



SCRUTINY BOARD (CITY DEVELOPMENT)

Meeting to be held in Civic Hall, Leeds on
Tuesday, 2nd November, 2010 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP Councillors

J Akhtar	-	Hyde Park and Woodhouse;
B Atha	-	Kirkstall;
D Atkinson	-	Bramley and Stanningley;
J Elliott	-	Morley South;
G Harper	-	Hyde Park and Woodhouse;
J Jarosz	-	Pudsey;
G Latty	-	Guiseley and Rawdon;
J Procter (Chair)	-	Wetherby;
R Pryke	-	Burmantofts and Richmond Hill;
M Rafique	-	Chapel Allerton;
M Robinson	-	Harewood;
S Smith	-	Rothwell;
B Woroncow	-	Co-optee (Non-voting)

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items or information have been identified on the agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</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 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING</p> <p>To confirm as a correct record the minutes of the meeting held on 5th October 2010.</p>	1 - 12
7			<p>REQUEST FOR SCRUTINY OF THE WITHDRAWAL OF REMAINING CRECHE PROVISION AT LEISURE CENTRES</p> <p>To consider a report of the Head of Scrutiny and Member Development on a request for Scrutiny of the Withdrawal of Remaining Creche Provision at Leisure Centres.</p>	13 - 22
8			<p>REQUEST FOR SCRUTINY OF THE LEEDS LIBRARIES AND INFORMATION SERVICE - PROPOSED STAFFING STRUCTURE</p> <p>To consider a report of the Head of Scrutiny and Member Development on a request for Scrutiny of the Leeds Libraries and Information Service – Proposed Staffing Structure.</p>	23 - 36

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p data-bbox="675 181 1310 248">INQUIRY TO CONSIDER THE FUTURE OF KIRKGATE MARKET</p> <p data-bbox="675 293 1366 398">To consider a report of the Head of Scrutiny and Member Development on the Board's Inquiry to consider the future of Kirkgate Market.</p>	37 - 42
10			<p data-bbox="675 472 1398 539">WEST YORKSHIRE LOCAL TRANSPORT PLAN 2011-2026</p> <p data-bbox="675 584 1374 689">To consider a report of the Acting Director of City Development on a consultation document for the Local Transport Plan Strategy for 2011-2026.</p>	43 - 128
11			<p data-bbox="675 792 1382 860">CITY DEVELOPMENT DIRECTORATE: 2010/11 BUDGET - FINANCIAL POSITION</p> <p data-bbox="675 904 1390 1048">To consider a report of the Head of Scrutiny and Member Development providing the Board with a financial position for the City Development Directorate at period 6 and projection for period 7.</p>	129 - 136
12			<p data-bbox="675 1158 1398 1225">GUIDE FOR ELECTED MEMBERS ON SECTION 106 AND 278 AGREEMENTS</p> <p data-bbox="675 1270 1374 1375">To consider a report of the Chief Planning Officer on a guide for Elected Members on Section 106 and 278 Agreements.</p>	137 - 140

Item No	Ward/Equal Opportunities	Item Not Open		Page No
13			<p>WORKING GROUPS UPDATE</p> <p>a) Grants to Culture and Sport Related Organisations Working Group</p> <p>To consider a report of the Head of Scrutiny and Member Development on the Grants to Culture and Sport Related Organisations Working Group</p> <p>b) Cemeteries and Crematoria Horticultural Maintenance Working Group</p> <p>To consider a report of the Head of Scrutiny and Member Development on Cemeteries and Crematoria Horticultural Maintenance Working Group</p>	141 - 144
14			<p>WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To consider a report of the Head of Scrutiny and Member Development on the Board's work programme, together with a copy of the latest Executive Board minutes and the Forward Plan of Key Decisions.</p>	145 - 166
15			<p>DATE AND TIME OF NEXT MEETING (S)</p> <p>a) To note that the next meeting of the Board will be held on Tuesday 7th December 2010 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p> <p>b) To note the dates and times of the following Board meetings for the remainder of the year:-</p> <p>Tuesday 7th December 2010 at 10.00am Tuesday 11th January 2011 at 10.00am Tuesday 8th February 2011 at 10.00am Tuesday 8th March 2011 at 10.00am Tuesday 5th April 2011 at 10.00am</p> <p>(N.B. Pre meetings for Board Members at 9.30am)</p>	

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Agenda Item 6

SCRUTINY BOARD (CITY DEVELOPMENT)

TUESDAY, 5TH OCTOBER, 2010

PRESENT: Councillor J Procter in the Chair

Councillors J Akhtar, B Atha, J Elliott,
P Ewens, G Harper, J Jarosz, G Latty and
M Rafique

45 Chair's Opening Remarks

The Chair welcomed everyone to the October meeting of the Scrutiny Board (City Development). He particularly welcomed representatives from Friends of Leeds Kirkgate Market (Agenda Item 12) (Minute 55 refers).

He also informed the meeting that Ms Barbara Woroncow was unable to attend today's meeting due to being summoned for surgery a few weeks ago and that he had written on behalf of the Board sending her their good wishes.

46 Late Items

The Chair agreed to accept the following document as supplementary information:-

- Marketing Leeds Annual Report 2009 and Annual Review 2010 – Updated marketing activity plan for Marketing Leeds (Appendix 1 refers) (Agenda Item 7) (Minute 50 refers)

The updated document replaced Appendix 1 circulated with the papers as it was not available at the time of the agenda despatch, but was circulated by e mail and made available to the public on the Council's website prior to today's meeting.

47 Declaration of Interests

The following personal declarations of interest were made:-

- Councillor B Atha in his capacity as a trustee on the Leeds Grand Theatre Board; Northern Ballet Theatre and Middleton Equestrian Centre and also as Chair of Red Ladder Theatre Company (Agenda Item 11) (Minute 54 refers)
- Councillor J Procter in his capacity as Chair of the Leeds Grand Theatre Board and also as a trustee on Northern Ballet Theatre (Agenda Item 11) (Minute 54 refers)

48 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillors D Atkinson, R Pryke, M Robinson, S Smith and Barbara Woroncow (Co-opted Member).

Notification had been received for Councillor P Ewens to substitute for Councillor Smith.

Draft minutes to be approved at the meeting
to be held on Tuesday, 2nd November, 2010

49 Minutes of the Previous Meetings

RESOLVED-

- a) That the minutes of the Board meeting and Call-In meeting held on 7th September 2010 be confirmed as a correct record.
- b) That in relation to Minute 31, the Board's Principal Scrutiny Adviser forward details on the process and procedures for the management of Section 106 and 278 Agreements with developers to Councillor P Ewens in accordance with her request.

50 Marketing Leeds Annual Report 2009 & Annual Review 2010

The Head of Scrutiny and Member Development submitted a report on progress in relation to Marketing Leeds.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Marketing Leeds – Annual Report 2009 – Report of the Assistant Chief Executive (Planning, Policy and Improvement) – Executive Board – 21st July 2010
- Updated Appendix 1 Marketing Leeds Activity Plan for 2010/11

A copy of the Marketing Leeds Annual Review 2010 booklet had also been circulated to Board Members with the papers for today's meeting for their information/comment.

The following representatives were in attendance and responded to Members' queries and comments:-

Dirk Mischendahl, Marketing Leeds Board Member
James Rogers, Assistant Chief Executive (Planning, Policy and Improvement) and Marketing Leeds Board Member
Deborah Green, Chief Executive, Marketing Leeds

At the request of the Chair, the Assistant Chief Executive (Planning, Policy and Improvement) and the Chief Executive, Marketing Leeds briefly outlined the background issues (including financial details), together with key measurables and achievements in relation to Marketing Leeds.

In summary, specific reference was made to the following issues:-

- clarification of the relationship between Marketing Leeds and Leeds City Council
- details of the costs involved in producing the booklet 'Marketing Leeds Annual Review 2010' and the benefits accrued from this publication (*The Assistant Chief Executive responded that the cost was £7000 and commented that this was good value for money based on the numbers produced and its wide circulation*)
- the opportunities to promote and market Leeds as an international city/capital city of the north

- the important role Marketing Leeds had in attracting people and businesses to invest in the city
- a perception that Leeds was not always 'punching- its- weight'
- concerns regarding the private hire taxi contract at Leeds Bradford International Airport
- the importance of promoting the city at major events and highlighting the excellent facilities available in Leeds
- the diversity of the Marketing Leeds Board
- assurances that Marketing Leeds was not promoting Leeds at the expense of Bradford
(*The Chief Executive, Marketing Leeds responded and explained that this was not the case and that they welcomed opportunities to work closely with all our neighbouring Councils*)
- clarification that tourism and conferencing was not in the remit of Marketing Leeds
- clarification of the success of Festive Leeds and whether Marketing Leeds promoted this event
(*The Chief Executive Marketing Leeds stated that they did not lead on this event*)
- to welcome the news that Leeds was now 23rd in the league table of 30 "leading cities for business" when it was not even listed in 1999
- in order to promote at least the geographical location of Leeds why it was not always shown on the BBC & ITV News weather map

RESOLVED - That the Marketing Leeds Annual report 2009 , the Annual Review 2010 in booklet form and the updated Marketing Leeds Activity Plan for 2010/11 be noted.

51 Recommendation Tracking - Inquiry to Review the methods by which Planning Applications are Publicised and Consultations Undertaken

The Head of Scrutiny and Member Development submitted a quarterly report on progress made in implementing the Board's recommendations.

Appended to the report was a copy of the following documents for the information/comment of the meeting:-

- Recommendations tracking flowchart and classifications: Questions to be considered by Scrutiny Boards (Appendix 1 refers)
- Recommendation Tracking – Progress Report (April 2010) (Appendix 2 refers)

The report also showed specific progress against recommendations arising from the Inquiry to review the methods by which planning applications are publicised and consultation undertaken.

The following representatives were in attendance and responded to Board Members' queries and comments:-

Martin Sellens, Head of Planning Services, City Development
Helen Cerroti, Development Project Manager, City Development

The Board were informed that Phil Crabtree, Chief Planning Officer, City Development had conveyed his apologies for this item. Following a brief discussion on this issue, the Board requested the Principal Scrutiny Adviser to advise relevant Chief Officers of the importance of attending the meeting when invited to assist the Board with their scrutiny deliberations.

At the request of the Chair, the Head of Planning Services outlined the key issues within the report highlighting the progress made towards the thirteen recommendations.

In summary, specific reference was made to the following issues:-

- the concern expressed that more progress had not been made with regard to those recommendations which had achieved a 4 status category i.e. not achieved (progress made acceptable). It was acknowledged however that a number of the recommendations specified that completion was not due to be completed until March 2011 or 2012
- the concern expressed by a Member of the Board that she had not been involved with this inquiry and asked to see a copy of the full report
(The Principal Scrutiny Adviser responded and agreed to forward this final report to the Member concerned)
- the importance of continuing to support and develop Elected Members on planning issues

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That approval be given to those recommendations which no longer require monitoring to be removed from the schedule in accordance with the report now submitted.

52 Request for Scrutiny of the Strategic Housing Land Availability Assessment (SHLAA)

Referring to Minute 29 of the meeting held on 7th September 2010, the Head of Scrutiny and Member Development submitted a report on a request for scrutiny of the Strategic Housing Land Availability Assessment (SHLAA).

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Parish Council Representation on the Strategic Housing Land Availability Study – Report of the Head of Scrutiny and Member Development – Scrutiny Board (City Development) – 7th September 2010 (Appendix 1 refers)
- Request for Scrutiny – Strategic Housing Land Availability Assessment from Councillor G E Hall, Barwick-in-Elmet and Scholes Parish Council

–Scrutiny Board (City Development) – 7th September 2010 (Appendix 2 refers)

- Consultation on the Local Development Framework/Core Strategy and the Strategic Housing Land Availability Study Update – Report of the Director of City Development – Scrutiny Board (City Development) – 5th October 2010 (Appendix 3 refers)

The following representatives were in attendance and responded to Members' queries and comments:-

Councillor G E Hall, Barwick –in-Elmet and Scholes Parish Council
Robin Coghlan, Team Leader Planning Policy, City Development

The Board were informed that Steve Speak, Deputy Planning Officer, City Development had conveyed his apologies for this item. The Board again requested the Principal Scrutiny Adviser to advise relevant officers of the importance of attending the meeting to assist the Board with their scrutiny deliberations.

Prior to discussing this issue, the Chair sought the initial views of Councillor G E Hall on whether or not he was in agreement with the Director of City Development's proposals for community engagement and for updating the Strategic Housing Land Availability Assessment in their latest report.

Councillor G E Hall responded and informed the meeting that, in principle, he was in agreement with the proposals outlined within the report, However he made specific reference to Sections 3.4, 4.1, 4.2, 4.5 and 4.6 in the report where further clarification of the proposals was sought from the Team Leader, Policy Team, City Development.

At the request of the Chair, Robin Coghlan, Team Leader Planning Policy, City Development responded to the individual points raised by Councillor G E Hall. It was reported that officers were still waiting for a steer from the Executive Board Member with portfolio responsibility for Development and Regeneration on this matter.

Following a brief discussion, the Chair enquired if Councillor G E Hall would be satisfied if the Board approved option (iii) as outlined in 4.5 of the report i.e. offer to request that the Strategic Housing Land Availability Assessment (SHLAA) Partnership extends membership to include Parish Council representation, or some other local community representation.

Councillor G E Hall responded and confirmed that he would welcome the Board's approval to this option, but stated that it was imperative that, if agreed, the option should be implemented by officers without delay.

RESOLVED-

- a) That the contents of the report and appendices be received and noted.
- b) To recommend to the Leeds' SHLAA Partnership that it extends its membership to include Parish Council representation, or some other

local community representation in accordance with option (iii) paragraph 4.5 of the Director of City Development's report.

- c) That in the circumstances no further action be taken with regard to Councillor G E Hall's request for scrutiny of the Strategic Housing Land Availability Assessment (SHLAA).

53 Cemeteries and Crematoria Horticultural Maintenance

The Director of City Development submitted a report on Cemeteries and Crematoria Horticultural Maintenance.

The following representatives were in attendance and responded to Members' queries and comments:-

Richard Mond, Chief Recreation Officer, City Development
Sean Flesher, Head of Parks and Countryside, City Development
Phil Stephenson, Chief Superintendent, Lawnswood, City Development

The Head of Parks and Countryside introduced the report and provided the meeting with the relevant background information and main findings for horticultural maintenance of cemeteries and crematoria in Leeds.

In summary, specific reference was made to the following issues:-

- clarification of the numbers of Friends of Cemeteries Groups within the city
- clarification of the number and specific details of those Area Committees who employ cemetery maintenance staff through their own well-being budgets
- clarification of the department's protocol around the health and safety and maintenance issues in relation to headstones
- the need for the department to look ahead in relation to the future of burial provision, with specific reference to those requests identified by faith groups
- clarification of the areas covered in relation to "general grave maintenance" as outlined in Section 4.10 of the report
- to convey a message of thanks to the Chief Superintendent, Lawnswood and his staff for their efforts following recent damage caused to the Muslim section in Harehills cemetery. A Member also reported on the efforts to establish a Friends of Cemetery Group at Harehills to support the maintenance and security of the cemetery
- the importance of educating children at primary school age to respect cemeteries and the custom and practices for burial of whatever faith within the city
- the wish to establish a working group on this issue and undertake site visits to identify the horticultural maintenance problems that exist in our cemeteries and crematoria sites

RESOLVED-

- a) That the contents of the report be noted.

- b) That a working group be established to consider the pressure on the maintenance budget for cemeteries and crematoria and the flouting of grave conditions that had resulted in the enclosure of graves which incur additional maintenance costs.
- c) That the working group visit Lawnswood, Harehills and Hunslet and other cemeteries which maybe identified at a later date with a view to identifying the horticultural maintenance problems that exist.
- d) That the Board's Principal Scrutiny Adviser be requested to e mail Board Members with regards to formulating the membership of the working group which shall comprise of up to eight Members.
- e) That the working group's findings be reported to a future meeting of the Board for consideration.

(Councillor B Atha left the room at 11.30am during discussions of this item)

(Councillor P Ewens left the meeting at 12 noon at the conclusion of this item)

54 Grants to Culture and Sport Related Organisations

Referring to Minute 35 of the meeting held on 7th September 2010, a report of the Head of Scrutiny and Member Development was submitted outlining the grant process to cultural and sporting organisations in Leeds, the amount granted, the benefits to the city, the governance process and the in kind support.

Appended to the report was a copy of the following document for the information/comment of the meeting:-

'Grants to Culture and Sport Related Organisations – Report of the Chief Officer, Libraries, Arts and Heritage – Scrutiny Board (City Development) – 7th September 2010'

Catherine Blanshard, Chief Officer, Libraries, Arts and Heritage, City Development was in attendance and responded to Members' queries and comments.

In summary, specific reference was made to the following issues:-

- clarification of the total amount spent by the department on grants that are made to cultural and sport related organisations and the need to establish whether or not Council tax payers were getting value for money
(The Chief Officer, Libraries, Arts and Heritage responded and confirmed that the grants made to culture and sport related organisations was around £3.2 million per annum)
- the need to amend the table of grants to include spend within the department to support specific events; the representation the Council had on their management committees to protect the Council's interests and the need to focus on the value and benefit to the Council of giving such monies

- the need to review the payment the Council makes to West Yorkshire Grants and an assessment of whether the approach still gave value for money for the Council
- the view that a working group be established to consider this issue

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That a working group be established to consider the grants and any spend within the service budget to support certain grant funded events to all cultural and sporting organisations in Leeds; the benefits that accrue to the city from such payments; what representation, if any, the Council had on their management committees to protect its interests and review the payment the Council makes to West Yorkshire Grants and an assessment of whether the approach still gave value for money.
- c) That the Board's Principal Scrutiny Adviser be requested to e mail Board Members with regards to formulating the membership of the working group which shall comprise of up to eight Members.
- d) That the working groups findings be reported to a future meeting of the Board.

(Councillor B Atha rejoined the meeting at 12.05pm during discussions of the above item)

55 Kirkgate Market

Referring to Minute 36 of the meeting held on 7th September 2010, the Head of Scrutiny and Member Development submitted a report regarding the development of a draft market strategy for Kirkgate Market.

The following representatives were in attendance and responded to Member's queries and comments:-

Martin Farington, Acting Director of City Development
 Paul Stephens, Chief Economic Development Officer, City Development
 Cath Follin, Head of City Centre and Markets, City Development

At the request of the Chair, the Acting Director of City Development, Chief Economic Development Officer and the Head of City Centre and Markets provided the Board with the following reasons as to why the development of a draft market strategy had not been completed in time for today's meeting:-

- that the outcome of an independent review of rents by the District Valuer for Kirkgate Market was still outstanding, but likely to be published within the next few weeks which would influence the developing strategy
- that further work was being undertaken with regard to the conditions survey at Kirkgate Market, the outcome of which would again help determine the options available to the Council
- that the post of Markets Manager was vacant, but shortlisting had taken place this week and hopefully an appointment would be made on 22nd October 2010 who could then contribute to the draft strategy

- the announcement by Hammerson Developers to start consultation on a £650m Eastgate scheme development would have an important impact and influence on a market strategy for the city

The Chair made reference to the receipt of an e mail received from the Friends of Kirkgate Market dated 4th October 2010 which raised a number of questions arising from the delay in presenting a draft market strategy to the Scrutiny Board.

In summary, specific reference was made to the following issues:-

- the general view expressed by the Board that the delay in producing a draft market strategy for Kirkgate Market was totally unacceptable
- the regret that the Board had not proceeded as planned with an inquiry on this matter in July 2010
- clarification of the current consultation arrangements with market traders
- clarification as why market traders were not directly involved within the process of drafting of the market strategy and the urgent need to rectify this anomaly
- the concerns expressed at the reduced footfall in the market and the need to act quickly to address this issue

RESOLVED-

- a) That the contents of the report, together with the comments made by the Acting Director of City Development, Chief Economic Development Officer and the Head of City Centre and Markets be noted.
- b) That a Scrutiny Inquiry be undertaken on Kirkgate Market and that the Board's Principal Scrutiny Adviser be requested to draw up formal terms of reference for consideration at the next meeting on 2nd November 2010.

(Councillors J Akthar and G Harper left the meeting at 12.40pm at the conclusion of this item)

56 City Development Directorate: 2010/11 Budget - Financial Position

Referring to Minute 33 of the meeting held on 7th September 2010, the Head of Scrutiny and Member Development submitted a report providing the Board with a financial position for the City Development Directorate at period 5.

Appended to the report was a copy of a document entitled 'City Development Directorate; 2010/11 Budget – Period 5 Report' for the information/comment of the meeting.

The following representatives were in attendance and responded to Members' queries and comments:-

Martin Farrington, Acting Director of City Development
Ed Mylan, Chief Officer, Resources and Strategy, City Development
Simon Criddle, Head of Finance, City Development

Draft minutes to be approved at the meeting
to be held on Tuesday, 2nd November, 2010

In summary, specific reference was made to the following issues:-

- clarification of why there had been a significant reduction in planning application income of £221,000 between Period 4 and Period 5
- the need for the Board to be provided with actuals for July and August 2010 prior to the next meeting in November 2010
- that the Budget details submitted to the next Board meeting should give the September actuals and projections compared with the previous month
- clarification as why the restructuring exercise of the Planning Section had taken eighteen months to complete, together with specific details of the 16% reduction in the workforce
- clarification as to whom authorised the overspend in staffing in relation to Sports and Active Recreation Services

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the Acting Director of City Development be requested provide the Board with actuals for July and August 2010 via the Board's Principal Scrutiny Adviser for circulation prior to the next meeting on 2nd November 2010.
- c) That the departmental budget report 2010/11 on variances against actuals and projections for month 6 compared with the previous month be submitted to the Board meeting on 2nd November 2010 for discussion.

57 Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

The Head of Scrutiny and Member Development submitted a report providing Members with a copy of the Board's current Work Programme. The Executive Board minutes of 25th August 2010, together with the Forward Plan of Key Decisions for the period 1st October 2010 to 31st January 2011 were also attached to the report.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the Executive Board minutes of 25th August 2010, together with the Forward Plan of Key Decisions for the period 1st October 2010 to 31st January 2011 be noted.
- c) That the Board's Principal Scrutiny Adviser be requested to update the work programme to include the following items:-
 - Scrutiny Inquiry and terms of reference for Kirkgate Market (November 2010)
 - Formation of a Working Group in relation to Cemeteries and Crematoria Horticultural Maintenance
 - Formation of a Working Group in relation to Grants to Culture and Sport Related Organisations

58 Date and Time of Next Meeting

Tuesday 2nd November 2010 at 10.00am (Pre meeting for Board Members at 9.30am)

(The meeting concluded at 1.10pm)

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Originator: Richard Mills

Tel: 2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: Request for Scrutiny of the Withdrawal of Remaining Creche Provision at Leisure Centres

Electoral Wards Affected: All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The attached request for scrutiny has been received from Councillor M Lobley and Councillor J Matthews concerning the officer delegated decision D37367 to withdraw the provision of the remaining 6 crèches in Leisure Centres across Leeds.
- 1.2 The reasons stated for their request is that this decision has a significant impact on users in Rothwell, Pudsey, Scott Hall, East Leeds, Kippax and Aireborough. They would also like it investigating on grounds of equality and seek clarification on the reasons why the decision was exempt from call in.
- 1.3 As Members will see from the attached delegated decision notification the decision has been marked as Executive Decision (Other) and is not subject to call in
- 1.4 Councillors Lobley and Matthews have been invited to attend today's meeting to put their case for scrutiny of this issue.

2.0 City Development Department

- 2.1 The Acting Director of City Development has been invited to respond to this request and will be represented at the meeting. Any information provided in writing by the Directorate will be made available to Members of the Board as soon as it is available.

3.0 Options for Investigations and Inquiries

- 3.1 When considering the request for Scrutiny, the Scrutiny Board (City Development) shall determine:
- what further information the Board needs before considering whether an inquiry should be undertaken
 - how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisory Group
 - whether the Inquiry can be adequately resource
 - whether an Inquiry should be undertaken

4.0 Recommendations

- 4.1 The Scrutiny Board is asked to:
- (i) Consider the request for Scrutiny from Councillors Lobley and Matthews
 - (ii) Consider the response of the Director of City Development to the issues raised.
 - (iii) Determine what further information, if any, the Board requires in order to determine whether it wishes to undertake further scrutiny of this matter.

Background Papers

Delegated decision and report attached



'A'
Leeds
CITY COUNCIL

Mr Richard Mills
Principal Scrutiny Advisor
Scrutiny Unit
1st Floor West
Civic Hall
Leeds
LS1 1UR

Councillor Matthew Lobley
2nd Floor East
Civic Hall
Leeds LS1 1UR

Tel: 0113 395 1460 (Civic Hall)
matthew.lobley@leeds.gov.uk
Our reference: MLJM/DD/LCC
Date: 18 October 2010

Dear Richard

We would like to formally request a Scrutiny Inquiry into the decision by the council to close six crèches in Leisure Centres across Leeds.

The move, which according to delegated decision D37354, issued last week, could save the council approximately £60,000 but will have a significant impact on users in Rothwell, Pudsey, Scott Hall, East Leeds, Kippax and Aireborough.

For the sake of clarity, we would like Members of the City Development Scrutiny Board to investigate this matter on the grounds of equality as this issue has attracted significant media interest and caused concerned residents to write in to Ward Members.

Furthermore, we also like clarity on the reasons why this decision was classified as exempt for call in despite the obvious connotations of closing six crèches.

We look forward to hearing from you.

Yours sincerely

Councillor Matthew Lobley
Roundhay Ward

Councillor Jamie Matthews
Headingley Ward



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DELEGATED DECISION NOTIFICATION

REF NO ¹ D37367

DECISION MAKER	Chief Recreation Officer	AUTHORITY BY REFERENCE TO SCHEME OF DELEGATION: ²	Officer Delegation Scheme (Executive Functions) Chief Recreation Officer (a)
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SUBJECT ³	Withdrawal of remaining creche provision at leisure centres
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DECISION ⁴	COUNCIL FUNCTION <input type="checkbox"/> NOT SUBJECT TO CALL IN	EXECUTIVE DECISION (KEY) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (MAJOR) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (OTHER) <input checked="" type="checkbox"/> NOT SUBJECT TO CALL IN
<p style="text-align: center;">THIS DECISION SUPERSEDES D37354 AS THERE WAS AN ERROR IN SECTION 6.1 OF THE REPORT.</p> <p>The Chief Recreation Officer approved the withdrawal of the remaining leisure centre crèche provision.</p>				

AFFECTED WARDS	City Wide
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ADVICE SOUGHT	YES	NO
	Legal <input type="checkbox"/>	<input checked="" type="checkbox"/>
	Finance <input checked="" type="checkbox"/>	<input type="checkbox"/>
	Personnel <input checked="" type="checkbox"/>	<input type="checkbox"/>
	Equal Opportunities <input checked="" type="checkbox"/>	<input type="checkbox"/>
	Other Please Specify <input checked="" type="checkbox"/>	<input type="checkbox"/> Early Years and Children's Services

DECLARED OFFICER / MEMBER INTERESTS ⁶	None
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¹ This reference number will be assigned by Governance Services and notified to you

² The relevant paragraph within the decision makers delegated powers should be identified.

³ A brief heading should be inserted

⁴ Brief details of the decision should be inserted. This note must set out the substance of the decision, options considered and the reason for deciding upon the chosen option, although care must be taken not to disclose any confidential or commercially sensitive information. Guidance on the substance of the note is available from Governance Services

⁵ For Key and Major decisions only. If exempt from Call In details to be provided in the report. The Call In period expires at 5.00 pm on the **5th** working day after publication. Scrutiny Support will notify decision makers of matters called in by no later than 12.00 noon on the **6th** day.

