culture that attracts many young people because it offers a quick and easy outlet with maximum visual impact.

2.5 The Strategy clearly identifies the Council's aims and these will be met through continuous multi-agency working.

## **3.0 Main Issues**

3.1 Graffiti causes huge problems to the Local Authority and community in terms of damage to the environment; clean up costs; an increase in perceived levels of crime and anti social behaviour; a reduction in community pride etc.

3.2 The Strategy was developed through consultation with different agencies, such as West Yorkshire Police (WYP), Integrated Youth Support Services and British Transport Police (BTP).

3.3 Consultation identified particular stumbling blocks to successful partnership working. For example, WYP, BTP and LCC were not working together as efficiently as possible when it came to identifying hotspot areas, repeat offenders and intelligence sharing. Through a dedicated sub group these issues are now being addressed and effective intelligence sharing methods are being established.

3.4 Other issues identified were conflicting tensions between agencies. Integrated Youth Support Services for example, held concerns that young people showing an early interest in graffiti were not criminalized and that diversionary measures were put into place. In consequence, an all encompassing approach to tackling graffiti has been established. In addition to enforcement action, plans are being developed to establish diversionary projects. The first of these, a 10 week project, started in April 2008 in the Inner North West area of Leeds, the area that is statistically the worst affected by graffiti.

- 3.5 Other aims of the Strategy are to encourage community ownership and responsibility for tackling graffiti. To that end, a pilot scheme for community clean off kits will be implemented. Bio-degradable, non toxic cleaning kits will be distributed to members of the community suffering from the blight of graffiti, to tackle smaller cleaning jobs. This will empower the community and in some cases speed up removal time and offer a further deterrent to potential and re-offenders.
- 3.6 The strategy refers to domestic property and the legal responsibility for graffiti removal from this type of property. It is recognized that people whose property is defaced by graffiti are the victims of crime, so it is important to work with owner-occupiers to support them in removing graffiti, particularly in those areas which are frequently affected. The use of the kits above is one way, but the Council will seek to work with the resident and its partner agencies, in particular the Police through the Neighbourhood policing Teams; Anti Social Behaviour teams and District Community safety partnerships. The Council has removed graffiti in areas of local need and deprivation, and this will continue to be considered in the light of funding availability.
- 3.7 The Strategy sets out the Council's intention to use the media. In practice actions such as "name a tagger" poster campaigns are being piloted. Furthermore, any successful enforcement action will be reported through local media wherever possible.
- 3.8 The Council, WYP and Integrated Youth Support Services are working together to develop an enforcement policy that ensures a uniform response regardless of which agency takes the lead on a case.
- 3.9 Another key theme is to encourage partnership working with statutory undertakers to acknowledge their responsibilities in tackling graffiti on their assets. This is being achieved through voluntary written agreements with the undertakers in the Leeds area. Discussions have been commenced with each undertaker and most agreements became operational at the end of April 2008. Those that may be reluctant can be served with a Defacement Notice stating the expectations required of them.
- 3.10 The Strategy also addresses educational aspects to the problem of graffiti. This has been translated, in practice, into regular school presentations explaining the related offences, penalties, financial cost to the community and the negative environmental impact. These presentations are soon to be expanded slightly, to incorporate a police input.
- 3.11 Throughout the development of the Strategy, Executive and Lead Members were consulted and the North West Inner Area Committee were asked for their opinions.

#### **4.0 Implications For Council Policy And Governance**

- 4.1 The Strategy is unlikely to have any impact on Council policies that would necessitate them being reviewed or amended. It acknowledges and supports some Council Policies in its implementation, for example, environmental policies have been considered in the use of products included in community graffiti removal kits.
- 4.2 The strategy contributes to the strategic outcome to secure a thriving placing to live in by reducing crime, fear of crime, offending and anti social behaviour. It will help provide a stronger community by fostering a sense of pride and increasing the

number of people taking a local interest in their community. It will help provide a cleaner, greener and attractive city by addressing neighbourhood problem sites.