⁶ No officer having a pecuniary interest in any matter should take a decision in relation to that matter. Other interests of a non-disqualifying nature should be recorded here.

DISPENSATION BY STANDARDS COMMITTEE

DATE: _____

BACKGROUND PAPERS⁷

Council Budget Book 2010/11
Financial Health Monitoring 2010/11 – first quarter
Executive Board report 25 August 2010

EXEMPT/ CONFIDENTIAL APPENDIX

YES NO RULE NO 10.4⁸ ()

DETAILS OF CONSULTATION UNDERTAKEN (OTHER REASONS/ ORGANISATIONS CONSULTED)


	Yes	No	Date
Executive Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	6.10.10
Ward Councillors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
Chief Officers Affected	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Others (Specify) _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____

CONTACT PERSON

Ian Waller

CONTACT NO: 3952378

AUTHORISED SIGNATORY⁹


(Name: Richard Mond)

DATE: 11.10.10

	KEY	MAJOR	OTHER
¹⁰ *First publication (5 day notice)			
Commencement for Call In			
Last date for Call In			
Implementation Date			11/10/2010

* If key decision not on Forward Plan, the reason and need that the decision be taken are that:-

⁷ A separate Index should be prepared if necessary. ALL DOCUMENTATION UPON WHICH THE DECISION WAS BASED MUST BE RETAINED AND BE READILY ACCESSIBLE SO IT CAN BE PRODUCED SHOULD THE DECISION BE CHALLENGED

⁸ Relevant Access to Information Procedure Rules to be quoted if there is an exempt appendix

⁹ The signatory must be duly authorised by the Director to make the decision in accordance with the Department's scheme. It is not acceptable for the signature to be 'pp' for an authorised signatory. For Key Decisions only, the date of the authorised signature signifies that, at the time, the Officer was content that the decision should be taken. However, should representations be received following public availability of reports the signatory will consider the effect which such representations should have upon the final decision.

¹⁰ Governance Services will enter these dates



Originator:

Mark Allman 78323

Report of: Head of Sport & Active Recreation

Report to: Chief Recreation Officer

Date of meeting: 6 October 2010

SUBJECT: Withdrawal of remaining creche provision at leisure centres

This report is for;

Discussion only <input type="checkbox"/>	Information only <input type="checkbox"/>	Advice/consideration prior to taking a key decision <input checked="" type="checkbox"/>
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Decision to be taken by:

Full council	<input type="checkbox"/>	Corporate governance and audit committee	<input type="checkbox"/>
Executive board	<input type="checkbox"/>	Standards committee	<input type="checkbox"/>
Area committee	<input type="checkbox"/>	Member management committee	<input type="checkbox"/>
Regulatory committee	<input type="checkbox"/>	A director using delegated authority	<input checked="" type="checkbox"/>

1.0 PURPOSE OF THE REPORT

1.1 To propose the withdrawal of the remaining crèche provision in the Sport and Active Recreation Services` Leisure centres.

2.0 BACKGROUND INFORMATION

2.1 Creche provision has already been rationalised, and is currently offered in six leisure centres. Together they cost £85,000 in direct staff costs and £1,000 on equipment replacement. Direct income in 2009/10 was £11,600. The resulting £74,400 subsidy in 2009/10 equates to £10.22 for each of the 7,264 annual creche visits, net of overheads and of secondary income from the parent or guardian.

3.0 MAIN POINTS

3.1 The Sports Service faces a significant 2010/11 budget deficit of at least £0.5million, and the expectation is that future years budgets will be even tighter. As part of its budget plan, the service is proposing to withdraw from non core areas of service that operate with a disproportionate subsidy and consequently represent poor use of scarce resources.

3.2 Crèches in leisure centres have been in decline for a number of years. They were introduced to allow parents/guardians to take part in physical activity in the leisure centre, but the expansion of early years childcare provision, private sector operators and Sure Start centres has brought into question their role and cost.

3.2.1 Creches are not universally provided across the service. In fact the total crèche provision is now only 53.75 hours per week across 6 sites, with usage and costs in 2009/10 as follows:

	visits/week	Hours/week	visits/hour	Net cost/yr £	Net cost/visit £.p
Rothwell	41	11.50	3.57	-12,065	-5.66
Pudsey	24	4.00	6.00	-5,287	-4.24
Scott Hall	33	15.00	2.20	-24,560	-14.31
East Leeds	23	11.25	2.04	-11,740	-9.82
Kippax	8	5.25	1.52	-8,891	-21.37
Aireborough	11	6.75	1.57	-11,827	-20.68
ALL	140	53.75	2.82	-74,369	-10.22

3.3 In 2009/10 direct income was £11,600 from a total of 7,264 visits. The direct staff cost was £85,000. Additional costs e.g. equipment have been low – only £1k in 2009/10. The net direct cost of providing the service is therefore £74,400 (£10.22 per visit).

3.4 These figures do not include either indirect costs (such as facility costs, management overheads) or indirect income from secondary spend by parents/carers on sports activities or catering. The secondary spend associated with each crèche visit can only be estimated, because the current leisure management database system does not provide this information. However, even based on the highest off peak standard charge of £5.00 for a Bodyline Gym session, 7,264 visits equates to an income of £30,910, well under half the subsidy before overheads. Charges for other activities or for Leeds Card holders are much lower, and a realistic estimate of ancillary income is probably no more than £20,000, including net revenue generated from vending and café sales.

3.5 Three options have been reviewed to improve the financial performance:

- increasing charges - this would not be a credible way to make a significant impact on the subsidy level. If full cost recovery based on current throughput were applied, crèche charges would rise from £2.00 per hour per child standard rate, £1.80 for Leeds card and £1.30 for Leeds card extra to approximately £11.00 (or £8.00 allowing for secondary income). At this level, uptake would be minimal so the financial position would deteriorate.
- cutting costs. However, costs are almost entirely staffing, and there is no significant scope to cut this as fixed staffing costs are necessarily high to meet OFSTED and general child protection requirements.

- Close worse performing sites, and/or restrict opening hours further. While this would reduce the deficit, the service would still require a significant subsidy per visit which could have been used for other purposes. Moreover the usage trend is downwards and the position is likely to worsen even at the better performing sites.

4.0 FINANCIAL/LEGAL AND EQUALITIES IMPLICATIONS

- 4.1 Staff affected would be entered into the appropriate procedure to support them in finding alternative opportunities either within the service or within Leeds City Council.
- 4.3 The aim of providing crèches was to extend opportunities for participation for parents / carers of young children. Unfortunately the low and declining numbers using the creche service means that this is a disproportionately expensive approach. The Sport and Active Recreation Service has considered the impact of the withdrawal and an Equalities Impact Assessment has been prepared. In light of the large subsidy per user, the partial nature of provision and the availability of other childcare opportunities, it is judged reasonable, even in the light of the impact assessment, for the remaining six crèche services to be withdrawn. Officers have not been able to identify directly comparable alternative facilities in the vicinity of the creches, however the leisure centres will endeavour to signpost or provide information on what child care facilities do exist.
- 4.4 Net savings on direct costs incurred total £74,400. The service anticipates retaining 30% of the estimated secondary income as some customers find alternative child care arrangements or attend classes / sessions at different times of the day. Based on the assumptions above, approximately £14,000 of secondary spend would be lost resulting in an estimated annual net saving for the service of £60,400.

5.0 NEXT STEPS

- 5.1 Staff who are affected will be managed under “Managing Workforce Change” policies and the service will endeavour to absorb them or seek alternative employment in the council.
- 5.2 Existing users of the service will be advised of the closure and what alternative provision the Sports service is aware of. The implementation of the decision will be held for a month from decision date in order to allow customers to explore alternative childcare arrangements.

6.0 RECOMMENDATIONS

- 6.1 The Chief Recreation Officer is requested to approve withdrawal of the remaining leisure centre crèche provision.

Background Papers

Council Budget Book 2010/11
 Financial Health Monitoring 2010/11 – first quarter
 Executive Board report 25 August 2010

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Originator: Richard Mills

Tel: 2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

**Subject: Request for Scrutiny of the Leeds Libraries and Information Service,
Proposed Staffing Structure**

Electoral Wards Affected: All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The attached request for scrutiny has been received from Councillor P Wadsworth concerning the officer delegated decision D37340 which has approved the proposed new staffing structure for the Leeds Libraries and Information Service.
- 1.2 The reasons stated for his request is that this decision whilst saving the Council £36,000 the consequences of the loss of 20 posts, is unclear, especially in light of the impending consultation on the service's new chapter for libraries provision and seeks clarification on the reasons why the decision was exempt from call in.
- 1.3 As Members will see from the attached delegated decision notification the decision has been marked as Executive Decision (Other) and is not subject to call in.
- 1.4 Councillors Wadsworth has been invited to attend today's meeting to put his case for scrutiny of this issue.

2.0 City Development Department

- 2.1 The Acting Director of City Development has been invited to respond to this request and will be represented at the meeting. Any information provided in writing by the Directorate will be made available to Members of the Board as soon as it is available.

3.0 Options for Investigations and Inquiries

- 3.1 When considering the request for Scrutiny, the Scrutiny Board (City Development) shall determine:
- what further information the Board needs before considering whether an inquiry should be undertaken
 - how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisory Group
 - whether the Inquiry can be adequately resource
 - whether an Inquiry should be undertaken

4.0 Recommendations

- 4.1 The Scrutiny Board is asked to:
- (i) Consider the request for Scrutiny from Councillor Wadsworth
 - (ii) Consider the response of the Director of City Development to the issues raised.
 - (iii) Determine what further information, if any, the Board requires in order to determine whether it wishes to undertake further scrutiny of this matter.

Background Papers

Delegated decision and report attached



Leeds
CITY COUNCIL

Mr Richard Mills
Principal Scrutiny Advisor
Scrutiny Unit
1st Floor West
Civic Hall
Leeds
LS1 1UR

Councillor Paul Wadsworth
27 Lingfield Road
Moortown
Leeds LS17 6DE

Tel: 0113 269 7469
paul.wadsworth@leeds.gov.uk
Our reference: PW/DD/LSSC
18 October 2010

Dear Richard

I would like to formally request a Scrutiny Inquiry into the decision by the council to restructure the Leeds Libraries and Information Service.

The move, which according to delegated decision D37340, issued on 5th October 2010 could save the council £36,000 but the consequences of the loss of 20 posts, is unclear, especially in light of the impending consultation on the service's New Chapter for Libraries proposals.

For the sake of clarity, I would like Members of the City Development Scrutiny Board to investigate this matter further to ensure that this decision has not been taken to pre-empt the outcome of the New Chapter consultation that is still yet to start.

Furthermore, I would also like clarity on the reasons why this decision was classified as exempt for call in despite the reference in point 6.1 to a year 3 saving of £117,000, effectively elevating this decision from a 'Council Decision' to 'Major Decision' status.

I look forward to hearing from you.

Yours sincerely

Paul Wadsworth

Councillor Paul Wadsworth
Guiseley and Rawdon Ward

www.leeds.gov.uk

switchboard : **Page 25** 4444



INVESTOR IN PEOPLE

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DELEGATED DECISION NOTIFICATION

REF NO ¹ D37340

DECISION MAKER	Director of City Development	AUTHORITY BY REFERENCE TO SCHEME OF DELEGATION: ²	Officer Delegation Scheme (Executive Functions) – General Delegations to Officers (17)
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SUBJECT ³	Leeds Libraries and Information Service, Proposed Staffing Structure
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DECISION ⁴	COUNCIL FUNCTION <input type="checkbox"/> NOT SUBJECT TO CALL IN	EXECUTIVE DECISION (KEY) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (MAJOR) <input type="checkbox"/> ⁵ EXEMPT FROM CALL IN: NO	EXECUTIVE DECISION (OTHER) <input checked="" type="checkbox"/> NOT SUBJECT TO CALL IN
The Chief Officer (Resources and Strategy) approved the proposed new staffing structure required to deliver a more efficient service to meet the needs of Leeds citizens and visitors.				

AFFECTED WARDS	City-wide
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ADVICE SOUGHT	YES	NO	
	Legal <input type="checkbox"/>	Legal <input checked="" type="checkbox"/>	
	Finance <input checked="" type="checkbox"/>	Finance <input type="checkbox"/>	
	Personnel <input checked="" type="checkbox"/>	Personnel <input type="checkbox"/>	
	Equal Opportunities <input type="checkbox"/>	Equal Opportunities <input checked="" type="checkbox"/>	
	Other Please Specify <input type="checkbox"/>	Other Please Specify <input checked="" type="checkbox"/> _____	

DECLARED OFFICER / MEMBER INTERESTS ⁶	N/A
--------------------------------------------------	-----

¹ This reference number will be assigned by Governance Services and notified to you

² The relevant paragraph within the decision makers delegated powers should be identified.

³ A brief heading should be inserted

⁴ Brief details of the decision should be inserted. This note must set out the substance of the decision, options considered and the reason for deciding upon the chosen option, although care must be taken not to disclose any confidential or commercially sensitive information. Guidance on the substance of the note is available from Governance Services

⁵ For Key and Major decisions only. If exempt from Call In details to be provided in the report. The Call In period expires at 5.00 pm on the **5th** working day after publication. Scrutiny Support will notify decision makers of matters called in by no later than 12.00 noon on the **6th** day.

⁶ No officer having a pecuniary interest in any matter should take a decision in relation to that matter. Other interests of a non-disqualifying nature should be recorded here.

DISPENSATION BY STANDARDS COMMITTEE

DATE: _____

BACKGROUND PAPERS⁷

Appendix 1 – Current & Proposed posts

EXEMPT/ CONFIDENTIAL APPENDIX

YES NO RULE NO 10.4⁸ ()


DETAILS OF CONSULTATION UNDERTAKEN (OTHER REASONS/ ORGANISATIONS CONSULTED)

	Yes	No	Date
Executive Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Ward Councillors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
Chief Officers Affected	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Others (Specify <u>Trade Unions</u>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____

CONTACT PERSON

Catherine Blanshard CONTACT NO: 2478331

AUTHORISED SIGNATORY⁹

 (Name: Ed Mylan) DATE: 5 October 2010

	KEY	MAJOR	OTHER
¹⁰ *First publication (5 day notice)			
Commencement for Call In			
Last date for Call In			
Implementation Date			05/10/2010

* If key decision not on Forward Plan, the reason and need that the decision be taken are that:-

⁷ A separate Index should be prepared if necessary. ALL DOCUMENTATION UPON WHICH THE DECISION WAS BASED MUST BE RETAINED AND BE READILY ACCESSIBLE SO IT CAN BE PRODUCED SHOULD THE DECISION BE CHALLENGED

⁸ Relevant Access to Information Procedure Rules to be quoted if there is an exempt appendix

⁹ The signatory must be duly authorised by the Director to make the decision in accordance with the Department's scheme. It is not acceptable for the signature to be 'pp' for an authorised signatory. For Key Decisions only, the date of the authorised signature signifies that, at the time, the Officer was content that the decision should be taken. However, should representations be received following public availability of reports the signatory will consider the effect which such representations should have upon the final decision.

¹⁰ Governance Services will enter these dates

Report of : Chief Libraries, Arts & Heritage Officer
Meeting: N/A
Date of meeting: 5 October 2010
SUBJECT: Leeds Libraries and Information Service – Proposed Structure

This Report is for;			
Discussion Only <input type="checkbox"/>	Information Only <input type="checkbox"/>	Advice/consideration prior to taking a decision or reporting to a Committee <input type="checkbox"/>	
Decision to be taken by:			
Full Council <input type="checkbox"/>		Corporate Governance and Audit Committee <input type="checkbox"/>	
Executive Board <input type="checkbox"/>		Standards Committee <input type="checkbox"/>	
An Area Committee <input type="checkbox"/>		Member Management Committee <input type="checkbox"/>	
A Regulatory Committee <input type="checkbox"/>		A Director using delegated authority <input checked="" type="checkbox"/>	

1.0 Purpose of this Report

1.1 To propose the new staffing structure required to deliver a more efficient Libraries & Information service to meet the needs of Leeds citizens and visitors.

2.0 Background

2.1 Currently Leeds Library and Information Service is a traditional service nationally respected, provided through 53 libraries and 5 mobiles. Due to this approach the costs are high, the service is traditional and provision is not personal to the user needs.

2.2 The current structure was designed three years ago when the Library Service reduced from 5 areas to 4 in line with other city-wide realignments.

2.3 The restructure also resolved a number of other issues and was led by the staff and has worked very well, creating a good career structure for both librarians and for operational staff. It is proposed to keep these elements in the new structure.

2.4 The Library Service is managed and led by the Chief Libraries, Arts and Heritage Officer which is a pressure for both the Service and the Chief Officer.

2.5 In addition the service has a high vacancy factor of 8% which is unsustainable.

2.6 A number of strategic posts have been vacant for some time impacting on the developmental direction of the service.

3.0 Main Issues

- 3.1 As mentioned above the Library Service is managed and led by the Chief Libraries, Arts and Heritage Officer which is a pressure for both the Service and the Chief Officer, trying to provide a strategic lead across Libraries, Arts & Heritage while also being required to provide a more in-depth strategic lead to the Library & Information service.
- 3.2 The high vacancy factor of 8% has built up over a number of years and is now unsustainable if the service is to continue to deliver a high quality, innovative service to the people of Leeds. The proposals seek to realign staffing resources to reduce and limit the impact of the vacancy factor.
- 3.3 In the last financial year a number of staff across all levels of the service were offered and accepted voluntary severance and/or voluntary early retirement in order to build flexibility into the existing staffing structure to enable the implementation of these proposals. Further posts which have become vacant through natural turnover have also been held vacant pending the implementation of this restructure proposal. If the proposals cannot be implemented in their entirety the vacancies created will have to be revisited creating a negative financial position.
- 3.4 Audience and reader development are cornerstones to the delivery of a forward thinking library service which will enable the service to continue to develop and evolve to meet the changing needs of users.

4.0 Workforce Implications

- 4.1 Appendix 1 shows the current structure and the proposed structure, detailing the posts that will be created, deleted, amended and/or unchanged.
- 4.2 There are over 70 new, amended and unchanged job descriptions and specifications available if required.
- 4.3 All job descriptions and specifications have been job evaluated by the Job Evaluation/Pay Grade team.
- 4.4 The key changes to deliver the desired service outcomes are highlighted below: -
- To resolve the issue of the Chief Libraries, Arts & Heritage Officer running the service it is proposed to delete the current Service Delivery Manager 45% post and create a Head of Service 52.5% post.
 - A new post of Audience Development Manager PO6 will be created to support the public facing side of the service, taking on responsibility for stock development as it is a key element of building audiences. This post will manage the areas of Community Wellbeing, Reader and Stock Development, Information Services, Children's Services and Community Development.
 - With the reduction of areas from 4 to 3 two Area Operational Manager SO2 posts will be deleted however a Senior Area Operational Manager PO2/3 will be created to manage an area of its own as well as oversee the remaining Area Operational Manager post.
 - An Assistant Area Operational C3 post will be deleted as well as 3 Cluster Manager C1 posts.
- 4.5 A total of 28.5 posts are being deleted as part of this restructure and 11.5 will be created however a number of the newly created posts will be externally funded.
- 4.6 The Libraries & Information service offered voluntary severance and voluntary early retirement to all staff in the previous financial year so prior to this restructure 40 posts have been deleted as part of this initiative.

4.7 The current Library Assistant A1/B1 post will not be affected by this proposal.

5.0 Method(s) of Implementation

5.1 The appointment procedures for implementing the structure will be carried out in accordance with Appendix 1 of the Recruitment and Selection Code of Practice, as locally agreed with Trade Unions.

6.0 Financial Implications

Revised Structure Costs	£
Salary costs	£7,865,120
Vacancy Factor 4%	-£302,890
Current Pension costs	£136,700
2010/11 ELI costs	£113,160
	£7,812,090
2010/11 Budget	
Salary costs excl Funded Projects	£7,711,690
Funded Pensions	£136,700
	<u>£7,848,390</u>
Net saving	£36,300

6.1 Savings in year 1 and 2 (2010/11 and 2011/12) of £36,300, rising by £117,000 in year 3 (2012/13) when additional savings from funded pensions becomes available for reinvestment in the service.

6.2 The Head of Finance can confirm that the figures in this report have been checked by Finance Officers in the Directorate and the proposals result in savings as shown above.

7.0 Accommodation Issues

7.1 No identified accommodation issues

8.0 Equality Impact Assessment (EIA)

8.1 There will be no adverse implications from a service delivery perspective.

9.0 Consultation

9.1 Consultation with unions and employees took place between 2nd September and 22nd September. Job descriptions and structure were made available to staff and questions raised were responded to via Frequently Asked Questions updates.

9.2 The Service has agreed to remove the A1/A3 Library Assistant and B1 Senior Library Assistant posts from immediate implementation of the structure proposals due to their view that there are still a number of unresolved Pay and Grading issues. The issues raised will be investigated and the Service expects to be able to agree revised proposals in the near future.

9.3 All other aspects of the proposal were agreed.

10.0 Recommendation

10.1 The Acting Director of City Development is requested to approve the proposed new staffing structure required to deliver a more efficient service to meet the needs of Leeds citizens and visitors.

11.0 Background Papers

11.1 Appendix 1 – Current & Proposed posts

Current structure	No	Proposed structure	No
Process Manager: Mobiles at home B3	1		0
Service Delivery Manager 45%	1		0
Admin Assistant to Service Delivery Manager B3	1		0
Stock and Finance Manager PO2/3	1		0
Distribution Services Manager B1	1		0
Local Studies Advisor SO1	1		0
Process Manager (IESU) B3	1		0
At Home library service assistant A1/B1	1		0
Technical Advisor C1	1		0
Central Liaison Manager B1	1		0
Digitisation Technician B1	1		0
Cluster Manager C1	14	Cluster Manager C1	11
Information Librarian C1	13	Information Librarian C1	12
Librarian C1	24	Librarian C1	19
Process Manager (Excellence) B3	3	Process Manager (Excellence) B3	2
Area Operational Manager SO2	4	Area Operational Manager SO2	2
Community Development Manager PO2/3	4	Community Development Manager PO2/3	3
Driver/Messenger A1	5	Driver/Messenger A1	4
Information Support Assistant A1/B1	7.5	Information Support Assistant A1/B1	5
Porter (Central Library) A1	6.5	Porter (Central Library) A1	5.5
Development Librarian SO1	7	Development Librarian SO1	6
Area Development Librarian SO2	4	Area Development Librarian SO2	3
Customer E Services Manager S02/PO1	1	Area Development Librarian (Information and Digital Services) SO2	1
Service Improvement Manager (Libraries) PO2/3	1	Senior Project Officer (LAH) SO2	1
Portering Unit Manager B1	1	Portering Unit Manager C1	1
Learning Coordinator SO1	1	Area Development Librarian (Learning) SO2	1
Media Development Librarian SO1	1	Area Development Librarian (Media) SO2	1
Multi Cultural Advisor SO1	1	Area Development Librarian (Equality and Diversity) SO2	1
Project and Standards Coordinator SO2	1	Projects and Standards Coordinator PO1	1
Service Improvement Manager (People) SO2	1	Staffing and Training Manager PO1	1
Service Improvement Manager (Resources) PO1	1	Resources Manager PO2/3	1
Operational Services Manager SO1	1	Stock and Supplies Manager PO1	1
Technical Advisor C1	1	Senior Technical Advisor SO1	1
Youth Librarian SO1	1	Young People's Librarian PO1	1
Administrative Assistant IESU A1/A3	1	Administrative Assistant (IESU) A1/A3	1
Assistant Area Operational Manager C3	3	Assistant Area Operational Manager C3	3
Business & Patents Manager SO1	1	Development Librarian (Business and Patents) SO1	1
Business Improvement Manager PO6	1	Business Development Manager PO6	1
Chargehand Porter B1	1	Senior Porter B1	1

Content Creation Manager SO1	1	Development Librarian (Communities, Projects & Content) SO1	1
Content Creation Manager SO1	1	Development Librarian (Economic Projects and Content) SO1	1
Content Creation Officer B3	1	Content Creation Officer B3	1
Database Librarian (IESU) B3	1	Database Librarian (Information Services) B3	1
Development Librarian (At Home & Volunteer Coordinator) SO1	1	Development Librarian (At Home & Volunteer Coordinator) SO1	1
Development Librarian (Children) SO1	1	Development Librarian (Children) SO1	1
Development Librarian (SLS) SO1	1	Development Librarian (School Library Service) SO1	1
ICT Business Development Manager PO2/3	1	Electronic Services Manager PO2/3	1
ICT Systems Manager PO1	1	ICT Systems Manager PO1	1
Imaging Technician B1	1	Imaging Technician B1	1
Information Development Manager PO2/3	1	Information Services Manager PO2/3	1
Information Librarian C1	3	Information Librarian C1	3
Information Support Manager C1	1	Information Support Manager C1	1
Librarian (Job Seekers Advice Worker) C1	1	Information Librarian C1	1
Neighbourhood Renewal Manager PO2/3	1	Community Wellbeing Manager PO2/3	1
Performance Manager SO2	1	Performance Manager (LAH) PO1	1
Porter (Lib HQ) A1	1	Porter (Library HQ) A1	1
Prison Librarian C1	3	Librarian (Prisons) C1	3
Process Manager B3	4	Process Manager B3	4
Senior Info Librarian for Business & Patents C3	1	Senior Information Librarian (Information & Digital Services) C3	1
Senior Info Librarian for Enquiry Express C3	1	Senior Information Librarian (Information & Digital Services) C3	1
Senior Mobile Assistant B1	15	Senior Mobile Assistant B1	15
Stock Services Database Librarian B3	0.5	Database Librarian (Stock Services) B3	0.5
Stock Services Librarian SO1	1	Development Librarian (Stock Services) SO1	1
Stock Supply Manager C3	1	Stock and Process Manager C3	1
Children's Schools and Neighbourhoods Manager PO6	1	Audience Development Manager PO6	1
School Library Service Manager PO2/3	1	Children's Service Manager PO2/3	1
Support Services Officer C1	1	Assistant Performance Manager C1	1
Arts and Reader Development Manager PO2/3	1	Reader Development Manager PO2/3	1
	0	Head of Library and Information Service 52.5%	1
	0	Senior Area Operational Manager PO2/3	1
	0	Area Development Librarian (Reader Development) SO2	1
	0	Project Support Officer (Libraries) SO1	1
	0	Fleet Manager C1	1
	0	Technical Advisor B3	1
	0	Senior Information Support Assistant B3	1
	0	Senior Library Assistant (Direct) B1	1
	0	Porter (Library HQ) A1	0.5
	0	School Library Service Manager PO1 (externally funded)	1

	0	Area Development Librarian (Prisons) SO2 (externally funded)	1
	0	Senior Library Assistant (Prison) B1 (externally funded)	1
Total	171.5	Total	152.5

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Originator: Richard L Mills

Tel:2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: Inquiry to Consider the Future of Kirkgate Market

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

1.1 At the last Scrutiny Board meeting it was agreed that the Board undertake an inquiry to consider the future of Kirkgate Market and asked that terms of reference for this inquiry be prepared for consideration at today's meeting.

2.0 Draft Terms of Reference

2.1 A copy of the draft terms of reference for this inquiry are attached.

3.0 Views of the Director and Executive Member

3.1 The Scrutiny Board Procedure Rules and Guidance Notes require that, before embarking on an inquiry, the Board seeks and considers the views of the relevant Director and Executive Member. These views will need to be taken into account in finalising the terms of reference.

3.2 The Executive Board Member with portfolio responsibility for Development and Regeneration and the Acting Director of City Development have been invited to submit their views and any that are received will be reported to the Board.

4.0 Recommendation

4.1 The Board is requested to agree the terms of reference for its forthcoming inquiry to consider the future of Kirkgate Market.

Background Papers

None

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Scrutiny Board (City Development)

Inquiry to Consider the Future of Kirkgate Market

Draft Terms of Reference

1.0 Introduction

- 1.1 At the meeting in June 2010 Members agreed to carry out an inquiry to review the future of Kirkgate Market.
- 1.2 The Board was subsequently persuaded in July 2010 not to pursue such an inquiry because it was reported that the Executive Board was to consider a draft strategy for Kirkgate Market in October 2010. It was agreed that this Scrutiny Board would be invited to comment on the draft strategy prior to the final strategy being considered by the Executive Board. The draft strategy has been delayed and the Scrutiny Board on 5th October agreed to proceed with this inquiry.
- 1.3 The context of and drivers for the inquiry are:
 - The deputation to Council on 21st April 2010 from the Kirkgate Market branch of the National Market Traders Federation (NMTF) expressing a range of concerns and seeking the appointment of an experienced Markets Manager, a rent reduction, a reduction in parking charges and immediate reinvestment.
 - The subsequent report and decision of the Executive Board on 22nd June to address some of the concerns expressed by the NMTF.
 - The decision of the Executive Board to ask for a condition survey of Kirkgate Market and an assessment of the capital investment that will be required over the short, medium and long term.
 - The Government's announcement to cut funding to local authorities and the pressures this will place on all services necessitating a fundamental review of all services provided by the Council.
 - Members' own experience of the strengths and weaknesses of Kirkgate Market.
 - The renewed emphasis to achieve "Value for Money."
 - The need to establish the views and opinions of traders, shoppers and the general public on how they would like to see Kirkgate Market develop and how this should be done.
 - It is considered that the scrutiny focus is timely and provides an opportunity to consider all the options available for the future of Kirkgate Market and to make recommendations to the Executive Board on this issue.

2.0 The Scope of this Inquiry

- 2.1 The scope of this inquiry is to:

- a) identify the economic and social benefits of Kirkgate Market, the current issues and financial position of the market.
- b) consider the results of the condition survey of Kirkgate Market, the capital investment required in the short, medium and long term and the options available to the Council concerning the future of the market.
- c) contribute to the development of a strategy and action plan for Kirkgate Market.
- d) contribute to the development of a strong marketing strategy for Kirkgate Market.
- e) consider the outcome of the independent rent review.
- f) what resources and other support would be required to implement any improvements identified.

3.0 Comments of the relevant Director and Executive Board Member

3.1 The Director of City Development and the relevant Executive Board Member have been requested to comment on these terms of reference.

4.0 Timetable for the Inquiry

4.1 The inquiry will take place over three sessions with a view to issuing a final report on 8th February 2011.

4.2 The Board met informally on 25th August 2010 and undertook a site visit and had a briefing session from the Head of City Centre and Markets.

5.0 Submission of Evidence

5.1 The following formal evidence gathering sessions have been scheduled:

Session One - 7th December 2010

The purpose of this session is to consider the proposed draft strategy for the market aligned to the

- current issues and financial position of the market.
- outcome of the independent rent review.
- results of the condition survey of Kirkgate Market
- development of a strong marketing strategy for the market

Session Two - 11th January 2011

The purpose of this session is to consider:

- any information requested from the last session.
- hear from representatives of NMTF, Chamber of Commerce / Trade.

- hear from the Friends of Kirkgate Market.

Session Three – 8th February 2011

The purpose of this session is to consider:

- any information requested from the last session.
- the Board's draft inquiry report and recommendations.

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Director of City Development
- Head of City Centre and Markets
- Markets Manager
- Representatives from NMTF locally and nationally
- Relevant Executive Board Member
- Chief Regeneration Officer
- Chief Economic Development Officer
- Chamber of Commerce /Trade
- Shoppers
- Friends of Kirkgate Market

7.0 Monitoring Arrangements

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of the Board's recommendations.

8.0 Measures of success

8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

8.2 The Board will look to publish practical recommendations.

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Report of the Director of City Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: WEST YORKSHIRE LOCAL TRANSPORT PLAN (LTP3) 2011-26

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

A new Local Transport Plan for West Yorkshire is required from April 2011 when the present five year plan expires. This document is being prepared for the West Yorkshire Integrated Transport Authority by Metro working in partnership with the five West Yorkshire councils. The first draft plan has now been prepared and is currently open for public consultation. The document has been previously approved for consultation by the WYITA LTP Committee.

1.0 Purpose Of This Report

1.1 This report provides a briefing on proposals for the West Yorkshire Local Transport Plan 2011-26 (or LTP3) and seeks Members' comments on the draft document.

2.0 Background Information

- 2.1 Local Transport Authorities are required to prepare a Local Transport Plan. Since the Local Transport Act 2008, in Metropolitan areas this duty is the responsibility of the Integrated Transport Authority acting through the Passenger Transport Executive and local highway authorities.
- 2.2 To progress the document a core team of officers has been established within Metro to work with the district councils to prepare the LTP3 proposals. The first draft of the LTP3 strategy document has now been completed and a public consultation process has been initiated which runs from 25 October 2010 for 8 weeks. This builds on the earlier 6 week public consultation period already carried out in April this year on the Outline Strategy approach.
- 2.3 Consultation will be both web and paper based with face to face engagement at workshops and events. These include a special joint meeting of the Passenger

Consultative Committees, District Scrutiny and Overview Committees and numerous events involving special interest, business and user groups.

- 2.4 The final Local Transport Plan will include Implementation Plans which will set out detailed three year investment programmes covering all aspects of the strategy. These will be developed for a 6 week second round consultation period during January/February 2011 following the Comprehensive Spending Review announcements on 20 October and the Department for Transport financial settlement for future Local Transport funding which will follow later in the year.
- 2.5 The WY LTP3 Team will be in attendance at the meeting to present the draft strategy and facilitate Members' comments and input to the consultation. In addition all Members of Council will receive the consultation information and have an opportunity to feed back their views.
- 2.6 In terms of the consultation process the LTP3 team will be arranging the main on line consultation process including: media relations, newsletters, text service (Metro Messenger), twitter and facebook, Passenger Consultative Committees, Metro district liaison committees, chambers of commerce, public transport operators, neighbouring authorities, environmental bodies, and young peoples groups etc. In addition a resource pack is available for use by District Councils in terms of briefings and any additional local consultation.
- 2.7 The completed Plan needs to be published and operational by 1 April 2011.

3.0 Main Issues

- 3.1 In summary, the Plan, branded 'MyJourney West Yorkshire' comprises a draft vision statement:

MyJourney West Yorkshire Vision 2026

Connecting people and places

Working together to ensure that West Yorkshire's transport system gives people access to what they want and need easily, efficiently and in a way that supports the environment, the economy and their quality of life.

- 3.2 To achieve this vision for transport in West Yorkshire **3 key objectives** (draft) have been developed:

Objective 1: To make substantial progress towards a low carbon transport system for West Yorkshire by:

- Reducing West Yorkshire's CO₂ emissions from domestic transport (road and rail) to contribute to the achievement of national goals.
- Increasing the proportion of low carbon/emission trips.

Objective 2: To improve connectivity to support economic activity and growth in West Yorkshire and the Leeds City Region by:

- Reducing journey times on key commuter, business and freight routes
- Making journey times more reliable
- Increasing the proportion of trips made using the most efficient mode of transport (in terms of time, carbon and impact on others)

Objective 3: To enhance the quality of life of people living, working and visiting West Yorkshire by:

- Reducing the number of people killed and seriously injured on the roads
- Improve local air quality and reducing levels of noise from the transport network
- Increasing the number of trips made on foot and by bicycle
- Improving customer satisfaction with the transport system and services

3.3 The strategy has been developed around 4 strategic approaches:

- **Transport Assets** – ensure effective management of transport assets to gain maximum value for money, reliability and efficient use
- **Travel Choices** – encourage and influence more sustainable travel choices by understanding people’s needs and tailoring marketing, information, education and support activities to them, including measures to manage demand for car travel
- **Connectivity** – deliver an integrated, reliable transport system, that enables people and goods to travel as efficiently as possible (in terms of carbon, the economy and quality of life)
- **Enhancements** – make targeted technological and structural enhancements to the transport system for greater capacity and performance

3.4 A copy of the summary document is attached to this report at Appendix A and the full strategy is contained in Appendix B.

4 Legal And Resource Implications

4.1 This report raises no specific legal and resource implications.

5 Conclusions

5.1 This report covers the draft LTP3 strategy which is the statutory document required to be prepared for the Integrated Transport Authority to replace the present Local Transport Plan in April 2011. Currently this plan is out to public consultation for a period of eight weeks whereupon preparation of the final proposals will commence for submission to the ITA LTP Committee early in 2011. The proposals will be presented to Members for their consideration and comment at the meeting.

6 Recommendations

6.1 Members are requested to consider and comment on the draft proposals for LTP3.

7 Background information

7.1 Background documents relating to this report is as follows:

- i) West Yorkshire Local Transport Plan 2011-26 summary document.

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MyJourney

West Yorkshire



Local Transport Plan Strategy for 2011-26

Document for Consultation
October-December 2010
Summary Version

What is a Local Transport Plan?

A Local Transport Plan sets out a Strategy for improving the transport system. It covers the local road, rail, walking and cycling network but not aviation, international shipping or motorways, although links to these are taken into account. The Plan is designed to support the wider needs and ambitions of the area.

Metro is responsible for West Yorkshire's Local Transport Plan. A new 15 year Plan is currently being developed ('MyJourney' West Yorkshire), which will be put into action from 1 April 2011. We need your views on the proposed Strategy for 2011-26 and input into how it will be delivered.

Where are we now with West Yorkshire's transport system?

West Yorkshire has a diverse range of communities, neighbourhoods, towns and cities, where people have a range of travel and transport needs. Over the past five years, Metro and the five District Councils have invested in measures to influence the use of the transport network, and improve bus and rail performance. The current situation is that:



Road users: Despite reductions in average journey times, much of the road network is congested in peak periods, with most cars carrying only one person. Congestion limits economic performance and in West Yorkshire unemployment is higher than the national average and pay is lower.



Bus: There have been lots of improvement in the quality of the bus network but passenger numbers have declined. Fares set by bus operators have risen at a greater rate than the cost of using a car. Concessionary fares are available for elderly, disabled and young people. Services such as AccessBus are highly valued by users.



Rail: Passenger numbers have gone up dramatically, but there is now severe overcrowding on many commuter services at peak times, meaning that many people have to stand. Some journeys, including links to Manchester and Sheffield, are slow compared to similar routes elsewhere.



Walking: Although most journeys have an element of walking, few trips are made solely on foot. Lack of physical activity is contributing to rising levels of obesity. Improvements to physical accessibility have been made but there is still more to do.



Cycling: Cycle lanes and cycle parking have been introduced but cycling still makes up a very small proportion of trips. Motorcycles also only make up a small proportion of trips. Many people perceive walking and cycling to be unsafe in some areas.



Carbon emissions and pollution: 21% of carbon emissions in West Yorkshire are from road transport. Cars, vans and lorries make up 97% of these emissions, compared to buses, at only 3%. Air quality has improved but still reduces average life expectancy by six months.



Safety: Despite successful measures to reduce the number of people killed and seriously injured on West Yorkshire's roads, figures are still too high.

(A comprehensive Evidence Base is provided in the detailed version of this document)

Where do we want to be with West Yorkshire's transport system?

Transport affects everyone on a daily basis, even those that don't use the transport network. It connects people to goods, services, education, skills, employment and leisure. However, it can also have a harmful effect on the environment, the economy and people's lives.

The focus of this Local Transport Plan is on West Yorkshire but it also takes into account the wider Leeds City Region, which is an economic area made up of West Yorkshire and parts of North and South Yorkshire, which captures people's travel to work and leisure patterns. This Plan also needs to help deliver the ambitions of West Yorkshire's districts to be prosperous, attractive and safe places to live that celebrate their heritage and diversity.

This Plan for West Yorkshire is called 'MyJourney' because it is focused on understanding the needs of people and organisations. Its success depends on everyone working together to deliver a transport system that meets these needs.

MyJourney West Yorkshire Vision 2026 - Connecting people and places

Working together to ensure that West Yorkshire's transport system gives people access to what they want and need easily, efficiently and in a way that supports the environment, the economy and quality of life.

This Vision is supported by three key **Objectives** that reflect transport's contribution to tackling wider issues based on national, regional and local policy. They are:



To make substantial progress towards a low carbon transport system for West Yorkshire



To improve connectivity to support economic activity and growth across West Yorkshire and the Leeds City Region



To enhance the quality of life of people in West Yorkshire's diverse communities and visitors and commuters to the region (including health, safety, equality and the natural environment)

How are we going to get there?

The suggested Strategy for achieving the Vision and Objectives for West Yorkshire's transport system over the next 15 years follows the 'MyJourney' idea of putting the needs of people who use and are affected by the transport system at its heart. It is grouped into four approaches as follows:

Transport Assets

Transport assets are the infrastructure that make journeys possible. They include roads, bridges, traffic lights, footpaths, streetlights, railway tracks, stations, bus stations, stops and shelters.

The proposed approach is to get the most out of transport assets by ensuring that they are properly maintained, provide value for money, and contribute to meeting the Plan's Objectives. This will be achieved by developing a 'hierarchy' of routes and users to help prioritise spending on maintenance and management of transport assets. For example, key walking routes or main routes into the main urban areas with high volumes of buses, will be given priority over others.

It is also proposed to make assets more resilient to adverse weather (such as flooding) caused by climate change. A particular focus will be on management of the transport system to reduce congestion and delays caused by roadworks and other disruptions to the network.



Travel Choices

It is proposed to provide customers with improved information and tools to help them choose more sustainable forms of transport including walking, cycling, public transport and car sharing.

More tailored education and training will be provided to help people make sustainable choices (for example by working with schools and businesses). A focus will be on reducing unnecessary length and frequency of trips and also on the health sector where better travel choice will help meet other objectives, such as reducing obesity.

There will also be a stronger approach to encouraging less car use to ensure that the benefits of people switching to more sustainable options are 'locked in'.

Connectivity

The focus will be on delivering an integrated transport system with an emphasis on improving public transport as a low carbon alternative to the car.

In order to get the most out of buses as part of a fully integrated transport system, Metro is developing a bus franchising system, similar to that in London, giving Metro more say over bus services, fares and frequencies. Whilst franchising will be one way of getting more out of the bus network, alternatives suggested by bus operators that achieve the same improvements will also be considered. This will be supported by measures to speed up bus journey times and make them more reliable. Linking different types of transport and services together at transport 'hubs' and introducing integrated 'smart' ticketing will help to provide seamless journeys and opportunities for interchange between car, public transport, walking, cycling and other forms of travel.

For freight, a new partnership between public and private sectors will be established to develop ways of improving the flow of goods in a more sustainable way.

Continued improvements in road safety will be delivered with an emphasis on education and training, as well as measures to minimise the impact of transport on the natural environment.



Enhancements

West Yorkshire has suffered from under investment in transport compared to other areas. The Plan sets out ambitions for a high quality network of services linking the main centres.

Proposals include additional rail services, carriages and electrification of rail lines, park and ride, express bus services and new ideas such as 'tram train' and modern 'trolleybuses'.

In the first few years, when it is anticipated that there will be limited money available, the emphasis will be on providing additional capacity for existing services (particularly rail) and tackling congestion bottlenecks. Improvements will be targeted where they support the economy, housing, regeneration and the move to a low carbon transport system. To deliver some of the more ambitious proposals, new ways of funding the proposals locally will be developed.

What could West Yorkshire's transport system be like in 2026?

The following fictional blog provides a picture of what the transport system could be like in 2026 if the Vision and Objectives are achieved:

MyJourney West Yorkshire daily travel blog 2026 (fictional)

8.00am: Busy day ahead but I always fill in my travel blog on the go because it helps Metro improve things to meet my needs.

8.37am: Walk the kids down the road to catch yellow MyBus to school – they love using it and I know they'll get to school quickly and safely.

9.00am: Go home to grab my bike and cycle down to the local hub to do some work. It means I get a bit of exercise and don't have to go into the office as I'm not doing a full day today. My friend works in sales and has to travel around a lot so she uses the 'car club' which means she can pick up a vehicle when she needs to and leave it at a park and ride to avoid traffic and parking charges. It gives her loads of flexibility and means she can drive around in something more environmentally friendly and better quality than she could afford.

11.45am: Work took longer than I thought but not to worry as the Tram Trains are every 15 minutes. Just got time to top up my 'smartcard' which will cover all my travel needs, ensuring I get the best value for money.

12.08pm: Cross Castleford Interchange for a bus. Used to be confused which one to get to my mum's because they changed the routes, times and prices regularly. Now I can easily find the right one, see exactly when it is coming and know how long it will take. Mum is happier since they brought in 'dial a ride' services which gets her to the doctors and out to do shopping when she wants without feeling like a burden.

3.26pm: Notice how much smoother and quicker the journey to Wakefield is. There's no road works slowing things down and fewer cars on the roads because public transport is so much more convenient and cheaper, especially for getting to and from school. It makes things feel safer as well so I don't worry about Kevin riding his electric scooter to college. He's always telling me it's good for the environment. And Mike's journey to work has got easier since the new trains. He hardly ever has to stand up now and if he goes to Manchester it's much quicker on the electric trains than it used to be.

3.40pm: I've got time to walk to my appointment and I can get some fresh air as there's no car fumes now the city centre is pedestrianised. Checked online and kids' MyBus is on time and my sister has posted a note to say she's meeting them at the stop. Hope she remembers the shopping's being delivered at ours.

5.05pm: Meet Mike in Leeds city centre to go see friends in Chapel Allerton. No need to sit in traffic because we're on a modern 'trolleybus'.

8.55pm: Back home. Shopping delivered and kids fed. Need to plan our journey to the airport online for our upcoming holiday. The flight times are a bit awkward but services run almost round the clock so getting there shouldn't be a problem.

What are we going to focus on?

Based on all the evidence gathered, and engagement and consultation carried out in the preparation of this Strategy, we have identified some "big ideas" that will have the most significant impact on achieving the Vision and Objectives. Whilst ongoing activity such as **maintenance**, **safety** measures and **improving air quality** are crucial, these "big ideas" will deliver the transformation needed to work towards the transport system of 2026 that West Yorkshire needs. The "big ideas" identified are:



Enhanced travel information: providing customers across West Yorkshire with 'real time' information on a range of transport choices tailored to their needs, with updates during the journey via the web, mobile applications and signs.



Integrated ticketing: using 'smart' technology to make paying for and using a range of transport services much easier. This will give customers better value for money and mean that they can travel seamlessly around West Yorkshire and the Leeds City Region. Although the first priority is for integrated public transport ticketing, this will be extended to cover other transport and non-transport uses.



Low carbon transport modes: securing investment in carbon efficient transport choices by delivering additional rail services, carriages and electrification of rail lines, park and ride, walking and cycling routes, express bus services and new ideas such as 'tram train' and modern 'trolleybuses'. Also supporting measures to help people choose lower carbon vehicles.



New approach to buses: getting the most out of the bus network by transforming the customer experience and significantly increasing bus usage. Proposals for a franchised system of bus services (similar to London) are being developed, although alternatives suggested by bus operators will also be considered. This will be supported by measures to speed up bus journey times and make them more reliable.



Stronger measures to manage demand for travel: encouraging less car use to 'lock in' the benefits of travel behaviour change to more sustainable options. This will involve giving priority to and creating more space on West Yorkshire's roads for buses, cyclists and pedestrians. As the economy recovers and congestion increases, stronger financial incentives to reduce car use and encourage car sharing will be considered. Measures to encourage people to use less crowded rail services will also be introduced.



New approach to Network Management: helping to make journeys for people and goods run more smoothly and safely across West Yorkshire. This means ensuring that roads are well maintained and limiting disruptions to journeys. It will involve greater use of technology to monitor and respond to incidents in 'real time' and schemes such as 'traffic light priority' to speed up the flow of buses.

Consultation Response Form

PLEASE DETACH THIS FORM AND SEND IT TO THE FREEPOST ADDRESS.

Once you have read this booklet about West Yorkshire's Local Transport Plan proposed Strategy for 2011-26, please provide your feedback and input using this form and any additional sheets you need, and return it to **FREEPOST XXXXX**

Alternatively, you can fill in an online version at **www.wyltp.com** where you can also find a detailed, technical version of this document. Hard copies of consultation materials are available on request by **0113 348 1726** or emailing **ltp@wypte.gov.uk**

The consultation will last for eight weeks, from 25 October to 17 December 2010. Following the consultation, the Strategy will be developed further to take on board all the feed back and input and a draft Implementation Plan for delivering the Strategy during 2011-14 will be developed. There will be a further six week consultation on the Implementation Plan in January / February 2011.

Your contact details will only be used to inform you of further opportunities to get involved in the development of the Plan. However, if you would like to be registered for 'Metro Messenger' to receive free email travel updates, service changes, special offers and events news, please tick here:

Please provide any of the following details you wish to share with us in the box below:

Name:		
<hr/>		
Organisation and position (if answering in a professional capacity):		
<hr/>		
Email address or phone number (depending on preferred method of contact):		
<hr/>		
Postcode:	Year of birth:	Gender:
<hr/>	<hr/>	<hr/>
Do you have a disability? If so, please state what kind:		
<hr/>		
Ethnic background:		
<hr/>		

Question 1: Based on your recent experience, what are the **top three transport related issues** that you face in West Yorkshire? Please make your suggestions in the box below.

Issue 1:

Issue 2:

Issue 3:

Question 2: Do the **Vision and Objectives** outlined on page two, capture **what you want from transport over the next 15 years**? Please tick the box after one of the following options and provide any additional feedback or comments in the box below, including details of anything that you think is missing / shouldn't be included in the Vision and Objectives.

Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
----------------	-------	-------------	----------	-------------------

Question 3: What are the **top three things you want to see happen** over the next 15 years to meet your transport and travel needs and help achieve the Vision and Objectives outlined on page two? Please make your suggestions in the box below.

Suggestion 1:

Suggestion 2:

Suggestion 3:

Question 4: The "big ideas" outlined on page six have been identified as the things that will have the **most significant impact** on achieving the Vision and Objectives. Please **rank the "big ideas" from 1 to 6, 1 being the most important to meeting your transport and travel needs, and 6 being the least**. Mark the numbers in the boxes beside each idea below. Also provide any additional feedback or comments in the box below.

Enhanced travel information	
Integrated Ticketing	
Low carbon transport modes	
New approach to buses	
Stronger measures to manage demand for travel	
New approach to managing the transport network	

Question 5: Funding and resources for local transport are likely to be significantly reduced over the next few years than has been available previously. This means that what is delivered over the next three years will have to be carefully prioritised. Given this, what is the one thing you would do to improve the transport system in a specific location (e.g. your local area / on your journey to work) or generally across West Yorkshire? Please provide your answer in the box below.

Question 6: Please provide any additional feedback and comments you have on the consultation as a whole in the box below.

Thank you for taking the time to fill out this consultation response form. We will be in touch about how your responses will be used in the next stage of development of the Plan and to invite your further feedback and input.



www.wyltp.com

MyJourney

WestYorkshir

Local Transport Plan Strategy for 2011-26

**Consultation Document
October - December 2010
*(Detailed version)***

DRAFT 22/10/10

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Foreword

I am pleased to present this draft West Yorkshire Local Transport Plan Strategy for 2011-26. This is the first time that the Integrated Transport Authority (Metro) has had the sole responsibility for producing the Local Transport Plan, but we are working very closely with partners from each of the five District Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, and other stakeholders. Whilst the Plan formally covers the West Yorkshire area, we also recognise that many journeys cross boundaries and that the Leeds City Region better reflects the way the economy works and many people's travel patterns. That is why the Leeds City Region Transport Strategy (launched in Autumn 2009) forms the framework for this Plan.

This is also the first time we have developed a 15 year plan for transport. For too long West Yorkshire and the Leeds City Region has suffered from a lack on investment in transport infrastructure and services, compared to other parts of the country. Having a bold, long term Local Transport Plan aims to address this. The Government's recent Comprehensive Spending Review and tough funding settlement does mean that we have to be realistic about what be achieved in the early years of the Plan. Our detailed actions for the first three years will reflect this and will need to focus on maintaining the services and infrastructure we have, getting more out of the existing transport system and developing low cost solutions for improving it. However, we still need to plan for bigger investments as the economy recovers and there are more funding and resources available. The Plan will be reviewed at key stages during the 15 years to check progress and new opportunities that may arise.

We propose to put customers at the heart of the Plan. By customers we mean all transport users including bus and rail passengers, car and van drivers, freight distributors, pedestrians and cyclists. We hope that by providing people with better, more tailored and interactive information about transport choices we can encourage people to make more low carbon journeys. We understand that alternatives to the car, in particular bus, needs to be improved to achieve this. The Plan therefore proposes a radical new approach to bus service delivery through a franchising system for West Yorkshire. We are therefore also consulting on proposals for a 'Bus Quality Contract' scheme, but remain open to offers of partnership solutions from bus operators that achieve the same outcomes.

In this document, we have set a Vision and Strategy for 2011-26 and identified some priorities for implementing it. We now welcome your feedback and comments and invite your input into the next stage of developing the Plan. The consultation runs until 17 December 2010. In January 2011, we will also consult on the first three year Implementation Plan for 2011-14 which will set out our initial proposed actions in more detail. To find out how to get involved in the consultation, fill in and return the form attached, visit www.wyltp.com or contact the team on 0113 348 1726 or ltp@wypte.gov.uk

Councillor Chris Greaves, Chair, West Yorkshire Integrated Transport Authority

1. Introduction

1.1 West Yorkshire Local Transport Plan Partnership

West Yorkshire Integrated Transport Authority (WYITA)

The West Yorkshire Local Transport Plan for 2011-26 is the overall responsibility of Metro (the WYITA).

Metro's role as the WYITA is to co-ordinate the provision and development of high-quality, integrated transport across West Yorkshire, and to work with its partners to progress wider transport initiatives across the wider Leeds City Region (a group of 11 Councils from across West, North and South Yorkshire).

West Yorkshire Local Transport Plan Partnership

The West Yorkshire Local Transport Plan Partnership is made up of Metro and the five District Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield.

Engagement and Consultation

Transport cannot be planned effectively in isolation because it has a wider role to play in the achievement of a range of social and economic objectives. Because of this role, this Plan is being developed through partnership working and engagement and consultation with a range of partners and stakeholders including:

- Members of the public
- Councillors from the five District Councils
- Local Strategic Partnerships
- District Council Officers from a range of disciplines, including education, environment, health and equality
- Leeds City Region partners and other neighbouring Councils
- Department for Transport, Highways Agency, Network Rail
- Local representatives of environmental and conservation bodies, including Natural England, Friends of the Earth and English Heritage
- Commercial and community transport operators operating buses, trains and taxis
- Health sector representatives
- Local business / employment networks and groups, including the Federation of Small Businesses, Chambers of Commerce and JobCentrePlus
- Local special interest groups and forums, including disability, equality, older people's, young people's, local access and rural groups
- Local voluntary and charity groups

- Campaigning groups, including Campaign for Better Transport and Sustrans
- Passenger Consultative Committees

1.2 West Yorkshire Local Transport Plan

Local Transport Plans (LTPs)

All Transport Authorities in England are required to produce and update strategic plans for managing and investing in the local transport system. Local Transport Plans (LTPs) are the way of formally setting out an area's proposals, priorities and aspirations for the local transport system. The Local Transport Act 2008 introduced more flexibility in terms of the governance and development of LTPs to enable every Transport Authority to prepare a Plan which best meets its area's specific needs.

Previous West Yorkshire Local Transport Plans (WYLTP)

The current LTP for West Yorkshire expires in March 2011 and will be replaced by the 'MyJourney West Yorkshire' Plan for 2011-26.