- 4.3 The strategy does recognize that intelligence about graffiti, both the identification of offenders and the location of hotspots or favoured targets, is helped through close links with local communities. This can be achieved through the strengthening relationships between the new area management teams and working on information from the public and representatives of Area Committees, parish councils etc.

## **5.0 Legal And Resource Implications**

- 5.1 In implementing the Strategy, it is likely that there will be an increase in enforcement action and diversionary measures. Legal action will be sought in every case where this is considered an appropriate course of action.
- 5.2 In some instances, we will be liaising with West Yorkshire Police and the Crown Prosecution Service to prosecute offenders for criminal damage. However, there will be a number of cases in which civil legal action is taken in addition to or instead of criminal prosecution. As a result there will be an increase in referrals to the Legal Department and subsequent costs.
- 5.3 It is also likely that as the Strategy is implemented and positive works are brought to the attention of the public and other agencies, there will be an increase in reports and enforcement cases. This may result in a temporary additional pressure on existing services.
- 5.4 In 2007/8, Leeds City Council spent £654,370 on graffiti removal, excluding enforcement and investigation costs by internal and external agencies. Less than half of this was recovered through charging and grants. The increased enforcement, education and diversionary measures outlined in the Strategy should see decreasing cleaning costs as incidents decrease and the possibility of some costs being recovered from organisations such as statutory undertakers.
- 5.5 A significant amount of the current funding for graffiti removal comes from NRF – in 2007/8, £217,000. This additional NRF funding allowed us to provide a free service to some domestic properties to remove graffiti; we obviously need to review this as the NRF funding we receive ceases in 2010. As the NRF funding reduces, we need to ensure that we pursue other opportunities for money to fund graffiti removal e.g. from Town and Parish Councils, Area Committees, private businesses etc. The service will also look to see whether there are opportunities to provide an ‘at cost’ service to both domestic and commercial properties. Criteria for the provision of fees and subsidised services will need to be established in the light of the funding available.

## **6.0 Conclusions**

- 6.1 The Graffiti Strategy clearly sets out the Council’s stance on graffiti and its aims in reducing and tackling the problem. These aims are being met through the implementation of projects and schemes, case work and improved partnership working designed to add substance to the Strategy and offer tangible, practical means of assessing progress and improvement.

## **7.0 Recommendations**

- 7.1 It is recommended that the Executive Board approve the Graffiti Strategy.



# GRAFFITI STRATEGY



## Table of Contents

1. Introduction & Aims
2. Removal
3. Enforcement
4. Prevention & Education
5. Community Engagement
6. Statutory Undertakers

### **Preface**

*Tackling graffiti presents many challenges. This particular form of criminal damage has its own sub culture, popularised through music and advertising. Graffiti writers are able to produce sizeable pieces in a very short space of time. The speed at which they can create the pieces makes it extremely difficult to catch them actually committing the crime. More experienced writers act as mentors for those new to the scene, advising on style, speed and stealth.*

*The majority of graffiti occurs during hours of darkness and therefore the detection of offenders is particularly resource intensive.*

*Many of those involved use a tag, which can be used to mark territory and in some cases is related to street gang turf wars.*

*Graffiti is costly to remove and almost impossible to eradicate completely. However the extent to which it appears can be controlled by devising a long term plan of action.*

## **1.0 Introduction**

The strategy will cover how Leeds City Council will deal with graffiti. Delivery of the strategy will result in a cleaner city from smarter working and better services.

This document sets out what we as a Local Authority want do about graffiti, identifies clear aims and illustrates how we will achieve these aims.

### **Aims of the Strategy:**

- Determine how we will work with external partners to prevent incidents of graffiti
- Establish how we will work to identify those responsible for graffiti and the steps we will take to prosecute them
- Outline how graffiti will be removed from Public, Private and Statutory Undertaker Property \*
- Define how quickly graffiti will be removed
- To set out who is responsible for removing graffiti from Public, Private and Statutory Undertaker property
- To improve Best Value Performance scores

Success will result in an improvement of the overall visual environment and amenity of the area. This will be measured by regular and routine environmental surveys.

### **Who contributed to the strategy?**

To identify who is best placed to deal with different aspects of graffiti Leeds City Council worked with key external partners.