Since 2001, West Yorkshire LTPs have provided a framework for substantial investment in transport services and infrastructure. The Plan for 2006-11 had 28 targets, over 70% of which have been either met or exceeded.

Key achievements include:

- **Congestion** has reduced with traffic flows during the peak period reducing and cycle and rail trips increasing. This is in part due to economic conditions and in part due to contributions made by LTP measures that have helped to improve journey times on urban congestion target routes by about 30 seconds (12%) per vehicle journey mile in the morning peak. This has been achieved through the:
 - introduction of Bus Punctuality Improvement Plans
 - securing of additional train carriages
 - delivery of new bus lanes and other bus priority measures
 - completion of the MyBus yellow school bus project
 - delivery of range of travel choices marketing measures, such as the West Yorkshire Travel Plan Network 'Travel to Work' initiative
 - introduction of an Urban Congestion Target Plan
- **Public transport** has been enhanced by the following measures:
 - FreeCityBus' and FreeTownBus
 - new bus services to hospitals
 - Boxing Day bus services
 - MetroLocal services
 - introduction of real time bus and rail information
 - Bus Performance Improvement Partnerships
 - bus operator and Metro investment in fleets, which has included the introduction of low floor access vehicles

- additional rail carriages
- **Road safety** has improved with 167 (15%) fewer people being killed or seriously injured in collisions during 2009/10 compared with 2006/07. This has been achieved by a “whole community” approach to safer roads that has included:
 - continuing improvement to local roads
 - increasing community engagement on safety issues
 - enforcement linked to local conditions
 - driver training initiatives – including speed awareness courses
 - pedestrian and cycle training
 - safety cameras where there are significant levels of killed and serious injury and ‘Vehicle Actuated Signs’ to promote adherence to speed limits
- The management of **air quality** has improved as a result of:
 - the implementation of Air Quality Management Areas
 - the ‘Travel to Work’ project encouraging less car use
 - delivering better solutions to tackling air quality
- The condition of some **transport assets** has improved with reductions in the percentage of ‘Principal Road Network’ (-48%), ‘Non Principal Classified Roads’ (-61%) and footpaths (-43%) that require maintenance and improving numbers of bus shelters (over 80%) meeting modern standards

However, overall fare-paying bus use has continued to steadily decline despite investment in fleet and infrastructure and the introduction of innovative developments such as 'real time passenger information'. In addition, because of significant growth in peak hours rail use, there is now considerable overcrowding on some rail services.

West Yorkshire Local Transport Plan for 2011-26

The ‘MyJourney West Yorkshire’ Plan for 2011-26 is made up of a 15 year Strategy to allow for longer term planning of West Yorkshire's transport system, supported by a series of three year Implementation Plans. This will mean that it can be both ambitious about what needs to be achieved over the life of the Plan and realistic about what can be achieved at each three year stage.

The ‘MyJourney’ brand reflects the Plan’s focus on partnership working between authorities, the private sector, stakeholders, communities and individuals, to deliver a transport system that meets people’s needs.

This draft Strategy has been developed in the context of a host of uncertainties surrounding transport funding, the economy and the environment. The longer term Strategy is a living document that will evolve and be periodically reviewed as the three year Implementation Plans are renewed to reflect changing issues, priorities and funding.

Scope of the Plan

LTPs provide a framework for local transport planning and delivery, including maintenance, operation and management of transport assets, delivery and coordination of transport services, provision of information under the Bus Information Duty, influencing travel behaviour, and making enhancements to the transport system. The Plans do not cover aviation, international shipping or the motorway network but the partners work closely with airports, freight bodies and the Highways Agency to consider links to and movements on these networks.

Not everything contained in LTPs is necessarily delivered by the LTP partners or funded specifically with LTP funds. For example, major investment schemes, such as new tram-train and train stations, will form part of the overall Strategy but are usually developed as separate projects that require funding from Central Government, transport service operators and third parties, such as developers. Similarly, there may be some interventions and initiatives which the LTP encourages, influences or supports, but are funded and / or delivered by other parties, such as the private sector, bus and rail operators, the community sector, Central Government, other public service providers e.g. the NHS, police. This activity might include things like the development of new low carbon technologies.

The Plan considers the transport needs of people, freight and organisations, as well as the impact of the transport system on residents, communities, organisations and the natural environment. It also takes into account all relevant national, regional and local policies, priorities, strategies and plans, including providing the local focus for delivery of relevant aspects of the Leeds City Region Transport Strategy 2009.

Appraisal, Monitoring and Review of the Plan

An Integrated Sustainability Appraisal is being used to assess the environmental, health, social and economic impacts of the Plan and seeks to remove or mitigate any adverse affects. It is a strategic assessment that concentrates on the significant impacts of the Plan, providing a rounded picture of the long term effects over its 15 year life, rather than focusing on specific aspects of it. As the plan is evaluated over the 15 year period, the assessments will be renewed and updated.

This appraisal of the Plan will also be supported by transport modelling work to make predictions about what the Plan will achieve in terms of carbon reduction and job creation in the City Region.

Engagement and consultation with partners, stakeholders and members of the public has been and will be an important mechanism for reviewing and adapting the Plan as it develops and throughout its 15 year life.

In order to monitor success of the Plan's progress towards achieving its Objectives, targets will be set and data collected and monitored on an ongoing basis.

More detail is available on this in sections 4.6 and chapter six of this document.

Structure of the Plan

This Plan is structured around a set of questions that have been used to shape its development:

Chapter 2. Vision

Where do we want West Yorkshire's transport system to be by 2026?

Chapter 3. Evidence Base

Where are we now and where are we heading without interventions?

Chapter 4. Strategy

How will we get to where we want to be?

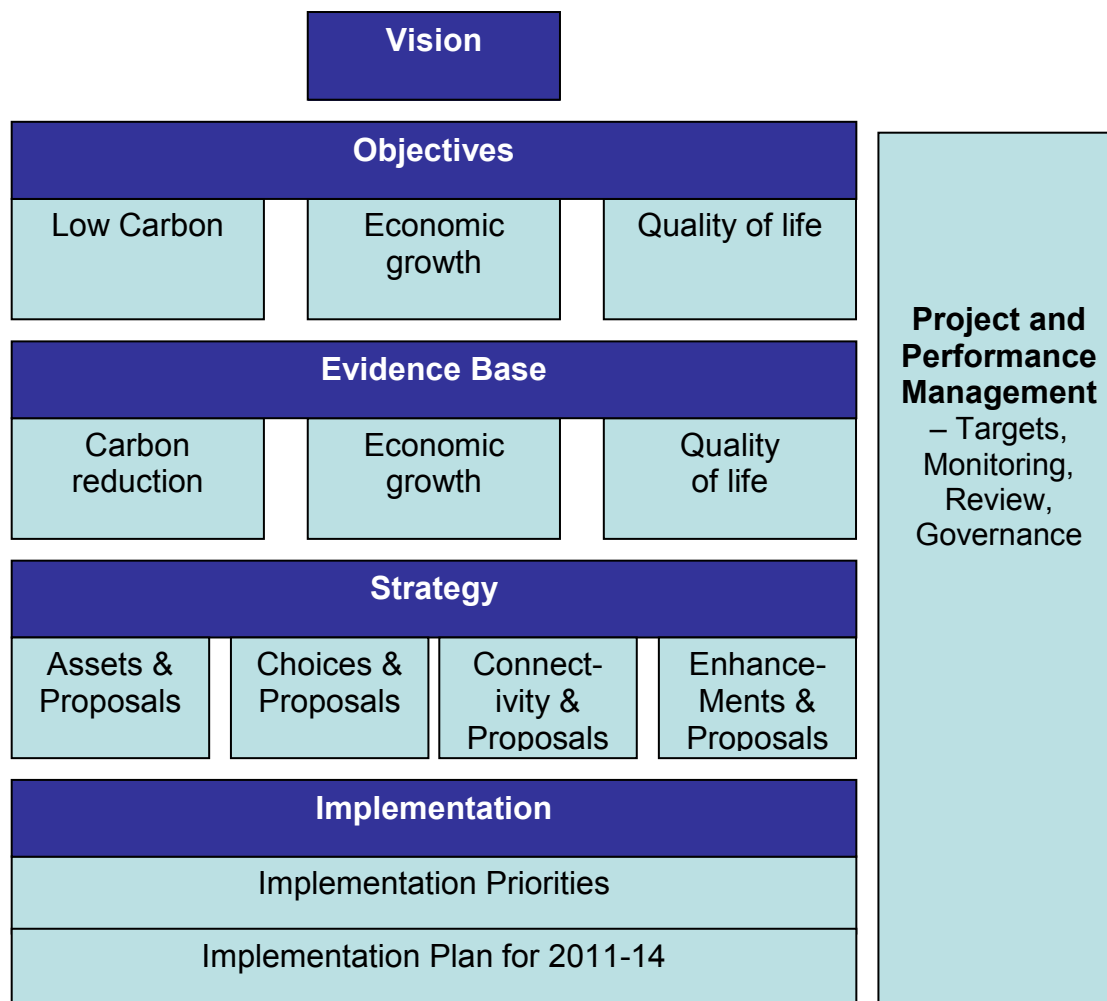
Chapter 5. Implementation

What and where do we need to do things to get there?

Chapter 6. Performance Management

How will we know that we are doing the right things to get there?

The diagram below provides an overview of the Plan. A Vision, Objectives, Strategy and Proposals, and Implementation Priorities for 2011-26 are identified in this document for consultation. A proposal for how this will be implemented when funding and resource availability is known is outlined in chapter five and a proposed Implementation Plan for 2011-14 will be consulted on in January 2011.



1.3 Policy Context

This section provides an overview of the national, sub regional and local policy context which this Plan must take account of. This has informed the Vision and Objectives set out in chapter two.

National

In June 2010, the Government set out its ‘Programme for Government’, which acknowledged that a modern transport infrastructure is essential for a dynamic and entrepreneurial economy, as well as to improve well-being and quality of life. It also recognised that the transport sector needs to be greener and more sustainable with tougher emission standards and support for new transport technologies.

The Government wants all local transport interventions to contribute to:

- Economic growth - by supporting and helping to create jobs
- The environment - by implementing low carbon schemes and encouraging modal shift for local journeys
- Localism - by empowering councils and communities

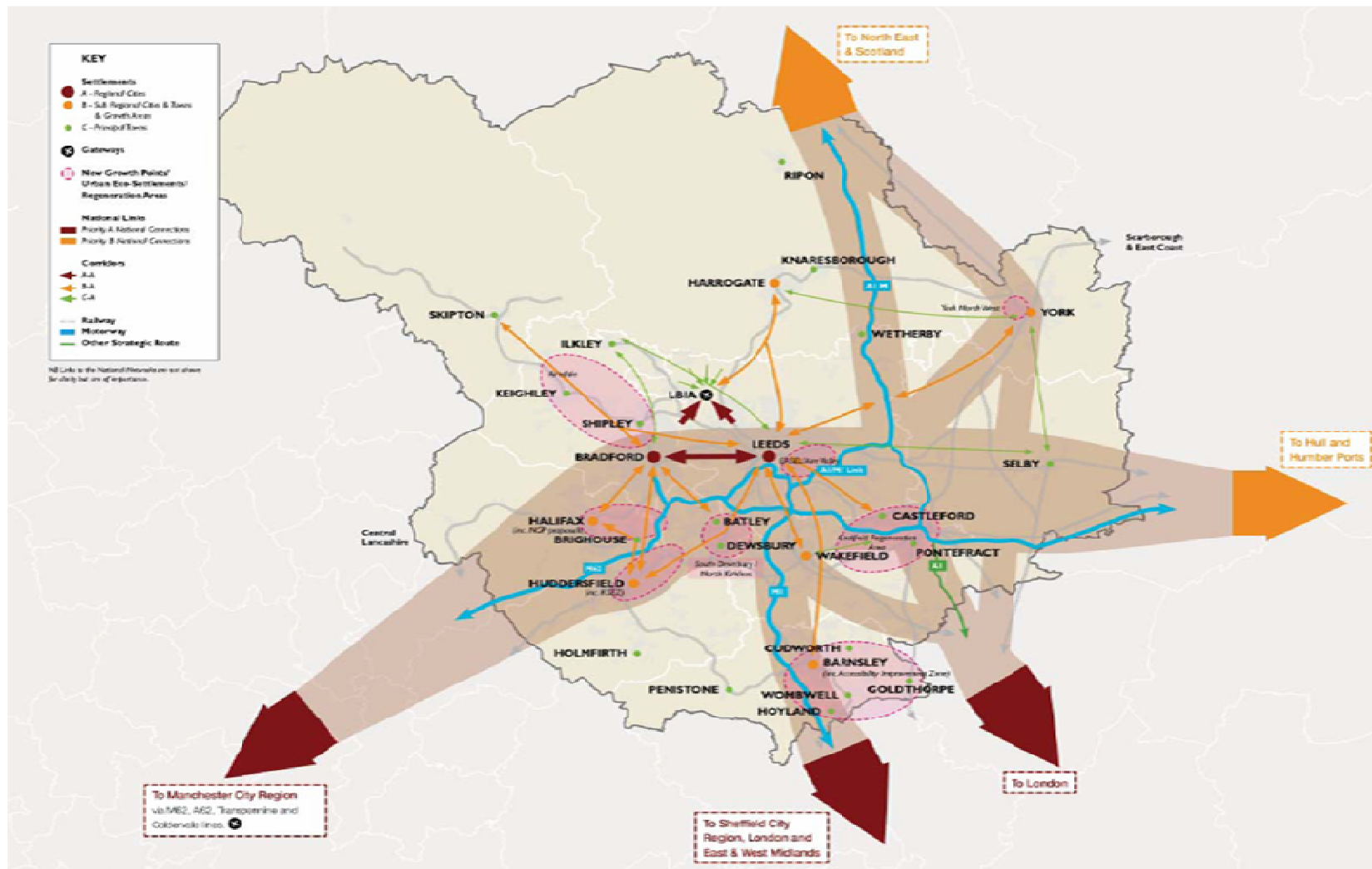
Leeds City Region

In 2009, building on its Multi Area Agreement, the Leeds City Region was awarded pilot City Region status by Government to take forward a programme of new freedoms and flexibilities in areas of housing, innovation, skills and transport. The transport programme includes new protocols for working with national agencies such as Network Rail and Highways Agency, establishing long term funding agreements, and the devolution of major scheme appraisal to the local level for investments under £25m.

The **Leeds City Region Transport Strategy and Vision** - The Leeds City Region Partnership brings together the eleven Councils of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York and North Yorkshire to work towards a prosperous and sustainable City Region in areas such as transport, skills, housing, spatial planning and innovation. With almost three million people, a resident workforce of 1.2 million, 100,000 businesses and an economy worth £45 billion per year, the City Region has a large and important economy. The Leeds City Region Partnership is about partners working together for maximum benefit across the boundaries in which people choose to live, work and spend their leisure time.

West Yorkshire forms a significant part of the Leeds City Region. It holds an economically important position in the North of England, bordering the Sheffield City Region to the south and Manchester City Region to the west.

The partnership has developed a Leeds City Region Transport Strategy (2009). This Strategy involved engagement with stakeholders and the DfT, the development of an evidence base, and assessment of proposals against the former five national transport goals. The Strategy includes spatial transport priorities based on the performance of existing networks together with the location of planned major employment and housing growth. These will be kept under review as the scale, nature and precise location of these growth areas become clearer during the preparation of Local Development Frameworks. The priorities from the Strategy are shown in the map on the next page:



These spatial priorities seek to reflect the relative importance of urban centres, growth areas, the links between them (corridors), and gateways to international destinations. In West Yorkshire the spatial priorities include:

Spatial Priority	Category	Locations in West Yorkshire
A	Regional Cities	Leeds, Bradford
	Gateways	Leeds Bradford International Airport
	National Corridors	Trans Pennine links to Manchester and Manchester International Airport Links to Sheffield (via Wakefield) London
B1	Sub Regional Cities	Halifax, Huddersfield, Wakefield
	Growth Zones	Coalfield (Wakefield) South Dewsbury/North Kirklees Airedale (Bradford-Skipton) Aire Valley (Leeds)
	National Corridors	Hull and Humber Ports North East & Scotland
B2	Growth Zones	East Leeds East Bradford-West Leeds
C	Principal Towns	Batley, Brighouse, Castleford, Dewsbury, Holmfirth, Ilkley, Keighley, Pontefract, Wetherby

The Leeds City Region Transport Strategy set out a framework for improving transport over a period of 20-25 years. The Leeds City Region Connectivity Study (June 2010) developed this framework in more detail. In doing so it made extensive use of information in and findings of the Transport for Leeds Study but transferred this into the wider City Region context and adopted more modest assumptions about the availability of funding.

The **Leeds City Region Connectivity Study (June 2010)** – this study analysed the contribution of a range of transport interventions for the delivery of the priorities in the Leeds City Region Transport Strategy. The interventions were identified from the ‘Transport for Leeds’ Study (2010) and through engagement with partners and stakeholders. The study identified a list of interventions to be taken forward for further investigation and analysis, particularly in terms of their affordability and deliverability. This stage of the study will be completed by Leeds City Region partners and Metro during Autumn 2010. The list of interventions taken forward for analysis includes:

Themes	Areas for Intervention
Travel Choice	Integrated ticketing, measures to manage demand for car travel, bus priority, parking, travel planning
Access to Networks	Cycle and walking networks, park and ride, new rail stations, transport hubs, city and town centres
Better Networks	New approaches to bus services (Quality

	Contracts Scheme), growth related and orbital highways, safer roads, congestion
Asset Management and Resilience	Climate change, asset and network management

This work and the interventions investigated was an important starting point for the development of this Plan and has also influenced the development of the three neighbouring LTPs within the Leeds City Region. This Plan has built upon the Leeds City Region work but with a focus on local transport interventions for West Yorkshire.

Leeds City Region Local Enterprise Partnership - The Government is currently considering proposals for a new sub-regional policy-making framework in England in the form of Local Enterprise Partnerships (LEPs). This includes a proposal for a Leeds City Region LEP, which, if successful, will be given decision making powers to develop innovative transport solutions as part of wider economic recovery plans. Announcements will be made in late autumn 2010.

West Yorkshire

West Yorkshire has an Integrated Transport Authority (WYITA) – Metro – which is a statutory body under the legal provisions of the Transport Acts 1968 and 1985. The WYITA has a number of duties, functions and powers, including being responsible for the development and delivery of the West Yorkshire Local Transport Plan.

The '**Transport for Leeds' Study (September 2010)** - carried out extensive research into potential solutions to maximise the contribution that transport investment can make to the economy, reducing transport related carbon production and towards improving the quality of life. The outline strategy includes:

- A phased approach to demand management focused on controlling car use to/through the city centre and making best use of alternative orbital (around the outside of the city) capacity around the city centre
- An increase in public transport use on the main radial routes (into the city)
- A selective increase in orbital highway capacity, in order to provide alternative routes, unblock congested sections of highway and provide access to development sites
- Use of the city centre as a public transport interchange hub, for onward travel to the Aire Valley and the 'City Centre Rim' (The area outside Leeds city centre covering the Universities, St James Hospital and Holbeck Urban Village)
- Improved cycle and walking networks, including radial routes and orbital routes, particularly in the 'City Centre Rim'
- An increase in bus and rail park and ride opportunities from beyond the outer ring road

- More non-car based travel for local trips, and
- More efficient use of the whole transport network

The study also identified potential funding sources for the investment including forms of demand management.

Investing in Public Transport: A Framework for Leeds (March 2009): As part of the development of the New Generation Transport (NGT) trolleybus scheme a detailed study was undertaken to consider existing and future transport needs in Leeds. This work, which was based on the analysis of existing data sources, considered the main radial road and rail routes into the city and recommended the type of transport intervention required on each route in order to address existing and future problems.

This study recommended a package of transport interventions for Leeds to contribute to the future sustainable economic growth of the city. The recommendations were corridor specific depending on the expected volume of traffic and availability of existing road and bus routes. Modern 'trolleybuses' were recommended for several routes in the city, including those in the current New Generation Transport (NGT) proposals.

Districts

West Yorkshire has five District Councils – Bradford, Calderdale, Kirklees, Leeds and Wakefield – all of which are partners in the West Yorkshire Local Transport Plan Partnership.

The five District Councils share some common goals and policies, as well as their own individual visions, targets, priorities, strategies and plans. These are set out in their Sustainable Communities Strategies and Local Development Frameworks, which have all been taken into account in the development of this Plan. Other District Council plans which have been taken into account include Rights of Way Improvement Plans (which identify strategic objectives for the footpath network) and Network Management Plans (which determine how the road network is managed to keep traffic free flowing).

All five District Councils share the aspiration to be attractive, prosperous places that celebrate their diversity and take pride in heritage. However, people's needs across West Yorkshire are very varied because of the diverse communities in and between urban and rural areas, with varying landscapes, accessibility, wealth, aspirations and culture. This means that a diverse range of travel patterns and needs have to be catered for.

Below is a brief overview of the key transport issues and challenges in each of the districts:

Bradford

Bradford has aspirations for major regeneration over the next 15 years, including the city centre and other key developments such as the Canal Road

urban eco-settlement. The transport system will need to be able to help meet these aspirations in the context of anticipated significant growth in population, housing and employment in the city and surrounding areas.

There is a high level of congestion on some radial routes into the city (caused by bottlenecks such as Saltaire roundabout) and the city's outer ring road. Improved connectivity is needed along the Canal Road corridor, the Leeds-Bradford corridor, to Leeds Bradford International Airport and on the Caldervale rail line. Congestion in the Keighley area is also a significant issue as is accessibility of some of the more rural communities to the north and west of the District.

Making Bradford's roads safer and improving people's quality of life are also key priorities.

Calderdale

Calderdale has ambitions for a people and business friendly transport system that contributes to economic prosperity, health and well-being whilst minimising its impact on the environment.

There are three key challenges for transport in Calderdale:

Firstly, lack of connectivity is a problem. It is difficult to interchange between bus and rail services because of the location of stations and stops. There is also a lack of parking at rail stations and weak strategic links to major regional centres. The much needed rural bus network is also under threat.

Secondly, some transport infrastructure and services are poor quality. There is overcrowding on peak rail services, a limited on and off road cycle network and community severance due to the dominance of road traffic over local walking routes.

Thirdly, reliability of transport is poor. A high proportion of single occupancy cars results in peak hour congestion at critical points on the highway network and there are increasing delays to public transport leading to higher costs, higher fares and reduced frequencies.

Kirklees

In Kirklees, a key priority for transport investment over the next 15 years is to ensure that employment and housing opportunities are provided which encourage economic growth but also address local inequality issues.

There are a number of key strategic priorities across Kirklees including employment growth within the Kirklees Strategic Economic Zone and housing growth within South Dewsbury Urban Eco-settlement (UES). The Local Development Framework, which is currently being developed, will be an important tool for predicting and providing for future trends and growth.

To support this, it will be important to improve and strengthen connectivity between centres within Kirklees and across the Leeds City Region, investing in key routes and towns.

Leeds

Leeds is the principal economic centre within the City Region and has enjoyed significant employment growth over the past decade. This has resulted in high levels of commuting from adjacent districts, which impacts upon congestion over a wide area, and has contributed to high levels of overcrowding on the rail network and pressure on the roads system.

In order for Leeds to sustain further growth in employment, along with accommodating population growth, the key challenge will be facilitating access to important employment locations in the city centre and the Aire Valley. This will require investment in enhancing the existing provision for sustainable travel to the city centre and providing entirely new services to access the Aire Valley.

Interventions to improve public transport and encourage walking and cycling will be vital, whilst mitigating the impacts upon local communities; enhancing safety and reducing the noise, air quality and severance associated with high volumes of traffic.

Wakefield

Wakefield has ambitious plans for housing and jobs growth within its Local Development Framework. Its regeneration and housing growth points include the five towns of Castleford, Pontefract, Knottingley, Featherstone and Normanton. Wakefield city centre is also currently undergoing a programme of regeneration, which will create opportunities for major transport improvements.

Transport needs to support these plans by making it easier to access local places, services and amenities by sustainable modes. It also needs to support the creation of high quality, distinctive and safe environments, helping to tackle climate change by reducing congestion and supporting greener fuel technologies.

Communities

The Government's 'Big Society' agenda is placing emphasis on localism by giving individual communities greater control over the way local public services are run in their area and empowering people to deliver services themselves. This Plan will seek to address local needs in the context of strategic City Region and West Yorkshire-wide aspirations. This is likely to require new ways of working at a local level.

2. Vision

Where do we want West Yorkshire's transport system to be by 2026?

Influenced by the Policy Context outlined in chapter one, this chapter sets out a Vision for improving West Yorkshire's transport system between 2011 and 2026, and identifies three key Objectives for achieving this Vision.

2.1 Vision Statement

MyJourney West Yorkshire Vision 2026

Connecting people and places

Working together to ensure that West Yorkshire's transport system gives people access to what they want and need easily, efficiently and in a way that supports the environment, the economy and their quality of life.

The following fictional blog provides a picture of what the transport system could be like in 2026 if the Vision and Objectives are achieved:

MyJourney West Yorkshire daily travel blog 2026 (fictional)

8.00am: Busy day ahead but I always fill in my travel blog on the go because it helps Metro improve things to meet my needs.

8.37am: Walk the kids down the road to catch yellow MyBus to school – they love using it and I know they'll get to school quickly and safely.

9.00am: Go home to grab my bike and cycle down to the local hub to do some work. It means I get a bit of exercise and don't have to go into the office as I'm not doing a full day today. My friend works in sales and has to travel around a lot so she uses the 'car club' which means she can pick up a vehicle when she needs to and leave it at a park and ride to avoid traffic and parking charges. It gives her loads of flexibility and means she can drive around in something more environmentally friendly and better quality than she could afford.

11.45am: Work took longer than I thought but not to worry as the Tram Trains are every 15 minutes. Just got time to top up my 'smartcard' which will cover all my travel needs, ensuring I get the best value for money.

12.08pm: Cross Castleford Interchange for a bus. Used to be confused which one to get to my mum's because they changed the routes, times and prices

regularly. Now I can easily find the right one, see exactly when it is coming and know how long it will take. Mum is happier since they brought in 'dial a ride' services which gets her to the doctors and out to do shopping when she wants without feeling like a burden.

3.26pm: Notice how much smoother and quicker the journey to Wakefield is. There's no road works slowing things down and fewer cars on the roads because public transport is so much more convenient and cheaper, especially for getting to and from school. It makes things feel safer as well so I don't worry about Kevin riding his electric scooter to college. He's always telling me it's good for the environment. And Mike's journey to work has got easier since the new trains. He hardly ever has to stand up now and if he goes to Manchester it's much quicker on the electric trains than it used to be.

3.40pm: I've got time to walk to my appointment and I can get some fresh air as there's no car fumes now the city centre is pedestrianised. Checked online and kids' MyBus is on time and my sister has posted a note to say she's meeting them at the stop. Hope she remembers the shopping's being delivered at ours.

5.05pm: Meet Mike in Leeds city centre to go see friends in Chapel Allerton. No need to sit in traffic because we're on a modern 'trolleybus'.

8.55pm: Back home. Shopping delivered and kids fed. Need to plan our journey to the airport online for our upcoming holiday. The flight times are a bit awkward but services run almost round the clock so getting there shouldn't be a problem.

2.2 Objectives

Three key Objectives have been identified for achieving the 'MyJourney West Yorkshire' Vision over the next 15 years. These Objectives are equally important in determining the success of the Plan.

These Objectives take into account the national, regional and local policy context set out in chapter one.

Objective 1: To make substantial progress towards a low carbon transport system for West Yorkshire by:

- Reducing West Yorkshire's CO₂ emissions from domestic transport (road and rail) to contribute to the achievement of national goals
- Increasing the proportion of low carbon trips

Objective 2: To improve connectivity to support economic activity and growth in West Yorkshire and the Leeds City Region by:

- Reducing journey times on key commuter, business and freight routes
- Making journey times more reliable
- Increasing the proportion of trips made using sustainable modes

Objective 3: To enhance the quality of life of people living in, working in and visiting West Yorkshire by:

- Reducing the number of people killed and seriously injured on the roads
- Improve local air quality and reduce emissions and levels of noise from the transport network
- Increasing the number of trips made on foot and by bicycle
- Improving customer satisfaction with the transport system and services

This Plan aims to find ways to achieve all three Objectives collectively (gaining “triple wins”), avoiding or mitigating any potential adverse impacts that delivering it may have.

Chapter three provides further evidence on why these Objectives are important for West Yorkshire.

3. Evidence Base

Where are we now and where are we heading without interventions?

This chapter provides evidence for why the Objectives set out in chapter two are important for West Yorkshire. It looks at 'where we are now' and 'where we are heading' with West Yorkshire's transport system and identifies what this means for the Plan.

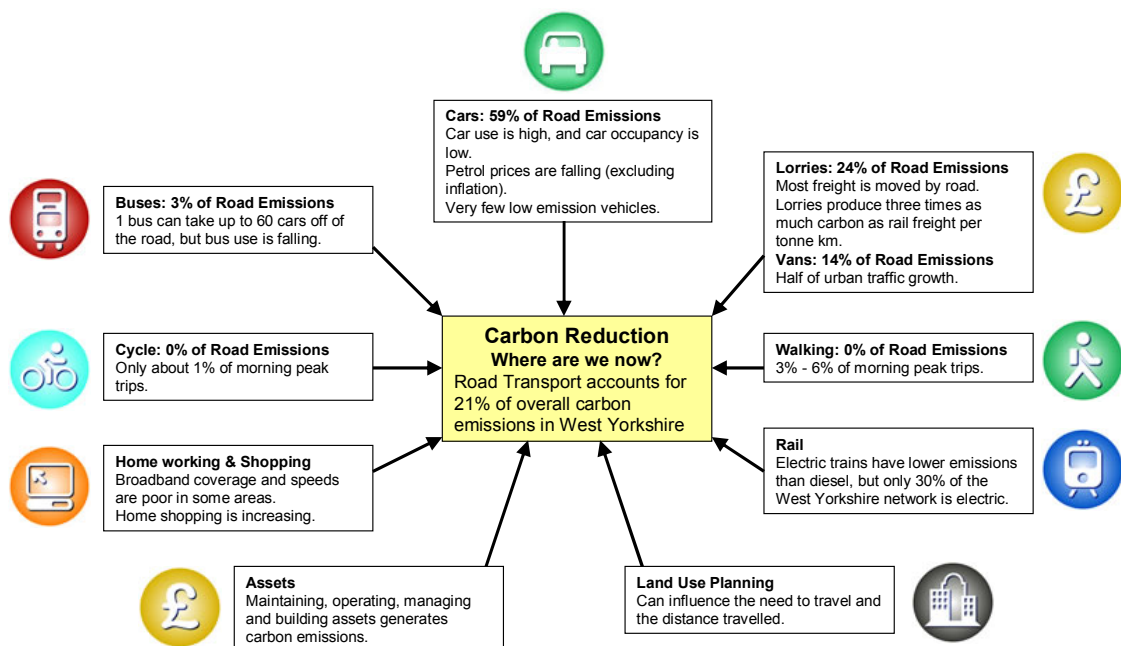
3.1 Carbon Reduction

Key challenge

There is a need to dramatically reduce greenhouse emissions in order to reduce the effects of global warming on the weather, the economy and health (Appendix A1). The Plan's focus is on carbon, of which transport contributes 21% of total emissions in West Yorkshire. Without action, emissions are projected to rise further. West Yorkshire's transport system is heavily dependent on carbon-based fuels, and this dependency is expected to grow as the population grows and becomes more dispersed (Appendix A2).

Where we are now

The diagram and information below provides a picture of where carbon emissions from road transport come from in West Yorkshire and some of the factors that influence the use of transport modes:



- **Cars: 59% of Road Emissions**
- Car use is high in urban areas in the morning peak period towards city and town centres, ranging from 56% of trips crossing a corden into central Leeds made by car, to 72% of trips in Halifax (Appendix A2)
- Car occupancy is low, at 1.25 people per car in the morning peak period (Appendix A2)
- The number of low emission vehicles in use is very low at present (Appendix A3)



- **Lorries & Vans: 38% of Road Emissions**
- Most freight is moved by road in West Yorkshire (Appendix A2)
- Lorries produce over three times as much carbon as rail freight per tonne km. Nationally, lorries carry 66% of goods moved, compared to 9% carried by rail (Appendix A1)
- There is spare capacity to move freight on the Aire and Calder Navigation Canals(Appendix A2)



- **Buses: 3% of Road Emissions**
- Each bus can take up to 60 cars off of the road in the morning peak period, but bus use in West Yorkshire has fallen by 8.8% between 2001/02 and 2009/10 (Appendix A2)
- There is spare capacity (empty seats) on some buses (Appendix A2)
- Bus fares have risen by 50% over the last five years, and petrol prices have reduced by 7% (excluding inflation) (Appendix A2)

- In surveys, bus customers tell us they want (Appendix A14):
 - Bus stations: information on how services are running, toilets, comfortable waiting facilities, helpful and courteous staff, and to feel personally safe
 - Bus stops: weather protection, cleanliness and litter free
 - Bus services: frequency and reliability
 - better value fares



- **Walking and Cycling: 0% of Road Emissions**
- Trips by foot and bicycle have zero carbon emissions, but in urban areas in the morning peak period only an estimated 5 to 7% of trips in West Yorkshire are made by foot and by bicycle (Appendix A2)
- Maintenance is needed on 15% of primary and secondary walking routes (Appendix A16). Over half of the footpaths network in West Yorkshire does not meet minimum standards (Appendix A2)
- Footpaths do not connect well enough to provide sufficient continuous off road routes, and there is demand for better information about where paths are and where they lead to



- **Rail**
- Electric trains offer better environmental performance than diesel equivalents, but only 30% of the rail network is electric in West Yorkshire (Appendix A1)
- Peak period trains to and from Leeds are the most overcrowded outside London, and more people would use the train if they could get a seat (Appendix A15)
- In surveys, rail customers tell us they want to feel safe on the way to the station and at the station itself, and get a seat on a good quality train (Appendix A15)



- **Home Working and Shopping**
- The need to travel is influenced by the ability to work and shop from home. Nationally, the percentage of people working at home did not change significantly between 2002 and 2007. The percentage of households ordering goods at home has increased from 64% in 2002 to 73% in 2008 (Appendix A4). Broadband coverage and speed are poor or not available in some more rural areas (Appendix A3)



- **Land Use Planning**
- Transport and land use planning are not always joined up, which contributes to increasing the need to travel, the distance travelled and the type of transport chosen (Appendix A4) There was a 39% increase in the distance travelled to work in West Yorkshire between 1991 and 2001 census (Appendix A12)



- **Assets**
- Maintaining, operating, managing and building assets to improve the effectiveness of the transport system generates carbon emissions

- Progress has been made on piloting low emission refuse trucks, using recycled materials in road resurfacing, building of salt barns to reduce salt pollution, and using low energy bulbs for street lighting, traffic lights and bus shelters

Where we are heading without interventions

The Government has committed to reducing UK greenhouse gas emissions by at least 80% on 1990 levels by 2050, achieving a 34% reduction by 2020 (Appendix A1). Key challenges in contributing to this are:

- West Yorkshire's population is predicted to grow 50% faster than the national average over the next 15 years (Appendix A5). Leeds is the fastest growing city in the North of England, and only two other UK cities (Bristol and Norwich) are predicted to experience more growth
- It is predicted that people will be more dispersed with the number of people living in each house dropping across West Yorkshire, from 2.7 to 2.3 by 2026 (Appendix A6)
- Car ownership in West Yorkshire is currently low in comparison to the national average, but this is predicted to grow (Appendix A7)
- It is predicted that there will be longer and more severe traffic congestion (Appendix A12)
- Mass market production of electric vehicles is unlikely to occur before 2014. There will only be more low emission vehicles in use in West Yorkshire if the charging infrastructure is in place, performance is improved and running costs are reduced (Appendix A3)
- Regional freight is expected to grow by 27% over the next 16 years (Appendix A2)
- Without a new approach, there will be fewer bus trips, because it is anticipated that operators will continue to increase fares, and to reduce bus routes, at least in the short term (Appendix A2)
- The result of a reduction in the bus network will contribute to a projected higher reliance on the car (Appendix A12)
- The need to travel and the distance travelled could increase, unless our cities and towns are planned better. The rate of change is likely to be slow (Appendix A4)
- Broadband coverage and speed will continue to improve, but increases in home working and shopping will be dependent on the economy, employers and retailers (Appendix A4)

Further evidence, maps, tables and charts are available in Appendix A.

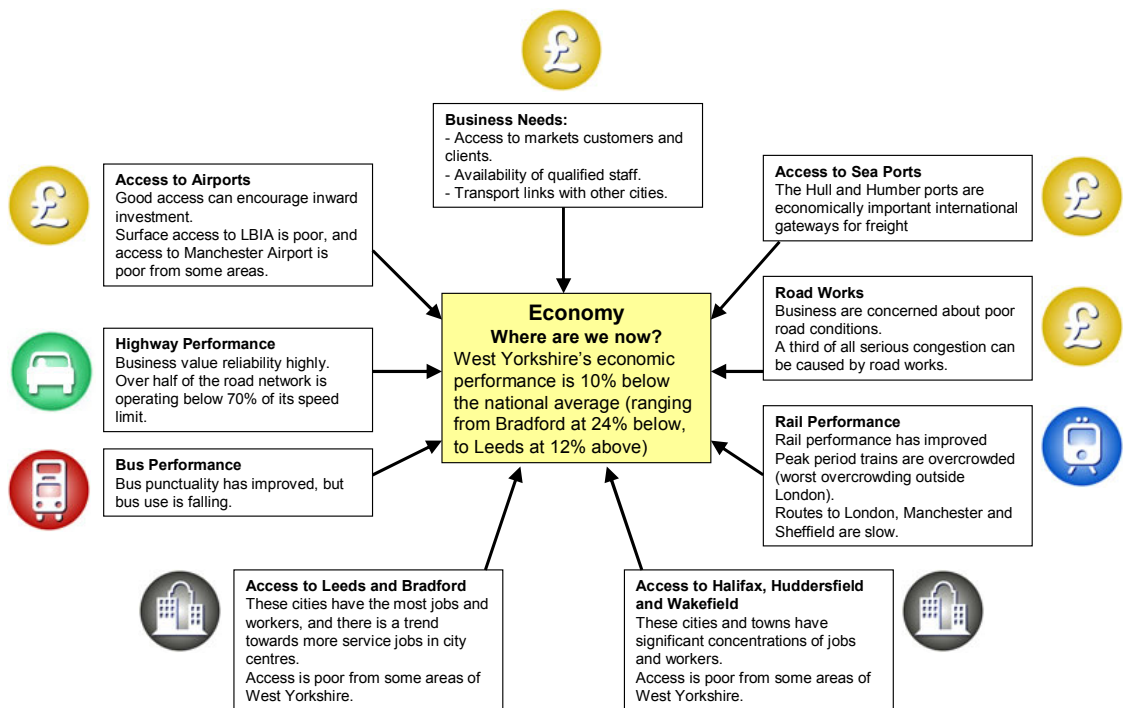
3.2 Economic Activity and Growth

It is widely recognised that transport has a vital role to play in supporting economic activity and growth, and when the transport system fails, this can have a major impact on economic performance (Appendix A8). However,



congestion, delays and overcrowding are already hindering economic activity in West Yorkshire and this is expected to get worse as the population grows and becomes more dispersed (Appendices A13 - 15).

Where we are now

The diagram and information below provides a picture of West Yorkshire's current economic performance and some of the factors that influence it in terms of transport:



Possible reasons

- 
 - **Business Needs**
 - Transport plays a key role in the top three factors impacting on business location decisions; access to markets, customers and clients; availability of qualified staff; and transport links with other cities and internationally (Appendix A11)
 - Reliability is highly valued by business travellers and commuters, and freight movements could be better managed (Appendix A8)
- 
 - **Access to Airports**
 - Good access to an airport can encourage inward investment (Appendix A11):

- Surface access to Leeds Bradford International Airport (LBIA) is poor from most of West Yorkshire
- Amsterdam is the key air hub for trips between LBIA and North America
- More air passengers from Yorkshire and Humber use Manchester Airport than LBIA



- **Access to Sea Ports**

- The Hull and Humber Ports are an economically important international gateway for freight (Appendix A11)



- **Road Works**

- There is concern amongst the business community and the public about the standard of the road condition including pot holes (Appendix 13)
- A third of disruption, resulting in serious congestion, can be caused by road works. The conditions of all classified roads in four out of the five West Yorkshire Districts are above average when compared nationally. The condition of 'A' roads has improved, from 10% to 5% of roads that require maintenance. (Appendix A16)



- **Access to Leeds and Bradford**

- Leeds and Bradford have the most jobs and workers (Appendix A9), and access to these cities is poor from some areas (Appendix A11)
- West Yorkshire has a higher proportion of manufacturing jobs (5% of UK manufacturing jobs) than the national average and Leeds also has a higher percentage of services jobs. There is a trend towards more service jobs located in city centres (Appendix A9)



- **Access to Halifax, Huddersfield and Wakefield**

- Halifax, Huddersfield and Wakefield have significant concentrations of jobs and workers (Appendix A9), and access is poor from some parts of West Yorkshire (Appendix A11)
- Proposed new Growth Points and Urban Eco-settlements could impact on travel conditions (Appendix A10)
- There are significant levels of travel to work in West Yorkshire from the wider Leeds City Region



- **Highway Performance**

- Half of the highway network is operating at or below 70% of the speed limits, and over a quarter is operating at less than 50% of the speed limit in the morning peak period (Appendix A13)
- Road congestion is worst on the motorway corridors approaching Leeds, radial routes approaching the main urban centres, Leeds Outer Ring Road and some other junctions and corridors (Appendix A12)
- The largest journey to work flows coincide with the worst road congestion and rail overcrowding, e.g. trips to central Leeds and Bradford (Appendix A12)



- **Bus Performance**

- Bus punctuality and customer satisfaction have improved significantly over the last five years (Appendix A14), but bus use has continued to steadily decline (Appendix A2)



- **Rail Performance**

- Rail performance has improved significantly over the last five years, but trains are still overcrowded at peak times (Appendix A15)
- Peak period trains to and from Leeds are the most overcrowded outside London (Appendix A15)
- Rail journeys are slow from West Yorkshire to Manchester and Sheffield in comparison to other inter-city rail speeds (Appendix A15)
- A high speed rail route between London and Leeds City Region will have significant economic benefits but improvements to the existing rail routes are needed in advance (Appendix A8)
- A 20 minute reduction in the train journey times between Manchester and Leeds would be worth £6.7 billion across the whole of the North of England (Appendix A8)

Where we are heading without interventions

The number of jobs and workers in West Yorkshire are expected to grow 18% faster than the national average over the next 15 years (Appendix A9). West Yorkshire's transport system must support this growth in the context of:

- The Eddington Review showed compelling evidence of the link between the transport system and economic prosperity (Appendix A8)
- Road congestion will become more severe, with a longer duration (Appendix A12)
- Increased pressure on the transport system is also expected to increase congestion and rail overcrowding, making it difficult for people to access jobs (Appendices A13 - 15)
- Catchment areas for jobs and workers will be reduced (Appendix A11)
- Adverse weather and other effects of climate change could mean more road and rail delays due to maintenance works, if investment is not optimised and transport assets are not adapted (Appendix A1)

Further evidence, maps, tables and charts are available in Appendix A.

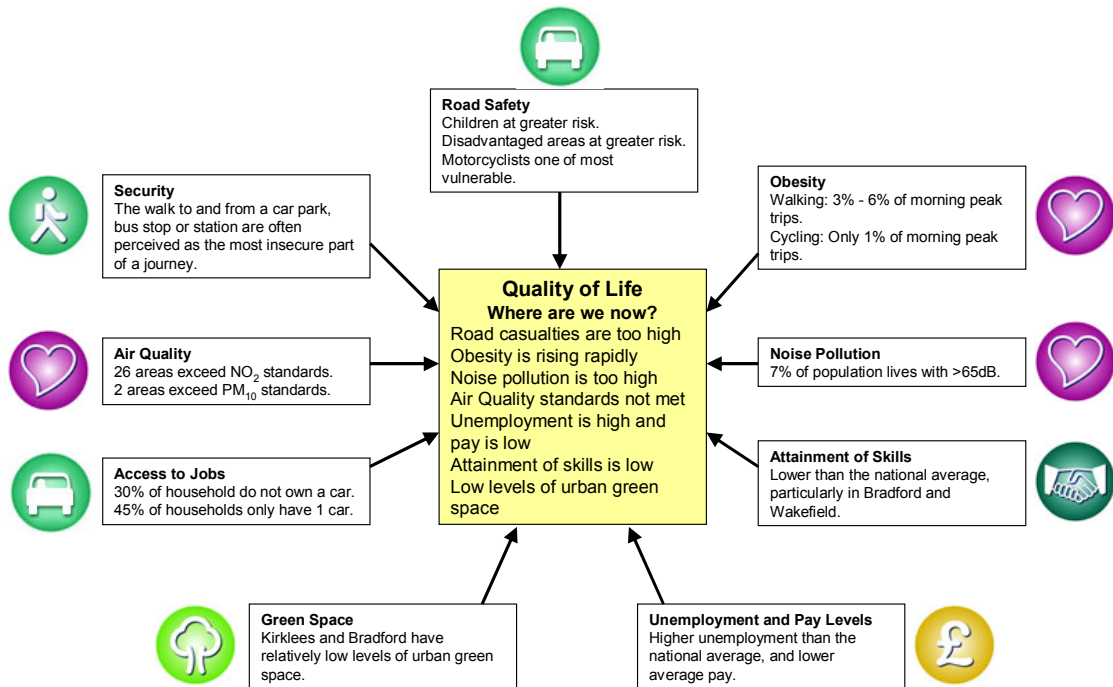
3.3 Quality of Life

Key challenge




Transport improvements can improve access to shops and services, and create new leisure opportunities and lifestyle choices. Walking and cycling improves health however, the transport system can have negative effects on people's safety and security, health, equality of opportunity and access to a healthy and pleasant natural environment.

Where we are now




The diagram and information below provides a picture of current issues affecting people's quality of life in West Yorkshire and some of the factors that influence it in terms of transport:



Safety and Security (Appendix A17):






-  West Yorkshire has a higher rate of casualties on the roads than the national average. There are many social factors that contribute to this – most significant are the level of disadvantaged communities that are at increased risk and the levels of unlawful and dangerous road traffic activities
-  Motorcyclists are one of the most vulnerable road users
-  Surveys reveal that the walk to and from a car park, bus stop or station is often perceived to be the least safe part of the journey

Health (Appendix A18):


-  Only 3 to 6% of trips across West Yorkshire are made by walking in the peak period (Appendix A2)
-  Only 1% of trips across West Yorkshire are made by bicycle in the peak period (Appendix A2)
-  Emissions have fallen over the last ten years and this has helped avoid 4,200 premature deaths and 3,500 hospital admissions per year in the UK, but air pollution still reduces life expectancy by an average of 6 months in the UK

- Air quality is improving, but West Yorkshire still has 26 areas where NO₂ (Nitrogen Dioxide) road traffic emissions exceed the standard, and 2 where PM₁₀ (small particulate matter) exceed the standard
- The Government has chosen West Yorkshire to be one of the first priority areas to have a Noise Action Plan, based on strategic noise mapping. Over 7% (241,000 people) of West Yorkshire's population live in conditions where day time transport noise is above 65dB, a level at which noise begins to interfere with normal conversations
- At least 1,800 residents live in locations where noise levels are a risk to health at 72dB, and where new development would not normally be allowed

Equality of Opportunity (Appendix A19):

- 
 - West Yorkshire has higher unemployment than the national average, with the highest rates in Leeds (8.3%) and Bradford (8.8%)
 - Average pay in West Yorkshire is 9% below the national average, ranging from 14% below in Bradford to 5% below in Leeds (Appendix A8)
- 
 - West Yorkshire has a lower rate of attainment of skills than the national average, with particularly low levels in Bradford (21.4% above NVQ4) and Wakefield (17.2% above NVQ4). Education attainment has improved at West Yorkshire schools which operates a yellow MyBus (between 2 and 4%) (Appendix A2)
- 
 - Across West Yorkshire, 30% of households do not have a car, and a further 45% only have 1 car (Appendix A7)
- 
 - Most buses in West Yorkshire are low floor easy access, but physical access to the bus stops from the local area can be a problem
- 
 - Motorcycles can offer a more affordable alternative to a car, especially where public transport is limited
- Further detailed equality issues are described in Appendix A 21

Healthy natural environment (Appendix A20):

- 
 - 32 sites in West Yorkshire have been designated as Sites of Special Scientific Interest (SSSIs) for their wildlife or geological importance
 - Kirklees and Bradford have relatively low levels of urban green space for people to enjoy

Where we are heading without interventions

Safety and Security (Appendix A17):

- Reductions in budgets are likely to mean that the reduction in road crashes and road injuries will not be maintained
- People will choose not to travel if they feel unsafe

Health (Appendix A18):

- Obesity will continue to rise, due to lack of activity
- Air quality and noise will continue to harm health in urban areas

Equality of Opportunity (Appendix A19):

- There will still be areas of deprivation and high unemployment
- Attainment of skills will remain below the national average
- Legislation will ensure that all buses and trains will be accessible, but pedestrian routes to them may not be
- Buses are predicted to become more expensive (over and above inflation), with fewer routes (Appendix A12)

Healthy Natural Environment (Appendix A20):

- The Integrated Sustainability Appraisal of this Plan will ensure that any possible impacts on the natural environment are minimised
- Nationally, many habitats are declining and species threatened
- There will be greater unreliability and unpredictability of water supply as a result of the predicted impacts of climate change and demographic change

Further evidence, maps, tables and charts are available in Appendix A.

4. Strategy

How will we get to where we want to be?

This chapter sets out the Plan's Strategy for achieving the Vision and Objectives set out in chapter two. The Strategy has been developed from the Evidence Base set out in chapter three, the studies undertaken as part of the development of the Leeds City Region Transport Strategy (2009) and the Transport for Leeds study (2010).

4.1 'MyJourney' Strategy

The Strategy proposed is based on the 'MyJourney' concept of partnership working between authorities, the private sector, stakeholders, communities and individuals, to deliver a transport system that meets people's wants and needs.

The ambition is for people who use and are affected by the transport system to help shape it.

The Strategy recognises the need for a joined up approach to achieving the Vision and Objectives. It is grouped into four Strategic Approaches which all have the 'MyJourney' theme running through them. They are:

- **Transport Assets** – the Strategic Approach is to ensure effective management of transport assets to gain maximum value for money and meet the Plan's Objectives
- **Travel Choices** – the Strategic Approach is to encourage more sustainable travel choices by managing demand for car travel and enabling people to make informed choices that meet their needs
- **Connectivity** – the Strategic Approach is to deliver an integrated, reliable transport system, that enables people and goods to move around as efficiently and safely as possible (in terms of carbon, the economy and quality of life)
- **Enhancements** – the Strategic Approach is to make targeted technological and structural enhancements to the transport system for greater capacity and performance

A number of proposals (numbered 1-28) for putting these approaches into practice, sit under each of them.

Each of the Strategic Approaches has been tested using a transport model to identify their relative impacts on job creation and reductions in carbon emissions. Further testing will be used to prioritise the Proposals and shape

Implementation Plans for delivering the Strategy during the first three years and beyond.

4.2 Transport Assets

What the evidence tells us

Transport Assets are the resources that make journeys possible, including the network of roads, railways, footways, cycleways, footpaths and bridleways, and associated infrastructure such as bridges, street lights, car parks, signs, bus and rail stations, bus shelters, traffic lights, vehicles and services. Assets also include the technology and systems such as databases and communications systems that inform, operate and manage the use of the assets, for example 'real time' displays and 'Traffic Light Priority' systems.

The Strategy encompasses maintenance, operation and development of assets and also aspects of network management.

The Evidence Base in chapter three tells us that managing transport assets should be done in the context of the following:

- There are some minimum standards that must be met, including Health and Safety
- Planned maintenance is essential to ensure assets are reliable and safe and do not fall into an unacceptable state of repair
- Generally the condition of assets has improved, for example the proportion of A roads in need of maintenance has halved from 10% to 5% in West Yorkshire from 2005 to 2010. Four out of the five District Councils are at or above average for highway condition when compared nationally (Appendix A16)
- Consultation has shown that business and the public are concerned about the perceived poor standard and deterioration in condition of roads and footpaths (Appendix A13). This is despite investment of over £50m per annum between 2005 to 2010 in highway maintenance
- Except for "peak hour" congestion, street works (utility works) and roadworks (improvements and repairs) are the primary cause of the disruption which results in delays. For example the DfT study on the Future of Urban Transport (Appendix A16) shows they cause one third of delays. Coordinated processes need to be strengthened to ensure journey time reliability is maintained and that works are not only completed on time and to the required quality to reduce the potential for further delays on the roads
- Deterioration modelling shows that it is better value for money in the long term to undertake preventative maintenance than let the assets reach a point where they are life expired or where significant renewal is required
- Climate change is resulting in more severe weather conditions (Appendix A1) which will increase the deterioration rate of assets such as roads and cause delays on the network. For example, in West

Yorkshire there have been 24 'extreme' weather events between 2000-2010 where transport was severely effected

- Any reduction or break in investment could reduce the condition of assets and cost more to put right at a later date
- Embracing technology and new working practices will be required

Strategic Approach

The Strategic Approach for Transport Assets is to ensure effective management of all assets to gain maximum value for money and meet the Plan's Objectives.

Over the next 15 years, this means working towards a well managed and appropriately maintained range of transport assets which meet the needs of its users (who should be thought of as 'customers'). This will be delivered by both embracing new technology and management practices, and focusing on investing in more preventative maintenance prioritised according to use. However, the spending cuts expected as a result of the Comprehensive Spending Review will make this extremely challenging.

Proposal 1. Prioritise asset management and maintenance standards according to a hierarchy of routes and users that best supports the Plan

A comprehensive hierarchy of routes and users will be developed and used to categorise different transport assets and services and agree affordable, financially sustainable standards for maintaining and operating them based on desired usage to best meet the Objectives of this Plan.

This hierarchy can then be used to inform the other Strategic Approaches and used to prioritise investment.

The hierarchy will take into account different geographies such as urban centres and rural areas, and will outline the standards of infrastructure or service within the hierarchy. Different users may get priority at different points on the network. The proposed hierarchy will be consulted on in January 2011, as part of a proposed Implementation Plan for 2011-14. The hierarchy's development will ensure that resources are targeted where most needed.

Proposal 2. Ensure that all assets are maintained and managed to a standard that is suitable and sufficient for their desired use

A programme of regular review of the transport assets will be put in place to assess each asset to ensure they are fit for purpose. This will be undertaken by means of a suitability, sufficiency and condition check.

This will involve a review to ensure that the asset is still needed, it is fit for purpose and that it is working well as part of the whole transport system. Frequency of maintenance needs to be matched with use of the asset, so that repairs and costs are appropriate to how often it is needed.

This will also include reviewing and changing tendering and maintenance processes to ensure that carbon accounting and whole life costing is taken into account. This will include making sure that the carbon impact of different maintenance processes and operation of the network as a whole are measured and that total carbon costs, including the manufacture and operation is evaluated.