\* Statutory Undertaker – an organisation which has a legal responsibility to comply with a law established by an Act of Parliament

These are West Yorkshire Police, British Transport Police. Discussions are also taking place with statutory undertakers.

Continued partnership working between Council Departments and external partners will be key to the success of the strategy.

During this process high quality inter agency linkages were brokered. It is key to the success of this strategy that these linkages are maintained and developed.

We need to act on this because;

- Research shows that areas affected by low level anti social behaviours such as graffiti and other signal crimes are more likely to attract serious crime. By reducing the number of incidents of graffiti we can reduce the likelihood and fear of more serious crime happening.
- A decline in the quality of the local environment is often the result of a criminal act and / or anti social behaviour. The need to address graffiti as part of the Governments “together” Action Plan and the new “Respect” Action Plan to promote responsibility and good behaviour is significant.
- In 2006 Leeds City Council spent in the region of £500,000

## **2.0 Local Authority Powers**

Part 6 Section 43 of the **Anti-social Behaviour Act 2003** created the ability to issue penalty notices to an offender to discharge the offence of graffiti or fly-posting, which is described by the Criminal Damage Act. The fixed penalty notice is to the value of £75.

The **Highways Act 1980** Section 132 states “if any person without consent of the Highway Authority paints or otherwise affixes any picture, letter, sign or other mark upon the surface if the Highway is guilty of an

offence and liable to a fine not exceeding level 3 (£2500) the standard scale”.

The **Town and Country Planning Act 1990** Section 215 states “if it appears to the local planning authority that the amenity of a part of their area, or adjoining land, is adversely affected by the condition of land in their area, they may serve on the owner and occupier of the land a notice under this section.”

Section 216 states “If any owner or occupier of the land on whom the notice was served fails to take steps required by the notice within the period specified in it for compliance with it, he shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale”

Section 219 states “If, within the period specified in the notice under Section 215 any steps required by the notice to be taken have not been taken, the local planning authority who served the notice may

- a) Take any reasonable steps to enter the land and take those steps,
- b) Recover from the person who is then the owner of land any expenses reasonably incurred by them for doing so”

### **3.0 Police Powers**

The Police have primary responsibility and powers to prosecute for Graffiti. The Local Authority may also prosecute.

Graffiti is criminal damage under the **Criminal Damage Act 1971**. If the value of criminal damage exceeds £5,000 the maximum penalty for those aged 18 or over is 10 years imprisonment, for those aged 12-17 year the maximum custodial penalty is a detention and training order of up to 24 months. Where the damage is less than £5,000 the maximum sentence is three months imprisonment or a fine of £2,500 for adult offenders. This is enforced by West Yorkshire Police

The Criminal Damage Act 1971 is the preferred legislation for prosecution as it carries the heaviest penalty and is therefore the most effective. As this is enforced by West Yorkshire Police, upon receipt of complaint, enforcement staff will liaise with West Yorkshire Police to ensure the appropriate investigation is instigated and action taken.

Once the offender has been apprehended there are several options available:

- 1) A Reprimand is a formal verbal warning given by a police officer to a young person who admits they are guilty of a minor first offence.
- 2) A Final Warning is a formal verbal warning given by a police officer to a young person who admits their guilt for a first or second offence. Unlike a Reprimand however, the young person is also assessed to determine the causes of their offending behaviour and a programme of activities is identified to address them.
- 3) Leeds Youth Offending Team employ staff who carry out the assessments of the young people and supervise any interventions that are undertaken with the young person. These interventions are voluntary, however Leeds Youth Offending Team engages and works with almost 90% of all young people who receive a Final Warning.
- 4) The Final Warning is the last chance a young person gets to avoid going to court. Any further offending will be dealt with by the Youth Court.

The Police have the power to issue a Fixed Penalty Notice for offences of damage where the value of the damage is less than £500 and the value of the ticket is £80.

The Local Authority will move to notify The Police of any potential gang graffiti by working with them to develop an intelligence initiative through Safer Leeds.