Proposal 3. Adapt assets to be resilient to predicted weather effects caused by climate change over the long term

Steps will to be taken to ensure that the risks posed by the effects of climate change are taken into account. This will include the development of a framework which captures the level and type of risk and proposes measures for ensuring resilience. The framework and measures will be provided in the final version of this Plan and in other reference documents such as the West Yorkshire Transport Climate Proofing Plan and the Transport Asset Management Plan.

Over the last ten years there have been 24 recorded severe weather events that caused significant delay on the transport network. Solutions will be sought to ensure the operational resilience of the transport network to withstand severe weather events such as these. For example, alteration of existing maintenance regimes to focus on poorly maintained storm drains, which have been identified as a source of surface flooding. For rail, this would help improve reliability and punctuality and could be introduced through new targets in the next franchise.

Ensuring that the transport system is resilient to the threat of an increased number and severity of extreme weather events will ensure that the network keeps running and with fewer delays.

Proposal 4. Use new network management practices to minimise congestion and ensure efficient recovery from disruption

New network management practices will be implemented to ensure that traffic flows as efficiently as possible on the existing network.

Evidence has shown that one third of delays on the road network are caused by street works and road works (Appendix 16), resulting in increased costs to business and freight, and increased vehicle emissions. Measures will be taken to reduce the impact upon traffic flows during disruption caused by planned road works and events and unplanned incidents, such as accidents or emergency roadworks. This will include a review of the business case for introducing a permit scheme to manage roadworks to minimise the potential negative impacts upon the network and travel choices. This will be alongside existing and new congestion reduction initiatives which target peak hour delays such as those successfully undertaken as part of the Urban Congestion Target Plan.

Measures will be reviewed and improved to ensure that 'business as usual' resumes as soon as possible and the negative impacts from disruption are minimised. This will include developing and implementing solutions to reduce the impacts from extreme weather events, reviewing how road works are undertaken and enhancing incident response once a delay on the network has occurred. Potential measures could include the development of a West Yorkshire wide network management centre similar to the model adopted by the Highways Agency where central control centres monitor traffic flow and manage incident response.

The effect of all the proposed measures will be to reduce the likelihood of a delay occurring and if it does happen, to speed up the recovery to normal operation as soon as it is safe and possible. This will ensure a "triple win" of reducing the carbon that would otherwise have been emitted, supporting the economy and improving the quality of life of those affected by incidents and delays.

Proposal 5. Minimise the carbon footprint and emissions of assets and associated management and maintenance practices

Carbon emissions will be reduced by improving the operational efficiencies of the transport network and development of low carbon maintenance practices and initiatives.

Carbon emissions from the transport system do not just come from vehicles, they also come from transport assets and associated management and maintenance practices.

Evidence shows that congestion across the network can lead to increased carbon emissions. Improved management of the road network may include re-phasing of traffic lights and the introduction of combined control centres which can smooth traffic flows and speed up the response to incidents on the network.

Existing operational and maintenance practices can also be adapted to reduce the carbon footprint. For example, changing to low carbon energy sources such as solar power or more energy efficient fixtures such as LED lighting. Changing processes to lay road surfaces at lower temperatures would cut carbon and speed-up road works. Using cold tarmac reduces road works by several hours, cutting congestion and disruption and can produce CO₂ savings of up to 40% over current techniques.

Reducing the carbon footprint also means "future proofing" assets to make sure they are suitable for future demand and climatic conditions. This will be delivered by embracing new technologies and ways of working.

The result of these measures will be to reduce the carbon output of the transport sector and to reduce the number of delays caused by disruption on the transport network.

Proposal 6. Work with partners to ensure a joined-up approach to management and maintenance of assets

West Yorkshire has an extensive transport asset base which is managed, maintained and operated by a range of partners. A more integrated approach will be adopted to connect roads, public transport, network management and maintenance practices together.

This requires partnership working across and between different organisations, adopting a joined up approach to service delivery and maintenance. For example, efficiencies could be gained from using existing technology on buses and other vehicles to monitor the condition of assets.

Measures will involve developing partnerships to share work, expertise and procurement. Using established and emerging technology and software to manage databases and the sharing of information between stakeholders and to/ from customers will assist in this process.

Adopting a more joined- up approach to service delivery will create efficiencies and improve the service delivered to customers.

4.3 Travel Choices

What the evidence tells us

The Evidence Base in chapter three tells us that encouraging and delivering increased travel by sustainable modes should be done in the context of:

- Car and lorry trips create the most road based carbon emissions (Appendix A1), and have the biggest adverse impacts on quality of life, so it is necessary to encourage more sustainable choices
- Each bus can take up to 60 cars off of the road, but bus use is falling (Appendix A2)
- Relatively few people walk or cycle (Appendix A2)
- Obesity is rising rapidly (Appendix A18)
- Concerns about safety and security of using public transport, motorcycles, cycling and walking
- 30% of households do not own a car, and 45% only have one car (Appendix A7)

People want the ability to make timely and flexible travel choices that fit with their personal lifestyles and many perceive that this is only possible using private transport alone.

Strategic Approach

The Strategic Approach is to encourage more sustainable travel choices by managing demand for car travel and enabling people to make informed choices that meet their needs.

People will make more sustainable travel choices when they are enabled to make informed choices and where these choices are reinforced by managing the demand for car travel.

Whilst people's travel choices are largely influenced by the appropriate infrastructure and alternatives being available, they will also be influenced by the information, marketing, education and support available to help people make choices as well as measures to prioritise particular modes and to discourage particular travel behaviours.

'Customers' of the transport system include freight distributors, users of bus, rail, car, van, taxis and motorcycles, pedestrians, cyclists and people who are not travelling because their needs can be met without moving around themselves (e.g. those who work from home or shop online are making a choice not to travel where they otherwise might have). Most people are a mix of all these and, in West Yorkshire, people's travel needs are extremely diverse, because of the polycentric geography (various city, town and local centres where people access goods, services, schools, colleges and employment). This means that travel choices activity needs to be about meeting people's overall mobility needs and not just their desire or need to travel somewhere by a particular mode.

It is more important than ever that those responsible for maintaining, managing and operating the transport system and those responsible for delivering and co-ordinating transport services, work together to provide people with both the right solutions and necessary support to make the right choice for their particular journey or need.

Proposal 7. Strengthen demand management and enforcement to gain maximum benefit from measures to enable more sustainable choices

In order to meet the plan objectives (particularly reducing carbon whilst facilitating economic growth) it will be necessary to use demand management for both road and rail to influence change. This approach will both encourage the selection of sustainable travel and freight modes and also ensure that the benefits of improvements to the network are 'locked in'.

Research to help shape the approach to demand management over the next 15 years was carried out within the 'Transport for Leeds' study. Whilst the study focused on the Leeds urban area, many of its conclusions are relevant to the other urban centres in West Yorkshire.

This work showed:

- The need to manage the growth in car use so that congestion and carbon do not constrain economic growth. This was particularly critical in urban centres where new employment is being targeted and which suffer most from negative environmental impacts
- The need for a careful balance of demand management which can stimulate and support economic growth and new investment, while reducing the volume of carbon being produced by car traffic

- The potential for a package of sustainable travel choices, together with measures to manage the growth in car use, to support economic growth by easing the constraints of congestion

This has informed the proposed three stage approach to demand management in West Yorkshire. The timing of each stage will be determined by changing economic conditions, the availability of public funding and the level of congestion:

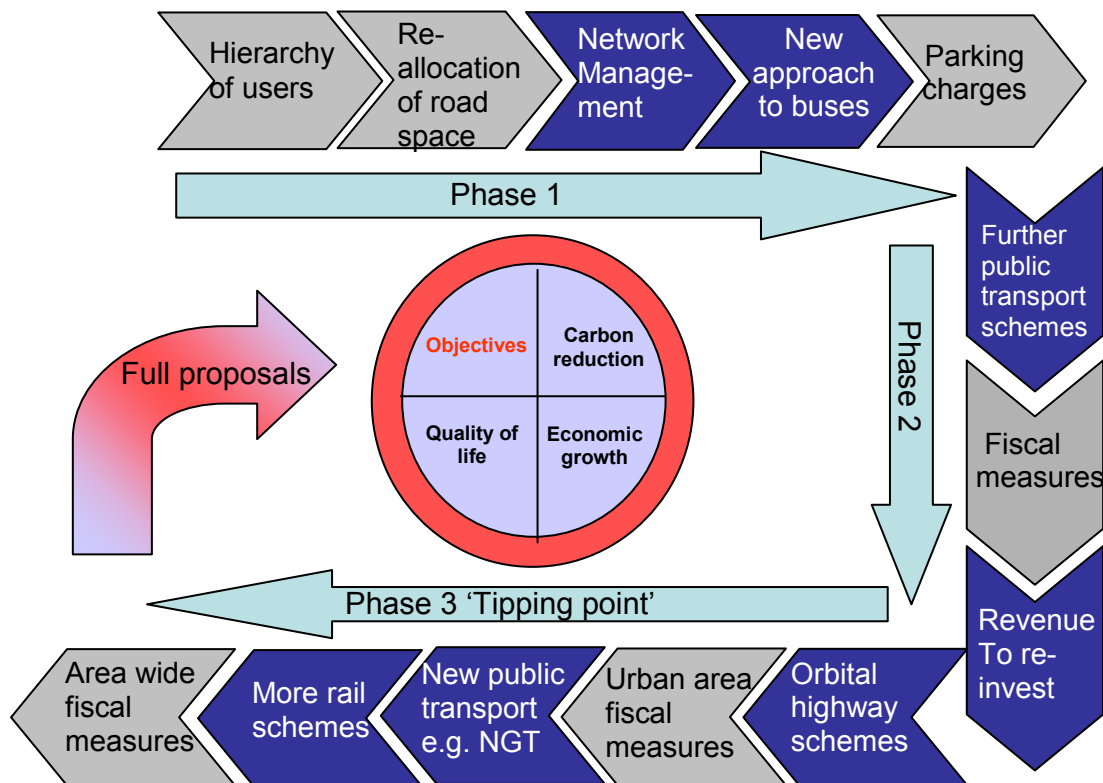
Building upon the strategy of using parking supply and price to discourage long stay commuter parking and encourage short stay visitor / shopper parking, the **first phase** will develop this further and with a focus on the re-allocation of existing road space towards buses, freight, pedestrians and cyclists. Geographically this will be targeted within the city and town centres. Greater use will be made of managing orbital routes (around the outside of town and city centres) to accommodate the transfer of through traffic out of the centres. This will result in less congestion, creating more attractive urban centres, improving the reliability and speed of buses, improving reliability of freight and deliveries and attractiveness of cycling and walking. As part of the first phase of the demand management strategy, technological solutions will be developed to encourage the use of less congested routes and more sustainable modes. These are likely to include greater deployment of 'Traffic Light Priority' for buses, 'real time' information across all modes of transport (see Proposal 25) to allow users to make better informed choices, and combined control / information management centres.

Proposals for a **second phase** will be developed in more detail and are likely include fiscal demand management principles. This will draw on work in the 'Transport for Leeds' Study and experienced elsewhere in the UK and abroad (e.g. workplace parking charges in Nottingham). The funds raised through these measures would be used to support enhancements to the transport system, including where appropriate targeted bus fare reductions.

In the **longer term** other forms of stronger demand management (e.g. Low Emission Zones or area pricing) remain an option subject to future levels of congestion, economic conditions and national policies. Again, any proposals will draw on experiences from the UK and abroad. The phased approach will be linked to the delivery of alternatives to the car and establishment of the 'tipping point' where the impact on the economy of not moving to the next phase outweighs any adverse impact of the strategy.

The diagram below illustrates the three phase model. The dark blue boxes indicate the 'pull' measures (e.g. in the first phase delivering a step change in the quality of buses and using technology to better manage the network and provide more real time information on alternatives to the car). The light grey boxes indicate the 'push' measures such as re-allocating road-space away from cars to buses and using parking charges to encourage car commuters to use alternatives. The principle is that each phase contains enough 'pull' measures to offset any negative impacts of the 'push' measures. The third

phase will only be implemented when the tipping point is reached and there are sufficient alternatives available to the car.



Crowding on public transport is also a key issue, particularly on the rail network. Managing demand for public transport will therefore be focused on rail (rather than buses where the high fares are a major issue) and used to incentivise behaviour, rather than price customers off. Measures that will be deployed include off-peak or shoulder peak tickets (to encourage people to travel when there is most capacity), and added value 'loyalty' schemes (primarily through Metrocards). A proposal for managing car parking at rail stations will be developed in the first phase of the Strategy.

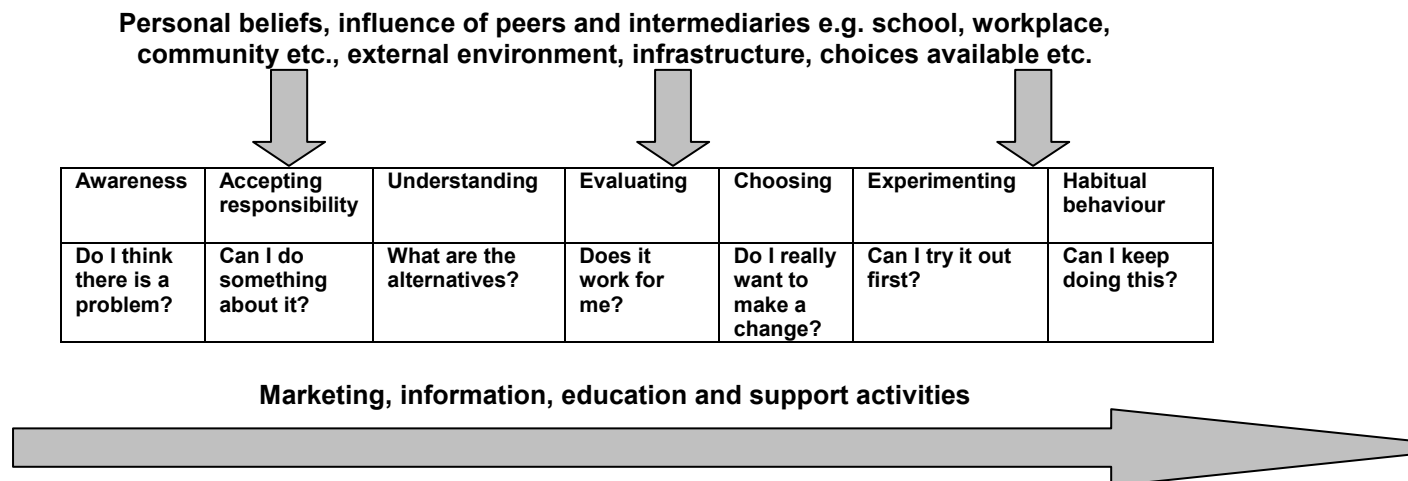
Proposal 8. Develop a strategic model for travel behaviour change to inform marketing, information, education and support activities

Following the work put into developing the West Yorkshire approach to the Sustainable Travel Cities bid in 2009, a new travel behaviour change model was developed that provides a greater understanding of what motivates people's travel choices and a more innovative approach to encouraging and influencing those choices. Currently, much good work is done across West Yorkshire's five districts to encourage people to make 'smarter' travel choices. This model will provide a framework for a more strategic, joined up approach. The Plan recognises that achieving a step change in the use of the bus and active travel modes may require the support such measures can provide.

The diagram below shows how people tend to make changes in their lives. This begins with an **awareness** that there is a problem or issue to be resolved, **accepting** a role in making a change, **understanding** the alternatives, and **evaluating** options. If one or more options are possible, people may then try them out (**experimental behaviour**) and if successful adopt a new way of doing things more of the time (**habitual behaviour**).

In terms of travel choices, the model will help to decide where to support people with information, marketing, education and support activities in order to help them to move left to right towards more sustainable choices, from various different stages.

Their choices will be affected by personal beliefs and the beliefs of friends, colleagues and the culture of organisations they trust, hence the success of some school and workplace travel planning. They are also affected by the external environment in terms of, for example, how safe they feel and what infrastructure and services are available. It is important to focus activity where the appropriate alternatives are on offer to support the uptake of them.



Programmes will be developed that:

- Engage customers to understand what they want and what motivates their current travel behaviour
- Combine generic and targeted activities that demonstrate the range of alternatives on offer and the benefits of using more sustainable modes, as well as the alternatives and benefits most suited to the individual
- Use intermediaries (e.g. workplaces, schools, communities etc.) to influence travel planning
- Engage third party suppliers of travel choices marketing, information, education, support and services to ensure that customers receive accurate and useful information e.g. Google's ability to present raw travel data to customers in different ways
- Target transition times when people are more ready to consider alternatives e.g. transition from primary to secondary school, starting a new job or moving house
- Target different types of journeys. These can be broken down as commuter, education-related and 'other'. These 'other' journeys need a

'zonal approach' of intense activity in a geographical area to engage with local opinion formers and support groups

Proposal 9. Develop and provide tailored, interactive, readily available information and support that encourages and incentivises more sustainable travel choices on a regular basis

Currently, information about transport services is largely generic and does not offer the full range of alternatives and support available. This leaves people to make travel choices that are often based on perceptions of the best choice for them. For example, perceptions of safety and security of public transport, motorcycles, walking and cycling, do not reflect reality.

Metro's Information Strategy will be updated to reflect an approach which is more tailored to the individual. Information needs to be readily available to customers before, during and after the journey via a range of media including mobile devices. It also needs to be more interactive by providing advice and support on the best ways to access what the individual customer needs, based on a range of criteria about time, physical ability, cost, equipment available etc.

In-journey information about delays, replacement services, diversions and onward services needs an entirely joined up approach so that a range of alternative travel options are suggested when problems occur. A specialist approach will be needed to support freight and goods distributors in achieving efficiencies e.g. provision of in journey information for changes to delivery times and locations.

The aspiration is to provide integrated information covering most forms of transport in one place through journey planners which capture information covering all aspects of the door to door journey, including bus services, rail services, walking (particularly identifying footpaths and highways where it is safe to walk at the start or end of a journey), cycling (including details of where parking and other facilities are available), car clubs, car sharing schemes, community transport offer, taxis and driving (including motorcycles). This information should inform and encourage interchange between modes for the most efficient, seamless journey to meet the individual's needs.

The way people digest information is changing with online and social media. People look to fellow consumers for advice and recommendations and are more and more influenced by what others are doing, whether it is someone in their group of peers or someone on the other side of the world who shares their wants and needs. Dialogue with customers is vital for capturing this information and facilitating more widespread sharing of information and advice.

Metro's new Information Strategy also needs to take into account the information needs of visitors to West Yorkshire, particularly in line with major events (such as the World Cup 2018 if the bid is successful) and in conjunction with tourist attraction and leisure facility operators. Visitors should be pointed towards readily available information that allows them to make informed choices about sustainable alternatives before they arrive, during their stay and when they leave.

Proposal 10. Provide tailored education and training to support habitual behaviour change to more sustainable travel modes

Education and training to support both experimenting with new modes and habitual, continued use of a range of modes, is vital in breaking down embedded cultures and perceptions about the safety, convenience and 'status' of more sustainable travel modes (such as walking, cycling, motorcycles and public transport).

Tailored travel planning has proved extremely effective using intermediaries, such as schools, employers and community groups, to influence choices (e.g. West Yorkshire 'Travel for Work' scheme through the Travel Plan Network).

This proposal will be particularly important in encouraging young people and their parents to make lifestyle choices that continue into adulthood. It will not just involve training people in using sustainable modes, such as cycle training, but also training drivers to give priority to and be respectful of those using modes like cycling, walking and motorcycles to improve cultures and perceptions of safety.

Proposal 11. Work with partners to reduce length and frequency of trips by supporting measures to provide access to services, employment and goods online and in local communities

A key challenge for the Travel Choices Strategy is to encourage people not to travel in some circumstances, but without limiting their mobility, freedom, independence and social interaction.

Most travel is a means to an end and can make unnecessary trips, unnecessarily long trips, or trips at peak times that take longer than necessary, to access the things they want and need because they are not available more locally or they cannot access them online.

Measures to help reduce unnecessary car trips include supporting employers in encouraging home working by improving broadband access and other technology and policies, supporting goods and freight distributors in efficient, low carbon deliveries for home shopping, and working with other partners to ensure that people can access key services and goods in their local area by sustainable travel modes. This includes health services, childcare, social and

cultural activities, food shopping and also transport services, information, education and support.

Local engagement is key in determining which services are required and which travel options would provide the best opportunities to encourage low carbon choices. Locally-informed initiatives could enable people to make shorter journeys to localised work areas, as a place for online shopping deliveries, and would be a focal point for key local services. However, severance to these services caused by roads and rail will need to be addressed.

Encouraging more habitual walking, cycling and use of motorcycles will have a big role to play in making this Strategy work. This will include the need for facilities, including cycle parking.

Land use planning has a major role to play in this (see Proposal 27). Localising services and commerce will benefit communities in terms of accessible job creation.

Proposal 12. Work with health sector and other partners to promote the benefits of active travel and support greater participation in walking and cycling

Health is an important motivator for people to change their lifestyle. The health sector's agenda to encourage increased physical activity will inevitably include one-to-one advice and support on walking and cycling. This advice will be delivered by a range of partners including GPs, sports and leisure clubs and private health advisors.

A joined up approach is required to ensure consistent messages and techniques for encouraging habitual behaviour change towards regular participation in active travel. For example, advice provided by GPs should include support for incorporating physical activity into everyday life through active travel, rather than just as a leisure activity. This requires a wider perspective than just specific health advice, as well as access to the full range of travel choices marketing, information, education and support on offer.

It should be noted that walking and cycling, whilst both active travel modes, should be approached very differently as they present different issues and appeal to different types of people making different types of trips. As with the rest of the Strategic Approach to Travel Choices, activity to promote active travel should be tailored to the individual as far as possible.

4.4 Connectivity

What the evidence tells us

The Evidence Base in chapter three tells us that improving connectivity should be done in the context of the following:

- Accommodating the transport demands from population growth (Appendix A5), employment growth (Appendix A9) and the trend towards smaller household sizes (Appendix A6) will be a challenge. Congestion is already impacting on peoples' lives in West Yorkshire and is likely to jeopardise future employment growth and economic performance
- There has been a significant increase in the distance travelled to work in West Yorkshire (Appendix A12)
- Businesses would like (Appendix A11):
 - Improved international connections though Leeds-Bradford and Manchester airports, but surface access is poor at present. The M62 motorway is very heavily used for freight movement and access to the Mersey and Humber ports, and this has consequences for other traffic.
 - Better links to other UK cities, but rail journeys are slow on trans-Pennine routes, and between Leeds ,Sheffield and Manchester
 - Improved journey times to London and Heathrow
- There is an ongoing decline in the number of bus trips (Appendix A2), despite improvements in the quality of vehicles, infrastructure and information
- 91.7% of West Yorkshire's population live within 400 metres of a bus stop with at least an hourly service, a relatively high level of access to public transport for a county with a significant rural population
- There is poor quality rail rolling stock and overcrowding on most commuter routes into Leeds (Appendix A15)
- Most jobs and services are located in the town and city centres, but access is poor from some parts of West Yorkshire
- There is evidence that economic growth is suppressed by freight problems caused by lack of rail capacity and road congestion, resulting in low speeds and high unreliability
- Transport can have a negative impact on health and security: road casualties are too high, obesity is rising rapidly, noise pollution is too high, and air quality standards are not being met

Strategic Approach

The Strategic Approach to Connectivity proposed is to focus on delivering an integrated, reliable transport system, that enables people and goods to move around as efficiently and safely as possible (in terms of carbon, the economy and quality of life). By enhancing the operation of the existing network, we aim to maintain and improve spatial links to provide a high level of connectivity within districts. At the same time the needs and quality of life of the population who are not travelling should not be compromised.

This Strategy reflects the approaches developed through the 'Transport for Leeds' and Leeds City Region studies. It recognises the importance of Connectivity at different levels, ranging from international links to access to local facilities by walking, cycling and bus.

The studies underpinning the development of the Leeds City Region Transport Strategy identified a number of spatial priorities, reflecting growth and regeneration opportunities as well as travel demands. The highest priorities are Leeds and Bradford as regional cities, Leeds Bradford International Airport as a Gateway and the Trans Pennine corridor link to Manchester as well as links to Sheffield (via Wakefield). Section 1.3 provides further information on these priorities.

Proposal 13. Define and develop a core, high quality, financially sustainable network of transport services that will provide attractive alternatives to car travel

This Proposal recognises the imperative for the public transport network, currently a £300 million a year business, to be financially sustainable. This will require attention to costs as well as revenues, with the recognition that attractive, affordable fares are needed.

The squeeze on public sector expenditure in the early years of the Plan, together with increased cost base of bus travel is likely to lead to fewer services and higher fares. Fares are already a major source of concern and the strategy recognises that it will be necessary to move to more 'hub and spoke' networks, particularly in the west of the county with its hillier topography. This approach will be designed to increase revenue per vehicle-km and vehicle-hour by increasing the proportion of seats filled rather than charging a reducing customer base more per journey.

The Proposal is therefore based upon a core, high quality, network of bus, NGT (proposed trolley bus scheme for Leeds), rail services, cycle and walking routes that will provide attractive alternatives to the car.

The core bus network would consist of express (limited stop), high frequency and park and ride services with associated branding and marketing strategies.

This also requires enhancing the attractiveness of rail, particularly for commuting to Leeds. The highest priority is securing additional capacity (carriages) to reduce crowding on peak services on all routes. The customer offer would be improved through the provision of standard pattern clockface timetables throughout the whole day for all rail lines. This means a regular timetable to enable people to plan their journey more easily without having to enquire about the train time every time they travel. There would also be improved frequency for stopping services particularly in Wakefield District where an hourly service is currently the norm. The catchment of the rail network would be expanded through the provision of extended park and ride provision, some new stations (where there is a strong business case) and actions to address current concerns about safety and security at small stations.

National action is required to reduce the cost base of local rail services, and hence the call on public funds. It is also recognised that extensive lobbying will be required during the process for re-franchising the Northern Franchise in

order to protect current service levels, providing the basis for further growth. The aspiration is for more local involvement in the specification and delivery of local rail services in line with the localism agenda. In the short term, it is essential that Metro's co-signatory status on the Northern Franchise is maintained.

The Strategic Approach to Travel Choices will promote and encourage the usage of this core public transport and cycling and walking network, building upon its legibility and branding. The core network will be reflected in the route and user hierarchy and associated actions (see Proposal 1) and in the approach to network management (see Proposal 4).

This Proposal requires a high level of integration between public transport services, as well as integration with other transport modes, as set out by Proposal 14 below.

Proposal 14. Improve interchange and integration through a range of transport hubs

The focus on a core, legible, branded public transport network requires a complementary approach to the provision of lower demand services and the offer of a wider range of journey opportunities through seamless travel and easy interchange between different transport modes and services.

The approach to interchange and integration is to expand park and ride provision as well as developing a number of clearly identified 'transport hubs' with facilities to support interchange. The development of these 'hubs' will be informed by examples such as the programme in Plymouth as well as Bremen's development of a 'mobility point' network, combining public transport interchanges with cycle parking, taxi call points and access to car club vehicles, drop off points and at larger locations park and ride facilities. The underlying philosophy is that access to a transport hub provides easy access to the whole transport network.

This will involve coordination of core services, integrated ticketing with through journey opportunities and real-time travel information. Smaller (mini-) 'hubs' would typically provide a safe and secure waiting area, 'real time' information and help point, cycle parking and taxi call point as well as a convenience kiosk, subject to commercial viability. In the longer term, 'hubs' would also act as access points to car clubs and cycle hire schemes. The development of hubs and associated bus priorities will be rolled out on a sector by sector basis linked to network reviews.

Land use planning, through Local Development Frameworks, would reinforce the role of 'hubs' through the co location of other services and amenities.

The development of these 'transport hubs' and the coordination of services will be insufficient without the approach to integrated ticketing set out in Proposal 15 below.

Proposal 15. Develop and use integrated ticketing and smartcard technology to facilitate seamless travel across modes

West Yorkshire's current public transport ticketing system does not support integration of services as it is fragmented and complicated. Many rail passengers do not have the opportunity to purchase a ticket prior to travel, which can result in some passengers travelling without a valid ticket. Bus boarding times are slow, because there are insufficient opportunities and incentives for passengers to make an off-vehicle payment.

This Proposal aims to implement and develop a fully integrated multi-modal transport ticketing system (which could also extend across Yorkshire and Humber region) by using a range of media such as ITSO smartcards, SMS ticketing and e-money. Cash transactions would still be accommodated and SMS ticketing would be available for occasional or irregular travellers.

Customers will be able to choose the media and products most suited to their needs, with rewards for loyalty and re-assurance in case of the loss or theft of high value products. There will be incentives for buying tickets or topping up prior to boarding or using the transport mode and for customers to manage products, for example through the auto-renewal of period passes.

Operators and planners will benefit from the accurate allocation of revenue to services or mode and data will be available to assist in network planning and fleet/ route optimisation.

The longer term developments would see the use of smart-media extended to car clubs, taxis and car parking, meaning one card can be used to purchase a range of mobility options – thereby complementing and reinforcing the approach to Travel Choices set out earlier.

The Proposal recognises that the technology for integrated ticketing is insufficient without integrated products and retail networks. The experience and analysis of the de-regulated bus framework indicates that a radical change is required to develop the integrated approach required by this strategy. This change is set out below in Proposal 16.

Proposal 16. Introduce a new framework for local bus services as part of an integrated transport system

There are significant tensions between the Plan's ambition for a highly integrated approach to service planning and delivery, and the deregulated framework for local bus services. The bus market in West Yorkshire is essentially formed of a number of local monopolies (or near monopolies) with little evidence of true competition. Issues of competition in the bus market are being investigated by the Competition Commission, with potential remedies including local franchising (Bus Quality Contracts).

This Proposal recognises that whilst a more contestable bus market might provide better value for money for subsidised services it is unlikely to provide the level of integration required by this plan.

Metro has therefore considered the need for a Bus Quality Contract Scheme, through the process set out in the Local Transport Act 2008, and identified the following objectives for such a scheme:

- 1 To achieve an integrated public transport system in line with international City Region best practice
- 2 To achieve higher bus use than would be the case without a Bus Quality Contract scheme
- 3 To achieve high customer satisfaction scores, demonstrating improvement over current satisfaction ratings.
- 4 To contribute towards District Councils' local policy objectives, including Local Area Agreement targets relating to congestion, accessibility air quality, reduced CO2 emissions and mode share
- 5 To achieve demonstrable and measurable value for money from WYITA and District Council support for local bus services
- 6 To manage the potential for adverse impact on incumbent operators in achieving other objectives

This Proposal therefore adopts the theme of developing a Bus Quality Contract Scheme to achieve an integrated public transport system in line with international City Region best practice.

It is recognised that many, but not all, bus operators are opposed to local franchising and discussions are currently continuing to ascertain if a partnership offer can provide, and assure, the high quality, integrated public transport system required by the overall 'MyJourney' Strategy.

It is also recognised that the focus on a core network, with clearly identified transport hubs and associated philosophy, is likely to mean a re-direction of resources away from lower demand services. Whilst this is a logical approach it will fail unless new and innovative ways of addressing more dispersed local needs are developed. This approach is set out below in Proposal 17.

Proposal 17. Develop a new model for transport planning at a community level to enhance local accessibility

The requirement for a focus on a core public transport system that provides viable alternatives to private car use means that it will be necessary to develop a more radical approach to local accessibility needs through new models for transport planning at a community level.

The aim of this Proposal is to work with local communities, principally through existing structures, to engender a dialogue about the level and nature of demand and how best to meet local accessibility. This approach will include the role of community transport and other community based schemes (such as social car schemes) as well as provision for walking and cycling, including changes in streetscape, green infrastructure, footpaths and bridleways.

The MetroLocal pilot illustrates how community transport solutions could be developed and become fully integrated with Metro's well-established AccessBus services. The local focus will provide opportunities to coordinate transport services from different providers, such as community transport operators and patient care transport operators. This may require investment in Information Technology, building upon Metro's new AccessBus booking and scheduling system. The role of the booking and scheduling system may be extended to also include taxis (hackney carriages and private hire vehicles), and car clubs.

Proposal 18. Minimise negative impacts of transport on the natural environment (including emissions, air quality, noise, biodiversity and heritage)

Motorised transport using fossil fuels has associated adverse impacts on the natural environment. This Proposal seeks to avoid many of these impacts by greater use of public transport, walking and cycling and reducing the need to travel by travel planning. The Integrated Sustainability Appraisal of this Plan will highlight any significant environmental impacts likely to arise from the developing this overall Strategy and implement appropriate mitigation measures.

The Plan recognises the convenience and benefits that cars have brought but recognises the need to reduce car dependency. The Proposal therefore seeks to reduce emissions and impacts from vehicles through traffic management strategies, eco-driving programmes and support for low emission vehicle technologies and infrastructure that will reduce reliance on fossil fuels.

The Proposal acknowledges the significant adverse impacts of poor air quality on health and seeks to ensure reductions in carbon emissions lead to improvements in air quality (as interventions are not always complementary). Further consideration will be given to the mitigation and targeting of Air Quality Management Areas (AQMAs), the development of an overarching Low Emission Strategies and potential use of Low Emission Zones.

Traffic and other transport noise can cause disturbance, loss of sleep and stress for residents, located close to busy transport corridors. High traffic volumes, roads with national speed limits and particularly heavy vehicles, will impact on streets and neighbourhoods. Therefore routing strategies and priority locations for noise mitigation action will be informed by the hierarchy of routes and users.

Where new infrastructure is required, the Proposal seeks to ensure that it is suitably sited; ensuring loss of or damage to habitats and protected species is minimised and that historical assets and cultural heritage are preserved. Where possible, it aims to secure improvements (e.g. planting, landscaping and other mitigation measures) to these features which in turn will result in additional benefits. For example, planting trees and shrubs as part of a traffic or a bus corridor scheme to increase green space; contributing to an improved environment for cycling and walking, which in turn will reduce car use, improve health, reduce emissions and noise levels and provide habitats for wildlife. Tree planting will also improve general resilience to unavoidable levels of climate change, by reducing rainfall run-off rates, provide shade and lower temperatures in heat wave conditions, reduce wind speeds and turbulence.

Proposal 19. Minimise transport casualties and improve safety and security on the network

An integrated, reliable transport system must be provided with safety and security of users and non users at the heart of all strategies and consequent interventions.

A wide range of 'Safer Roads' initiatives are currently delivered in partnership with local communities and partner agencies in West Yorkshire, through District Road Safety Plans. This work will continue and be expanded through strong engagement with communities to ensure that the number of people killed and seriously injured on the transport network continues to reduce. This proposal supports the West Yorkshire Safer Roads Strategy, which is based on a safety management plan that includes local communities, local agencies and statutory bodies, and promotes the direct involvement of communities to progress safer roads matters. It has four themes:

- Responsibility
- Behaviour
- Skills
- Environment

The safety management plan recognises that these four elements must be progressed together. Responsibility for safer roads is statutory, corporate, professional, community and personal. There is individual and personal responsibility within families, social groups, community groups and neighbourhoods.

Whilst improving the road environment is important, changing behaviour is the key to sustaining and further reducing road crashes and injury.

There will be continued work on education, training and publicity about safer use of transport systems, combined with essential life-skills training connecting with other local priorities within communities, for example, health and education. This has wider benefits beyond safety, for example pedestrian

and cycle training encourages increased walking and cycling levels, which in turn improves health and social well being and reduces carbon emissions.

Targeted enforcement including enforcement cameras has made significant contributions to the reduction in road crashes and injury and the reduction of anti-social driving behaviour. In addition, enforcement cameras assist in the levelling of traffic flow, reducing speeds and emissions, managing the network and encouraging a greater uptake of walking and cycling. These cameras will be retained where they are effective in reducing casualties.

The safety of the network and the perception of safety and security by users, affects the choice of travel modes and the frequency and times journeys are made. This Proposal seeks to ensure that safety and security are embedded throughout the Plan and that they are connected to other proposals. Examples include providing lighting in built up areas on footways and ensuring winter maintenance is provided on priority footways. As the hubs identified in Proposal 14 are developed, facilities will be provided that improve comfort and reassurance of safe and secure facilities.

Proposal 20. Make it easier for people with disabilities and from a range of backgrounds and lifestyles to access transport services

Earlier Proposals identify how a core transport network will integrate all modes and provide for local accessibility, making it easier for people to find, use and access transport services. This proposal seeks to ensure that people with disabilities and differing levels of physical ability and lifestyles are accommodated on the transport network.

It is recognised that people have differing needs and that it is not sustainable to meet everyone's needs all of the time. However, as far as is reasonably practicable the Plan's Strategy seeks to ensure the core network and supporting services provided are inclusive, acceptable and affordable to all.

Underpinning this proposal is the desire to make transport infrastructure and networks as physically accessible as possible, giving people the ability and confidence to travel. For example providing a consistent standard at pavement edges and crossings, improving the streetscape by minimising barriers to unrestricted pedestrian movement, ensuring all buses are low floor and train stations to have step free access, and making those affordable improvements identified in Public Rights of Way Improvement Plans. At the same time, the Strategy recognises that the times and locations that current public transport services operate, can prevent a number of journeys being made unless a car is available. Dialogue with local communities to determine their accessibility needs will be important.

Proposal 21. Work with partners to encourage and support the efficient and sustainable movement of goods and services

Freight plays a vital role in the economic prosperity of West Yorkshire, providing the goods and services that people and business need, at the time they require it. Goods and services include everything from bulky items such as coal, to items bought in shops or online for home delivery to trade vehicles serving homes and businesses.

The practical requirements of transporting goods from creation to its end use means that roads will always be used at some point in the supply chain. Consequently, freight movements contribute to congestion, generate carbon emissions and contribute to noise and air quality issues.

Using the hierarchy of routes and users, this Proposal will support the seamless flow of goods through the supply chain by:

- increasing the efficiency of unavoidable road journeys
- supporting and encouraging the provision of sustainable alternatives to road

It is recognised that there are many varied commercial organisations involved in and affected by the operation of freight, yet there is a knowledge gap about collective operations. The Proposal will develop a new partnership between the freight industry, the Integrated Transport Authority and the districts. This partnership will develop a safer, more efficient and sustainable approach to freight distribution by:

- gathering information to understand freight movements and issues
- supporting investment in research and best practice
- promoting initiatives and infrastructure improvements

Facilities to support the inter-modal transfer of goods are crucial to the sustainable movement of freight. This Proposal seeks to:

- accommodate and promote growth at West Yorkshire's two multimodal (rail and road) freight terminals
- explore, protect and provide opportunities for inter-modal transfer (for road, rail and water) and consolidation, in West Yorkshire and neighbouring areas
- consider the needs of freight during planning applications

The increase in online shopping and home deliveries presents a need to influence the way in which deliveries are made to households and businesses so that trips are kept to a minimum. This could include the development of local consolidation and collection centres to reduce vehicle movements and increase the number of deliveries that can be made or collected on foot.

New technologies and systems will be used to provide real time information about freight routes and facilities to assist more efficient freight movement. This is outlined further in Proposal 25.

Proposal 22. Use the principles of the hierarchy of routes and users to inform network management and the reallocation of space on the transport

network to give **priority to low carbon modes including cycling and walking**

The Evidence Base and overall Strategy emphasises the need to support greater uptake walking and cycling and progress the growth achieved through initiatives, forming previous Local Transport Plans, as well as support from organisations such as Sustrans.

Proposal 7 outlines the priority to reallocate road space for pedestrians and cyclists in town and city centres and their immediate urban fringes as part of demand management. In addition to this, the hierarchy (Proposal 1) will identify locations for priority investment and management, ensuring priority access is given to pedestrians and cyclists, creating safe, attractive and enjoyable streets, where people want to walk and cycle.

The Strategic Approach to Enhancements seeks to create a more visible and high profile network of segregated and quiet routes for walking and cycling, which can be enhanced further through the provision of green infrastructure.

This network will enhance current routes and create new links to connect with transport hubs; ensuring main urban centres and leisure destinations are served.

Informed by the hierarchy of routes (Proposal 1), existing routes and facilities will be upgraded and maintained to provide consistent quality and accessibility. This will include standardised surfacing and edging, as well as minimising the need for street infrastructure, lighting and signage. Such standards and the need to connect to the network will also be accommodated by new development, as explained in Proposal 27.

4.5 Enhancements to the Transport System

What the evidence tells us

The Evidence Base in chapter three highlights that making enhancements to the transport system should be done in the context of the following:

- Key parts of the road and rail network are congested and overcrowded during peak travel times (see Appendix A12)
- The busiest journey to work flows are generally those within each district, but there are substantial flows between Bradford and Leeds and also between Leeds with Kirklees and Wakefield (see Appendix 12)
- There will be significant future transport demands arising from forecast employment and population growth (see Appendix A5, A6 and A9)
- There are continued high levels of car use, with falling bus patronage (see Appendix A2 and A7)

- Economic competitiveness remains weak and is limited by congestion, poor access to employment areas and gateways to key markets (see Appendix A8 and A11)
- There has been limited integration of land use and transport planning which leads to difficulties with accessibility or unsustainable trips (see Appendix A12)

Strategic Approach

The Strategic Approach is to make targeted technological and structural enhancements to the transport system for greater capacity and performance.

West Yorkshire has suffered from historic under-investment in transport infrastructure and there are some major gaps and pinchpoints in transport routes providing access to, and between the major urban areas. The resulting congestion impacts on all users, but particularly commuters and freight

The aspirations for strategic transport enhancements are set out in the Leeds City Region Transport Strategy and through the ongoing development of 'major' schemes (such as the NGT Trolleybus scheme) and a West Yorkshire Strategic Programme of Schemes.

Despite the likely reduced funding in the early years of the plan, the need for this level of investment remains if West Yorkshire is to fulfil its full economic potential whilst moving to a lower carbon economy. Over the life of the Plan, the aspiration is to deliver the priorities in the Leeds City Region Transport Strategy together with other targeted enhancements to the network. In the context of supporting economic development and regeneration, there will be an emphasis on improving overall efficiency of the network and supporting low carbon modes.

In order to make quicker progress on delivering the proposed enhancements, a new approach to funding some of the proposals will be developed. This will need to be linked to a new approach to land use planning.

'Major' schemes developed within the previous West Yorkshire LTP for 2006-11 remain a priority in this Plan and include:

- New Generation Transport (NGT) trolleybus scheme, Leeds
- Leeds Rail Station Southern Entrance
- Leeds Rail Growth Package (including new rail stations at Apperley Bridge and Kirstall Forge)
- Castleford Interchange
- East Leeds Parkway Station

During 2009/10 partners also started to deliver a West Yorkshire Strategic Programme of Schemes. These schemes remain priority schemes in this Plan and include:

- 'Connecting Airedale', Bradford
- Bradford City Centre Integrated Transport Scheme
- Low Moor Rail Station, Bradford
- Kirklees Strategic Economic Zone
- North Wakefield Gateway
- Calderdale Burr Walls
- Leeds Inner Ring Road
- West Yorkshire Traffic Light Priorities

Proposal 23. Improve strategic connectivity by implementing the City Region transport priorities

The Leeds City Region Transport Strategy identifies an ambitious, yet deliverable set of proposals to transport connectivity between the main centres and other key hubs such as Leeds Bradford International Airport. Key themes of the Leeds City Region Transport Strategy are 'accessibility through connectivity' and making the best use of the existing networks (for example by converting existing rail lines to tram train and then extending the route on-street or to other key destinations such as the Airport) rather than proposing wholly new routes. As part of the Leeds City Region proposals agreed in 2009, a new deal on funding was proposed where the City Region would have a single funding pot akin to London so that prioritisation decisions could be made locally.

The Leeds City Region Transport Strategy identified the importance of links to London and beyond. As such, the development of a direct **High Speed Rail** Line to Leeds is critical in the long term if economic competitiveness with the North West is to be maintained and enhanced. In addition, it is vital that improvements are made to the classic East Coast Main Line and other strategic rail routes in advance of High Speed Rail as capacity constraints will be reached before it is delivered.

The priority interventions for this Plan will be the previous West Yorkshire LTP Major Schemes, the West Yorkshire Strategic Programme of Schemes. It will also include other schemes forming part of the Leeds City Region Transport Strategy which are likely to include:

- The development of a tram-train network including a fixed track link to Leeds Bradford International Airport
- Progressive electrification of the heavy rail network
- Development of strategic Park and Ride (e.g. linked to main rail lines or the motorway network)
- Reduced journey times on the two North Transpennine (Manchester-Leeds via Huddersfield) and Leeds-Sheffield rail routes
- Improvements to conventional rail routes including the CalderVale Line

- Further NGT Trolleybus and rapid transit routes (including Leeds-Bradford)
- Improvements to the M1 and M62 routes
- A network of express buses linking key centres

In addition, the City Region Strategy identified a series of more generic interventions that will be required to support the schemes listed above. These are included in other parts of the plan and include integrated ticketing, improved interchanges, traffic management, new rail stations and improved accessibility.

Network Rail's proposed 'Northern Hub' scheme is strongly supported as it improves connectivity between the Leeds City Region and Manchester and will also facilitate the upgrading of the Caldervale Line.

Proposal 24. Develop additional capacity to address congestion and overcrowding at key locations in a financially and environmentally sustainable way

The highest priority for additional capacity is more carriages to reduce overcrowding on peak services (particularly to/from Leeds). Infrastructure improvements (such as longer platforms and some additional line capacity) are required to support this investment. Where new rolling stock is procured, the emphasis should be on lighter weight electric vehicles that reduce the ongoing wear and tear on the track and therefore cost. There is scope to develop a lightweight train ('tram train') suitable for use on most commuter routes which is likely to bring the cost of new trains down.

There will also be investment in a small number of new stations (particularly where these have limited impacts on existing train journey times), improving and extending park and ride facilities and enhancing passenger and cycle storage facilities.

This Plan recognises that some selective investment in highway capacity will be necessary to provide alternative routes, unblock congested sections of highway or open up development and housing sites.

To support the transformational change to buses, additional roadspace for buses will be a priority. A core network of radial bus routes (into town and city centres) will be treated with a comprehensive set of priority measures to reduce bus journey times, improve reliability and encourage patronage growth. All of West Yorkshire's main urban areas now have bus stations and an extensive number of upgraded bus shelters. New transport interchange hubs will be created at key locations to improve the passenger experience and provide a focus for local transport options that include enhanced walking routes, cycling facilities, community car clubs, and enhanced travel information. It is proposed to roll this approach out through a series of sector reviews linked to bus network reviews.

Priority enhancements within the Leeds urban area have been identified in the 'Transport for Leeds' study. This study prioritised potential interventions reflecting the aspirations for improving the city centre whilst supporting economic growth and carbon reduction. Priorities are:

- Managing the volume of traffic in the city centre through traffic engineering solutions to limit the adverse impacts of car trips to and through the city centre and making best use of alternative orbital capacity around the city centre (this is integral to the delivery of the City Centre Vision)
- A significant increase in radial public transport use particularly into the city centre to accommodate growth and cater for travel transferred from cars
- A targeted increase in orbital highway capacity, in order to provide alternative routes, unblock congested sections of highway and open up development sites
- Use of the city centre as a public transport interchange hub, for onward travel to the 'rim' and Aire Valley
- Improved cycle and walk networks, including radial routes and orbital routes particularly in the 'rim' and city centre
- An increase in bus and rail park and ride opportunities from outside the outer ring road
- More non-car based travel for local trips and
- More efficient use of the whole transport network

Specific proposals arising from the Transport for Leeds work will be identified in the Implementation Plans. The Plans will also address similar issues in the other main urban areas across West Yorkshire.

Proposal 25. Invest in technology and infrastructure to facilitate sustainable travel choices, to improve the efficiency and quality of the transport network for users, and to provide new connections to key locations and activities

The use of car for local trips will be discouraged wherever possible. The hierarchy of routes and users (see Proposal 1) will guide enhancements of cycle and walking networks to extend sustainable transport choices and to support new development. Enhancements to expand cycling and walking networks will make use of sections of the footpath and bridleway network, improving physical accessibility and filling in gaps where these hinder sustainable travel choices.

More efficient use of the highway network will be made wherever possible. The first phase of 'Traffic Light Priority' (TLP) enhancements across West Yorkshire to deliver more reliable bus journeys will be completed in the first Implementation Plan period. Further phases of TLP and other signalling control systems, including a joint Urban Traffic Control Systems will be developed.

The Plan recognises the need to promote more sustainable use of the private car and will encourage the development of car club and car share facilities. Car clubs have been successfully established in Leeds and Kirklees and this Plan will support their roll out to other areas where the potential to contribute to the Plan's Objectives is the greatest. Support is likely to be in the form of on-street parking bays.

Greater use of technology and communications media will be made to deliver customers the best live information available to enable them to make the most informed choices about their journey. This includes using real time information to make mode and route choices easily and efficiently, to the benefit of people and to ease demands on transport networks.

This Plan will deliver information provision enhancements including:

- Integrated public transport ticketing systems (see Proposal 15)
- Pre-journey and in-journey information for car and public transport trips, including mobile technologies
- Audible announcements of the public transport real time display functionality
- Roll out of 'next bus stop' on-vehicle announcements
- Intelligent Transport Systems (ITS) to manage traffic and freight movements

Proposal 26. Support the development of infrastructure for new low carbon technologies

Moving to a lower carbon transport system is a key Objective of the Plan. It is therefore proposed to work with partners to encourage the development, availability and use of infrastructure and fuels, throughout the freight and public transport sectors. Where such technology is already being pioneered, we will encourage the sharing of best practise and access to facilities.

This Plan supports the provision of refuelling infrastructure for a range of alternative or renewable energy sources, particularly developing a network of electric vehicle charging infrastructure and information for private vehicles, public service vehicles and freight. It will encourage the use of rail stations as vehicle charging points combining this with local micro-generation of electricity where it is feasible and affordable.

The tendering and procurement processes adopted by LTP partners will include a carbon budgeting approach to support and future proof the implementation of new low carbon technologies.

Proposal 27. Work with Planning Authorities to ensure that development is concentrated and in sustainable, accessible and safe locations and delivered with a layout that enables sustainable travel choices

Enhanced collaboration in strategic land use planning and in the management of individual planning applications will be required between LTP partners and others, including the Highways Agency. This collaboration will ensure that this Proposal is embedded within consistent spatial planning policy to promote new development that is accessible by sustainable transport. This will require integration of land use and transport planning so that car dependency can be tackled. Collaboration will include:

- A focus on growth in city / towns centres and corridors currently well served by public transport and accessible
- Confirmed spatial priorities for planned housing and employment growth
- Shared Local Development Framework data to better integrate cross boundary issues and inform transport investment priorities
- Common application of land use models (such as the Urban Dynamic Model) to understand the implications of strategic land use decisions on jobs and carbon
- Common application of the West Yorkshire Public Transport Accessibility Tool to identify strong mitigation to make development sites accessible
- Formal procedures for pre-application discussions of major development proposals
- Common design guidelines for site and building design which considers the layout of development and provision of infrastructure to encourage walking, cycling and public transport use in new development
- Common guidance for smarter choices promotion of sustainable travel and effective, enforceable travel plans
- Common specification for developer Transport Assessments and
- Continued use of the Integrated Sustainability Appraisal

Collaboration over the common use of design and other guidance should also extend to the improvement of existing streets (see also Proposals 20 and 22).

Proposal 28. Work with partners to identify alternative funding and delivery mechanisms for delivering enhancements

The national financial situation and likely reduction in LTP funding is likely to limit the scope to deliver transport enhancements in the early years of this Plan and it will be necessary to prioritise schemes.

The first Implementation Plan will support key enhancement schemes that already have certainty of funding. The West Yorkshire Strategic Programme of Schemes (WYSPS) is an agreed set of schemes for highway, bus and rail improvements, requiring LTP funding in the period 2011-14.

A challenge will be to secure additional, alternative funding sources. The Leeds City Region Connectivity Study (2010) established the concept of a 'Transport Fund' to deliver a rolling capital programme of strategic transport

enhancements. Potential funding sources identified include a ring-fenced WYITA Levy, Supplementary Business Rates, Developer contributions, Regional Growth Fund, Local Sustainable Transport Fund, European Union Funding, and Accelerated Development Zone (ADZ), Tax Increment Financing revenues and parking/enforcement income.

4.6 Strategy Appraisal

Three mechanisms are being used to appraise the Strategy to ensure that it meets the needs of those that use and are affected by West Yorkshire’s transport system, complies with relevant legislation and achieves the Objectives set.

Engagement and consultation

Engagement and consultation with members of the public and partners and stakeholders of the West Yorkshire Local Transport Plan for 2011-26 has been and will be vital in appraising the development and ongoing delivery of the Plan. This reflects the overarching ‘MyJourney’ concept that emphasises partnership working and understanding the needs of people in transport planning.

A range of techniques and mechanisms have been and will be used to engage and consult with all of the Plan’s audience, including meetings, workshops, focus groups, round table discussions, surveys, questionnaires and the opportunity to provide comments and input into the document as it develops.

	Nov 2009- Mar 2010	Apr - May 2010	Jun - Oct 2010	Oct - Dec 2010	Jan - Feb 2011	Mar 2011
Consultation on Draft Vision and Outline Strategy		6 weeks				
Consultation on Draft Strategy for 2011-26				8 weeks		
Consultation on Draft Implementation Plan for 2011-14					6 weeks	
Ongoing awareness raising and engagement with partners and stakeholders						

Modelling

The Urban Dynamic Model used to forecast the impact of the Leeds City Region Transport Strategy on carbon reduction and jobs growth in the region has been used to identify the impact of the four Strategic Approaches outlined in sections 4.2 – 4.5 against the Objectives for carbon reduction and economic growth. The findings of this work, particularly the investigation of

the contributions made by individual proposals, will be used to shape and test options for implementing the plan during 2011-14.

Integrated Sustainability Appraisal

The Integrated Sustainability Appraisal (ISA) looks at the environmental, health, social and economic impacts arising from the Plan and seeks to remove or at least mitigate any adverse effects. It is intended that the ISA process runs alongside the development of the Plan to influence its development, including the evidence base and options appraisal.

The ISA involves extensive on going consultation with stakeholders throughout the development of the Plan to ensure it meets its obligations, responsibilities and aspirations to meet its objectives.

At this stage in the development of the Plan, the initial assessment has been based on a number of assumptions and based at a strategic level. The appraisal will be developed further at the next stage in the process when Implementation Plans and priorities for investment are made. The outcomes of the fuller appraisal will be available and detailed within the main ISA Report.

Work will continue on the ISA alongside the development of the Plan and there will be some targeted consultation with stakeholder groups, particularly regarding target equalities groups. This will include an assessment of high level options and detailed assessment of the preferred option. Initial outcomes from the current analysis, and from the next stage in the process, will be subject to further consultation in January 2011.

Following this, the full ISA Statement will be prepared alongside the publication of the Final Plan and will demonstrate how the ISA and consultation responses have influenced it.

5. Implementation

What and where do we need to do things to get there?

Once the Strategy outlined in chapter four has been finalised following this consultation and Government funding for transport over the next three years has been announced (expected December 2010), a Plan for implementing the Strategy in the first three years (2011-14) will be devised in collaboration with partners, stakeholders and members of the public. This chapter identifies Implementation Priorities coming out of the Strategy and outlines how this will inform the development of the first Implementation Plan.