## Removal From Property

### Local Authority Buildings and Structures

**Where**

Graffiti on a Council owned building

Report to the Police as Criminal Damage

**Who is Responsible**

Leeds City Council

If suspect known  
Request Police SOCO to attend to photograph the graffiti

**Who Removes**

Leeds City Council Graffiti Removal Team

**How Quickly**

Offensive Graffiti within 24 hours  
All other within 10 days

**Who Pays**

The Council



**Private Buildings – Residential**

**Where**

Graffiti on a **private house**

Report to the Police as Criminal Damage

**Who is Responsible**

Owner/Occupier

If suspect known  
Request Police SOCO to attend to photograph the graffiti

**Who Removes**

Normally the Owner/Occupier – (currently free in NRF funded areas)

**How Quickly**

Offensive Graffiti within 24 hours  
All other within 10 days

Complete Tension Monitoring form for Offensive graffiti

**Who Pays**

The Homeowner

Leeds City Council

**Private Buildings - Business**

**Where**

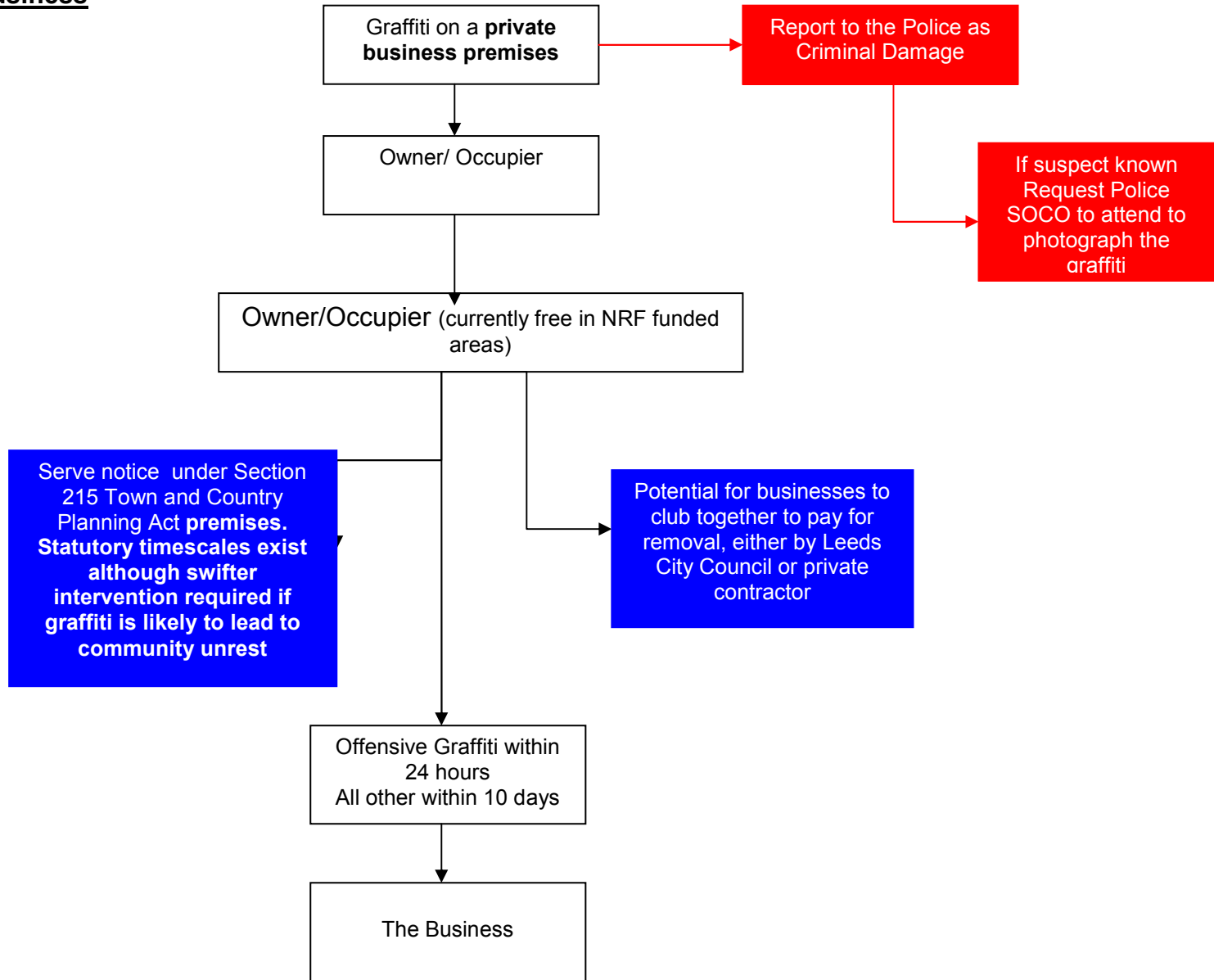
**Who is Responsible**

**Who Removes**

**What if they don't**

**How Quickly**

**Who Pays**



**Statutory Undertaker**

**Where**

e.g BT Phone Box  
Royal Mail Box  
Telewest "Green" Box

**Who Removes**

Negotiate Individual arrangements  
through partnership agreements

**What if they don't**

Use defacement removal  
notice -Clean  
Neighbourhoods and  
Environment Act 2005

**How Quickly**

Offensive 24 hours  
Clean Neighbourhoods and  
Environment  
Act 2005

Separate arrangements  
for Special  
Circumstances for e.g  
Network Rail

**Who Pays**

Statutory Undertaker

## **5.0 Enforcement**

How we will obtain evidence

- We will photograph samples of graffiti before it is removed.
- In the event that there is a suspect the police scene of crime officer should be afforded the opportunity to photograph the graffiti before it is removed.
- Set up mechanism for reciprocal intelligence between key enforcement agencies. We will work closely with Safer Leeds to develop intelligence network, for example bi-monthly meetings. It is envisaged that, if resources become available, a database of tags and locations will be kept by and shared by the partners. This will build spatial intelligence on locations and the frequency which will highlight hot spots and identify routes used by offenders.
- Overt Surveillance to deter – High Visibility Policing / PCSO / and Council staff.
- Covert surveillance operations will take place in known hot spots where proportionate and reasonable.
- Witness statements
- Citizens prepared to identify the person
- Trading Standards test purchases for underage sale of aerosols
- We will support Parish Councils wishing to employ accredited persons to issue Fixed Penalty Notices
- The legal sanctions obtained throughout the City by the Police, Transport police and all areas of Leeds City Council will be collated to provide a holistic picture of activity taken in the city.

## **6.0 Prosecution**

Upon assessment of the evidence and investigation of the matter, Leeds City Council will seek a legal sanction against the offender by whichever agency/legislation can achieve the best result.

Where evidence and investigation by West Yorkshire Police, Leeds City Council or British Transport Police cannot be taken forward to a satisfactory legal sanction, the partners will consider how best to process the case file so as not to allow any offenders to escape without punishment.

Where the offender is a juvenile, Fixed Penalty Notices will be considered. As an alternative to paying a fine the offender may be referred to a reparation scheme with Youth Offending Team.

We will aim to brief all front facing council staff on the action they can take if they see or catch any person committing graffiti.

## **7.0 Prevention and Education**

To prevent graffiti occurring we will

- Seek to educate potential offenders by working in partnership with West Yorkshire Police, British Transport Police, Integrated Youth Support Services and Safer Leeds Executive.
- Seek to educate potential offenders who are still within the education system, schools, colleges and university.
- All Integrated Youth Support Service graffiti/art work will be done inside buildings or on moveable panels outside and then taken indoors to display and use.
- Integrated Youth Support Services will co-ordinate urban arts projects where appropriate as a basis for a dialogue on visual art versus illegal tagging. The sessions will include elements of community clean up, education, training and employment routes as

well as exploring the impact that such vandalism has upon the private property owner whose property has been violated. Any display of work will be out of public view unless it is urban art and has been specifically commissioned by a building owner.

- Increase the effort for the potential offender
- Increase the risk of detection
- Seek media and community support
- Reduce the rewards by rapidly removing graffiti
- Employ formal and deliberate guardianship through high visibility policing, neighbourhood wardens and camera surveillance with live feed to security staff to ensure a rapid response.
- Use informal and inadvertent guardianship by encouraging members of the public, business owners and statutory undertakers to monitor graffiti and report it as criminal damage to the police.
- Update our website with details of who to contact when an incident has been witnessed and who to call to arrange for the graffiti to be removed.
- Anti Graffiti Coatings will be considered where appropriate although the provision of AGCs is not the solution.
- Design

We will work with street design to ensure that the prevention of graffiti is considered.

Create natural surveillance, for example, by replacing solid block fencing with something easier to see through.

Review the positioning and design of street furniture to design out opportunities for graffiti to occur.

- Removal

Research demonstrates that rapid removal of graffiti reduces the number of repeat attacks. For some offenders the thrill of their graffiti being seen is a key motivator. By removing graffiti as quickly as possible we will remove this motivation.

- Distraction Techniques

Whilst enforcement and prosecution arm us with the tools to deal with those committing this form of criminal damage, consideration must be given to prevention. The use of Anti Graffiti Coatings and signage warning of the consequences for perpetrators are readily available forms of prevention. Diversion Techniques could provide an additional preventative measure.

Distraction Techniques are activities to channel the interests and energy of likely offenders into more positive and productive outcomes. It is considered inappropriate to encourage graffiti projects within the community. Integrated Youth Support Services do undertake graffiti/urban art projects however any workshops run by Integrated Youth Support Services do not include advice on producing work with speed or stealth, or advice on how to vandalise. All art projects will be done inside buildings or outside on moveable panels which are later displayed indoors.

Through art projects the Integrated Youth Support Service seeks to combat criminal damage and promote cleaner safer communities through educating young people and encouraging community clean ups. Integrated Youth Support Service will seek to host an online gallery on the Breezeleeds web site to provide an outlet where young peoples work can be seen without despoiling the environment for the majority.

Urban art placed on private property by the owner which is intended to prevent further graffiti or to advertise (subject to necessary planning permissions) will be acceptable.

- Understanding the offender.

We will obtain intelligence by building close partnership working with the Police, Youth Offending Teams and Integrated Youth Support Services.

We will look at the reasons why people get involved in graffiti and use this intelligence to help fight criminal damage from graffiti.

## **8.0 Community Engagement**

We will engage with the local community by;

- Working with our external partners to ensure that requests for graffiti removal receive a rapid response by the appropriate graffiti removal team. This will encourage members of the community to report graffiti using and demonstrate the value of adopting a responsible approach.
- Through consultation with local communities combined graffiti hot spots will be identified and targeted for rapid removal.
- Explore ways to provide DIY kits to community groups and local business owners. These can be used to remove minor graffiti, for example a small tag or symbol. By providing equipment for Community Clean up days we can counter community feelings of helplessness and show residents that someone cares.
- We will seek to improve communication of our activity and performance in terms of outcomes. Field staff from the Council, such as Neighbourhood Wardens and ALMO staff, will be briefed on a monthly basis ensuring that they are able to answer questions from residents and also communicate our activities and results.

## **9.0 Statutory Undertakers**

We will fulfil our duty to discuss the removal of graffiti with Statutory Undertakers and work with them to agree arrangements for the removal of graffiti from their assets.

Statutory Undertakers will have to arrange to remove graffiti and will have the choice whether to utilise Leeds City Council Graffiti Removal Service at an agreed cost or employ sub contractors.



Removal Agreements will be tailored to the individual Statutory Undertaker but they will all expect a removal response rate from the undertaker. Where no agreement is reached, or is felt not to be acceptable to the community, we will use our power to serve notice to enforce such removal.

Each Statutory Undertaker has to legally nominate a point of contact who we will ask to provide quarterly statistics on the number of graffiti incidents and the time taken to remove them.

## **Appendix**

### **Statutory Undertakers**

Education Leeds

Arms Length Management Organisations (ALMOS)

British Waterways

The Environment Agency

Metro/West Yorkshire Passenger Transport Executive (WYPTE)

Network Rail

Virgin Telewest

Yorkshire Electricity

Scottish Electricity (P.F.I contracts for street lighting)

British Telecom

Open Reach

British Gas

Royal Mail