5.1 Implementation Priorities

In order to achieve the Objectives of this Plan there are some fundamental steps that need to be taken to change the way people travel around. From the Strategy, **six 'big ideas'** have been identified that between them will transform the way people travel around West Yorkshire. Ongoing activities such as improving performance on asset maintenance, safer roads and carbon and other emissions reductions will be crucial to the delivery of the three objectives of this Plan. However, the big ideas will support the 'MyJourney' concept of **empowering customers** and enabling them to make more informed choices. In addition, these big ideas are expected to have the most transformational impact on achieving the three objectives of the Plan and therefore be central to the detailed Implementation Plans. These big ideas are:

1. **Enhanced travel information** drawing on new technologies (e.g. mobile applications and websites) to provide customers with real time choices customised to their needs together with real-time updates during their journey. The aspiration is that this information will cover all major forms of transport (walking, cycling, bus, rail and car and freight).
2. Fully **integrated ticketing** (using smartcards and other technology as appropriate) to allow customers to interchange easily and travel seamlessly around the network. Although the first priority is for public transport ticketing, the aspiration is to extend it to cover other areas of transport and non-transport uses.
3. Investment in **low carbon** methods of travel. This means making a strong case to government and others for substantial investment in carbon efficient methods of travel (including more capacity on trains, more park and ride, electrification of rail lines, new express bus services and new schemes such as tram-train and modern trolleybuses. The Plan will also direct investment to walking and cycling

routes as well as supporting measures to help people to choose lower carbon cars.

4. A **new approach to buses** to getting the most out of them by transforming the customer experience and significantly increasing bus usage. Proposals for a franchised system of bus services (similar to London) are being developed, although alternatives suggested by bus operators will also be considered. This will be supported by measures to speed up bus journey times and make them more reliable.
5. A phasing in of **stronger demand management** measures to encourage less car use to 'lock in' the benefits of travel behaviour change to more sustainable options. This will involve giving priority to and creating more space on West Yorkshire's roads for buses, cyclists and pedestrians. As the economy recovers and congestion increases, stronger financial incentives to reduce car use and encourage car sharing will be considered. Measures to encourage people to use less crowded rail services will also be introduced.
6. A new approach to **network management** to help make journeys for people and goods to run more smoothly. This means ensuring the roads are well maintained and better managing roadworks and other disruptions to journeys. We also plan a greater use of technology to monitor and respond to incidents across the whole of West Yorkshire in real time. Systems such as 'traffic light priority' will also be used to speed up the flow of buses.

The following proposals from the Strategy will also be developed to guide and form the framework for the Implementation Plans:

- a) A **hierarchy of routes and users** to help prioritise investment. This will prioritise routes and users based on the desired usage that can best contribute to the three Objectives of this Plan.
- b) A **new approach to funding and budgeting**. It is proposed to allocate more funding centrally according to strategic priorities. A new approach to delivering local measures will be developed. New sources of funding will be identified through a West Yorkshire Transport Fund to help deliver the ambitions of this Plan. Carbon budgeting will also be developed to ensure decisions reflect the whole-life carbon cost of proposals.

5.2 Implementation Plan Cycle and Development

The 'MyJourney West Yorkshire' Strategy for 2011-26 will be supported by a series of shorter term Implementation Plans, which will cover three year blocks and be guided by amounts of funding available and local priorities for that period. These will determine what will be done in which locations (based on spatial priorities identified by the Leeds City Region Transport Strategy,

'Transport for Leeds' Study and further evidence gathered for this Plan) to deliver the Strategy within the specific period.

It is currently anticipated that funding and resources for the early rounds of Implementation Plans will be very limited in comparison to current WYLTP allocations. Achieving the maximum value for money benefits from such limited funding will require detailed prioritisation of funding. It is proposed that during autumn 2010 WYLTP partners will agree a technique for prioritising the implementation and spending on local transport interventions, and a method of allocating funds to interventions that directly contribute to the delivery of the three Objectives and at a strategic and a local level.

Implementation Plans will take the form of detailed lists of prioritised proposals for interventions, initiatives and projects, in specific locations and West Yorkshire-wide, which will work towards delivering the Vision, Objectives and Strategy. These Plans will be assigned specific targets for what needs to be achieved and all proposals will be assessed against the Plan's overall Vision, Objectives and Strategies. For example, whether the proposal is an initiative to incentivise walking and cycling or a road building scheme, it will have to demonstrate that it can significantly reduce carbon, support economic activity, enhance people's quality of life and offer maximum value for money, whilst meeting legislation and protecting the natural environment.

5.3 Implementation Plan for 2011-14

A full Implementation Plan for delivering the 'MyJourney' West Yorkshire Strategy during 2011-14 will be put into action from 1 April 2011. Before this, relevant partners, stakeholders and members of the public will be invited to get involved in developing specific proposals to be considered as part of the first three year Implementation Plan and future Implementation Plans.

6. Project and Performance Management

How will we know we are doing the right things to get there?

Once the Strategy set out in chapter four has been finalised and a plan for implementing it over the first three years of the Plan (2011-14) has been developed based on funding and resources available, it will be necessary to monitor whether or not the Plan is achieving what it set out to do. This chapter outlines the processes that will be put in place to manage, review, monitor and govern the Plan on an ongoing basis.

6.1 Management and Review

The West Yorkshire Local Transport Plan (WYLTP) for 2011-26 will be managed and delivered by Metro and the five District Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, using well established 'PRINCE2' project management systems. These systems will also be used by others involved in developing or delivering the Plan for a consistent approach.

This method of project management builds in regular reviews of progress against Objectives and targets set and mechanisms for ensuring that the Strategic Approach is being adopted.

6.2 Draft Targets and Monitoring

In order to be able to meaningfully measure the success of the Plan, 'SMART' (specific, measurable, achievable, realistic and time-bound) targets will need to be developed for various elements of it. For these targets to be appropriate, they will need to be set once funding and resource availability for the various stages of the Plan have been established. The targets chosen will determine what data needs to be monitored at the beginning of and throughout the delivery of the Plan at its various stages. It is likely that most of the data required to monitor the success of the Plan is already being collected.

6.3 Governance

The WYITA is responsible for the development and delivery of West Yorkshire's Local Transport Plan for 2011-26. Whilst the WYITA comprises of 22 Elected Members (Councillors) nominated by the five District Councils of West Yorkshire, an ITA Executive Board of eight Members is responsible for taking key decisions on behalf of the Authority.

A formal sub-committee on behalf of the WYITA takes specific responsibility for overseeing the LTP. This Committee comprises of 11 Councillors from the WYITA and the five District Councils. The Committee's role is primarily to give

advice, provide strategic direction and make recommendations to the WYITA and Association of West Yorkshire Authorities (AWYA).

Once the Committee has approved the Plan's final 15 year Strategy, it will make recommendations on the content of the supporting three year Implementation Plans and ensure that the delivery of the Plan undergoes rigorous project and performance management regimes.

The WYITA will also be consulting each of the five District Councils.

Appendix A. Evidence Reference Materials

[In separate document]

Appendix B. Glossary

The following is a list of technical terminology used throughout this document, accompanied by definitions.

Air Quality Management Areas	A place declared by a District Council where national air quality objectives are not likely to be achieved
Aire Valley	The area defining south east Leeds which is a priority for regeneration; developing housing, jobs and facilities.
Bus Quality Contract	A franchise agreement between an Authority and bus operator, where the Authority specifies the routes, frequencies and fares.
carbon budget	A cap on the total quantity of greenhouse gas emissions emitted over a specified time. Where emissions rise in one sector, corresponding falls must be achieved in another.
Clockface timetable	A regular timetable to enable people to plan their journey more easily without having to enquire about the train time every time they travel.
Demand management	Influencing the use of the transport network.
Eco-settlement	New areas of sustainable and affordable housing that meet zero carbon standards across the development, are resource efficient and provide for a good range of local facilities that can be accessed easily without the use of a car.
Growth zones	Locations for new development, housing and employment
Hub	A place of transport interchange providing easy access to the whole transport network with cycle parking, taxi call points and access to car club vehicles, drop off points and at larger locations park and ride facilities.
Hub and spoke network	The way by which the public transport system operates. All services are the spokes which are timed to arrive and depart from a hub to allow interchange and access to onward destinations.
Integrated Sustainability Appraisal	The Plan is subject to a number of legal requirements to undertake complementary assessments of how it may affect people, places and conditions in West Yorkshire. These are being undertaken simultaneously to ensure environmental, equalities, health and habitats objectives are met; progressing sustainability overall

ITSO Smartcard	ITSO is a technical specification created to provide interoperability for smart ticketing in public transport, allowing functions such as pre-journey payment and demand forecasting
Kirklees Strategic Economic Zone	An area of economic activity, development and regeneration on the A62 Huddersfield
Local Development Framework	A plan created by local authorities outlining the locations and specifications for development in an area.
Local Enterprise Partnership	Cooperation between a number of stakeholders including local authorities business and education sectors with the joint aim of promoting economic growth in an area, focusing on housing, planning and transport.
Local Strategic Partnership	Collaboration between organisations from public, private, community and voluntary sector in a District Council area
Low Emission Strategies	Adopting and implementing low emission policies and measures eg fuels and technologies
Low Emission zones	Areas or roads where the most polluting vehicles are restricted from entering, via a ban or charge
Motorcycle	A two wheeled motor vehicle, which includes motorbikes and scooters
Multi Area Agreement	Cross boundary District Council partnership working at the regional (eg LCR) and sub-regional levels (West Yorkshire)
Network management	Operation and procedures which keep the road system running smoothly
Network Management Plan	A plan which sets out how a District Council meets the conditions set out in the legislated Network Management Duty.
Non Principal Classified Roads	District Council's 'B' and 'C' roads
Passenger Consultative Committees	A group of elected members, representatives of the travelling public, and the people responsible for securing and providing transport services. There is a Committee for every District.
Principal Road Network	Major roads that are managed by local authorities rather than the Highways Agency
Punctuality Improvement Plans	Actions to tackle the causes of punctuality and reliability problems of bus services
Regional Growth Fund	An opportunity to to bid for money for plans which increase investment, jobs and growth in an area.
Rights of Way Improvement Plan	A plan setting out how to manage and develop tracks and paths that can be accessed by the public at any time. All Rights of Way can be walked on, but some have extra rights to ride a horse, cycle or drive a vehicle.
SMS ticketing	Using the mobile phone texting service to buy and

	display a ticket to travel
Sustainable Communities Strategies	A set of goals and actions which local authorities, representing the residential, business, statutory and voluntary interests of an area, wish to promote. An umbrella for all other strategies devised for the area.
Accelerated Development Zone (ADZ) and Tax Increment Financing (TIF)	A public financing method which is used as a subsidy for redevelopment and community improvement projects. It allows local authorities to borrow funds to deliver enabling infrastructure against the projected income from business rates which would be generated by the future occupiers of the end development
Tram train	A light rail public transport system where trams are designed to run both on the tracks of an urban tramway network and on existing railways for greater flexibility and convenience
Transport Assessments	A process that sets out transport issues relating to a proposed development. It identifies what measures will be taken to deal with the anticipated transport impacts of the scheme and to improve accessibility and safety for all modes of travel, particularly for alternatives to the car
Transport Asset Management Plan	A plan of how the network of highway and public transport assets are managed and maintained
'Travel to Work' Initiative	A project encouraging workplaces to develop travel plans to reduce car use and carbon dioxide emissions
Urban Congestion Target Plan	The plan sets out the action being followed across West Yorkshire to tackle congestion on 13 specifically chosen routes. These are monitored as part of the West Yorkshire element of the DfT's Public Service Agreement target
Urban Traffic Control Systems	A specialist form of traffic management which integrate and co-ordinate traffic signal control over a wide area in order to control traffic flows on the road network
Vehicle Actuated Signs	Signs which show a display when an approaching vehicle is detected
West Yorkshire Transport Climate Proofing Plan	A plan which is being developed to analyse historic weather effects and predicted changes in the weather to determine future risks and impacts to the transport system



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: City Development Directorate: 2010/11 Budget - Financial Position

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Board has asked to receive regular budget updates on the 2010/11 budget position for the City Development department.
- 1.2 A report of the Acting Director of City Development is attached which gives the financial position for City Development Directorate at period 6.
- 1.3 This report includes the Corporate Leadership Team report by service showing the difference between the current budget, the actuals and the projected year end spend together with a further breakdown and explanation of the figures.
- 1.4 As requested at the last meeting the budget reports for periods 4 and 5 have been updated with a column added for the phased budget and one for the actuals for both period and these were emailed to all Members of the Board on 13th October 2010.

2.0 Recommendations

- 2.1 Members are asked to comment and note the reports of the Acting Director of City Development.

Background Papers

None used

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CITY DEVELOPMENT DIRECTORATE: 2010/11 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 6.

2.0 Overall Summary

The Period 6 position for City Development Directorate is a projected overspend of £544k. This is a reduction of £434k on the position reported for Period 5 and is mainly due to a reduction in the projected overspend on staffing across the directorate.

3.0 Explanation of the Projected Overspend

The main reason for the overall projected overspend is a shortfall in income. The shortfall in income across the directorate is forecast to be £3.3m. The income shortfall includes the abolition of the Housing and Planning Delivery Grant (HPDG) and Free Swimming grants with a net impact of approximately £1m.

An overspend on staffing is forecast in some areas where not all the assumed savings have been fully realised and some overspends on running costs where budget actions have yet to be achieved. The major budget variations can be summarised as follows:

	£000s
<u>Major Budget Pressures:</u>	
Building Fees shortfall	414
Planning Fees shortfall	709
Architectural Design Services net income shortfall	413
Recreation income	839
Net Staffing	737
Loss of HPDG	<u>900</u>
	4,012
Offset proposals:	
Contingency release requests	(1,016)
Highway maintenance	(1,250)
Library book fund	(300)
LEGI underspend (Legacy programme)	(842)
Net other variations	<u>(60)</u>
Total	544

Income

Period 6 has seen an improvement in both planning and building fee income. The actual shortfall in planning fees at Period 6 is £327k and £231k for building fees. The year end projected shortfall is £709k for planning fees and £414k for building fees. The service has recently experienced an increase in minor and major planning applications and this has now

started being reflected in the income figures. There is provision in central contingency of £400k for shortfalls in planning and building fee income.

Architectural Design Services has been experiencing reducing workloads for some time and a consultation exercise on the future direction of this service is now being carried out. Overall a net income shortfall of £413k is forecast for the year. This is an improvement on the Period 5 position and is mainly due to a reduction in service costs. The service is also continuing to work on an action plan to deal with the budget position, this includes managing staffing downwards to an appropriate level.

A number of income targets across Recreation Services are unlikely to be met. Some of the shortfall in income will be offset by reduced expenditure.

The announcement of in year cuts to various grants included the abolition of the Housing and Planning Delivery Grant. The directorate had budgeted to receive £900k in 2010/11. The loss of this grant has increased significantly the forecast overspend for Planning and Sustainable Development services. The government grant for the Free Swimming scheme has also been withdrawn from 31.7.10. Although charges will be re-instated there will still be a net shortfall in income in 2010/11.

Staffing

The 2010/11 budget includes challenging saving targets for staffing. All services have been progressing Early Leaver cases and a number of restructures have been taking place in the directorate. The forecast overspend on staffing is £737k which is a reduction on the Period 5 position and reflects the ongoing work across the directorate to actively manage staffing.

Most services are forecast to achieve the target savings. The three services where this is not the case are Planning Services , Parks and Countryside and Sport and Active Recreation. Restructures are being progressed in all three services with the Parks and Countryside structure now approved.

Measures to actively manage staffing will continue to be pursued and all requests for post releases are presented to the City Development Directorate management team. Approvals to fill posts are mostly on a temporary basis, and then only front line posts, where they are required to keep the service open, generate income, or health and safety.

Operational Budgets

Some operational budget overspends are due to delays in the implementation of actions, the Executive Board decision to extend by four months the opening of South Leeds Sport Centre, cost an estimated additional £130k. There will be an overspend of £40k on the Business Support Scheme administered by Economic Development due to additional commitments against the scheme. Other budget pressures include additional expenditure of £235k on planning appeals in Planning and Sustainable Development.

Within the Local Enterprise Growth Initiative programme some schemes have been delayed and it is proposed to utilise the unspent revenue balance of £842k to offset in year directorate pressures although the approval of the Legacy programme means that funding will be required in 2011/12 and 2012/13 for the Legacy Programme.

The projection now includes a number of savings proposals including a reduction in the library book fund of £300k.

The Period 6 projection also incorporates other proposed actions including savings on highway maintenance of £1.25m although the maintenance budget has also been enhanced this year by the receipt of an additional £774k from the 'pot hole' grant. This additional funding will be fully spent on eligible schemes in line with the terms and conditions of the grant. The service is also looking at options for other savings which would reduce the actual saving required on the maintenance budget.

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Financial Management System (FMS Leeds)

Corporate Leadership Team (CLT) Report by Service

Reporting Period September 2010 Period 6

Financial Year 2010/11

Directorate City Development

Traffic Light	Service	Projected (Under) / Over Spend for the year			Phased budget to date and Actuals to date		Previous Month Projected (Under)/Over Spend £000
		Staffing £000	Other Expenditure £000	Income £000	Phased Budget £000	Actual To Date £000	
G	Economic Development	(89)	(591)	(137)	462	934	472 (824)
R	Asset Management	205	(435)	613	(2,125)	(1,504)	621 580
G	Highways and Transportation	(550)	(1,669)	(17)	10,322	8,654	(1,668) (2,185)
G	Libraries, Arts and Heritage	(216)	(199)	174	10,452	10,533	81 (142)
R	Recreation	729	(496)	839	5,251	7,102	1,851 1,178
G	Resources and Strategy	1	(214)	113	1,620	1,737	117 (114)
R	Planning and Sustainable Development	657	124	1,702	1,877	3,333	1,456 2,485
R	Total	737	(3,480)	3,287	27,859	30,789	2,930

Notes on (Under)/over spend to date

- 1 Economic Development overspend to date is due to a delay in grant income and external income being received compared to the phased budget. This income is still expected to be received. Savings are also expected on the Legi programme.
- 2 The underspend to date on Highways and Transportation reflects savings on the street lighting contract, savings on maintenance and additional income received to date.
- 3 The overspend to date on Recreation Services is mainly because income has been received at a slower rate than the profiled budget but based on income still to be posted in the financial ledger and known workloads the projected position is considered to be realistic.

R Where the difference between the current budget and the projected year end spend figures is greater than 10% (and above £250) or £50000

A Where the difference between the current budget and the projected year end spend figures is greater than 5% (and above £100) or £25000

G Where the difference is below the threshold set for an amber traffic light so below 5% and £25000

City Development

Period 6 Report - Further breakdown and explanation

Traffic Service Light	Period 6 Projection	Explanation	Period 5 Projection
	Total (under) overspend £000s		Total (under) overspend £000s
G	(817)	underspend on LEI £842k, to be spent in 2011/12 and 2012/13 as part of the Legacy programme. £40k overspend on the Small traders business support scheme. £80k shortfall on Markets income offset by running cost savings across services.	(824)
R	383	The main budget pressure is a shortfall in income in Architectural Design Services	580
G	(2,236)	Includes £1.25m saving on highway maintenance (the maintenance budget has also been enhanced by £774k for the pot hole grant, savings on employees £550k and savings against the Street Lighting contract £910k. Pressures include reduced income from the Highways DLO.	(2,185)
G	(241)		(142)
G	(312)	The main saving is the reduction in spend on the book fund £300k	(278)
R	217	The major budget pressure is a shortfall on income, including room hire and other charges	172
G	(33)	no significant variations	(8)
G	(113)	The main saving is on employee costs	(28)
R	1,072		1,178
R	586	The variation includes an overspend on staffing £203k, a shortfall on income of £197k and a small overspend on running costs.	693
R	486	The variation includes an overspend on staffing £526k pending completion of the restructure and other actions, a shortfall in income from cemeteries and crematoria £149k and from other services £477k. These are offset by some running cost savings such as energy costs and materials	485
G	(100)	savings on directorate running costs	(114)
R	2,483	loss of Housing, Planning Delivery Grant £900k, delay in achieving all staffing savings £548k, shortfall in planning and building fees £723k (net of contingency provision), additional Early leaver costs £111k	2,485
R	544		978
City Development Total			



Report of the Chief Planning Officer

Meeting: Scrutiny Board (City Development)

Date: 2 November 2010

Subject: A Guide to Section 106

Electoral Wards Affected:

All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of this report

1.1 At the meeting of the Scrutiny Board (City Development) on 7 September 2010, a report on Section 106 of the Town and Country Planning Act 1990- Process and Procedures was presented.

1.2 This report provided the Board with a comprehensive description of the purpose, justification and management arrangements of Section 106 Agreements.

1.3 It was resolved that a guide for Elected Members would be prepared, dealing with the community processes and procedures for S106 and S278 Agreements and to include how Members were consulted and how funds were made available. This guide has now been prepared and presented at today's meeting for the Board's comments.

2.0 Main Issues

2.1 The draft guide has been written in a style which is also suitable for the general public and Parish and Town Councils. It will be available on the Council's website as a pdf, as well as a limited number of hard copy leaflets available from the Development Enquiry Centre.

2.2 The draft guide is attached to this report

3.0 Recommendation

3.1 Members are recommended to:
i. Note and comment on the leaflet

Background Documents

Section 106 of the Town and Country Planning Act 1990- Process and Procedures- Report to Scrutiny Board (City Development) 5 October 2010

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What is a Planning Obligation?

Section 106 of the Town and Country Planning Act 1990 is the statutory provision governing planning obligations. According to Section 106 any person interested in land in the area of a local planning authority may, by agreement or otherwise, [this allows for planning obligations to be entered into unilaterally—see below] enter into an obligation (referred to in the section... as “a planning obligation”)...

- restricting the development or use of land in any specified way;
- requiring specified operations or activities to be carried out in, on, under or over the land;
- requiring the land to be used in any specified way; or
- requiring a sum or sums to be paid to the authority on a specified date or dates or periodically

Planning obligations can be either contained in Section 106 agreements entered into between the Council and those having a property interest in the site (and possibly other parties, including developers), or can be provided by developers/landowners unilaterally (Unilateral Undertakings).

The legal test governing the use of planning obligations means that an obligation may only constitute a reason for granting planning permission for development if the obligation is:

- (i) necessary to make the development acceptable in planning terms;
- (ii) directly related to the development; and
- (iii) fairly and reasonably related in scale and kind to the development

In addition, according to Government policy (in Circular 05/05) any planning obligation must be:

- (i) relevant to planning;
- (ii) necessary to make the proposed development acceptable in planning terms; directly related to the proposed development;
- (iii) proposed development;
- (iv) fairly and reasonably related in scale and kind to the proposed development; and
- (v) reasonable in all other respects

When a planning obligation is needed, it is normally entered into prior to granting planning permission for the development to take place.

When might a planning obligation be needed?

Here are some examples of applications where an obligation may be required:

- to secure an element of affordable housing in a development where there is a residential element;
- to secure contributions towards a new bus service where there is inadequate access to public transport provision;
- to secure additional or expanded school facilities, for example, a new school classroom;
- to provide a contribution towards green space for residential development.

We have policies that set out standard charges and formulae which are used to identify the appropriate level of planning obligation. For example:

- Affordable housing—this will generally be required on developments of 15 dwellings or more.
- Green space—required on all residential developments of 10 or more dwellings. The ratio of 0.2 ha per 50 dwellings is the minimum standard.

What happens when?

Pre-application

- We encourage pre-application discussions with developers for larger and more sensitive schemes before the formal application is made. This provides an opportunity at the earliest stage to identify schemes that may require planning obligations and for the local community and Ward Members to be involved
- Officers and the developers identify the proposed Heads of Terms for the main matters to be dealt with by the agreement

Application stage

- Developers are requested to submit the draft Heads of Terms as part of the planning application submission so it is clear at the outset what types of obligations are proposed
- The local community and Ward Members have the opportunity to comment on the content of the proposed obligation while the application is being considered
- Planning Officer reports will include a summary of the proposed obligations.

Preparing the Section 106 agreement

- Council's lawyers prepare the legal agreement in conjunction with the developer
- Planning permission is only issued when the Section 106 agreement is signed and sealed by all the relevant parties

Getting Involved

The Local Community and Parish and Town Councils

We encourage developers to consult local communities before the application is made so:

- the community can give its views and help shape the proposed scheme
- planning obligations can (as far as possible) reflect the community's views. However, a Section 106 agreement cannot amount to a “wish list” of community benefits and any obligations must adhere to the legal and policy rules relating to planning obligations mentioned above.

The process of negotiating planning obligations should be conducted as openly, fairly and as reasonably as possible. To ensure transparency of the process, the public should be able to see the agreed Heads of Terms at the start of the process, followed by any significant changes to draft agreements.

How are S106 implemented?

Contributions in planning obligations can either be a financial contribution or in kind (e.g. land or works).

Each Section 106 Agreement is different and will typically cover:

- the precise nature of the obligations (e.g. the level of contributions)
- at what point they should be provided,
- where any contributions are to be spent

Some contributions can be pooled together from different development proposals within an area where it would result in the need for additional infrastructure, services or facilities (provided

again that this accords with the legal and policy tests for planning obligations).

Turning to greenspace contributions, ward members are sent a schedule of contributions which highlights any restrictions on the funds, then

- the eligibility of their potential project is assessed
- a Corporate Group of Council Officers brings forward any possible projects
- where appropriate, Ward Member and community consultation takes place

Where can I see the final Section 106 agreements/unilateral undertakings?

- On the Planning Register
- On Public Access on the Council's website
- On the Land Charges Register

Section 278 agreements

A Section 278 Agreement is a mechanism by which a highway authority can take payment from a third party for the execution of highway works where that party will derive special benefit from such works. If the works are to be totally funded by the developer then the normal means of achieving this is through a s.278 Agreement Highways Act 1980. However, if the developer is contributing a fixed amount towards highway works, for example a contribution to a larger scheme than necessary for the development itself, then a Section 106 agreement is an appropriate method.

Examples of works could be the construction of new access or junction improvement or safety related works such as traffic calming or improved facilities for pedestrians and cyclists.

Further reading

Circular 05/05 Planning Obligations
Planning Obligations: Practice guidance
Leeds City Council Local Development Scheme
Supplementary Planning Guidance

Contact:
The Leonardo Building
2 Rossington Street
Leeds LS2 8HD

Email: dec@leeds.gov.uk
Telephone: 0113 2224409



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: Grants to Culture and Sport Related Organisations Working Group

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The Scrutiny Board meeting on 5th October 2010 established the Grants to Culture and Sport Related Organisations Working Group with a membership of up to 8 Members.

2.0 Purpose of the Working Group

- 2.1 The purpose of the Working Group was to consider the grants and any spend within the service budget to support certain grant funded events to all cultural and sporting organisations in Leeds; the benefits that accrue to the city from such payments; what representation, if any, the Council had on their management committees to protect its interests and review the payment the Council makes to West Yorkshire Grants and an assessment of whether the approach still gave value for money. The Working Group to report back to this Scrutiny Board.

3.0 Membership

- 3.1 The following Councillors and Co-optee have agreed to be Members of the Working Group:

Councillor J Procter (Chair)
Councillor B P Atha
Councillor J Elliott
Councillor J Jarosz
Ms Barbara Woroncow (Co-opted Member)

4.0 Meeting of Working Group

4.1 Arrangements are being made for the Working Group to meet in November 2010.

5.0 Recommendation

5.1 Members are asked to note the report.

Background Papers

None used



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: Cemeteries and Crematoria Horticultural Maintenance Working Group

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

1.1 The Scrutiny Board meeting on 5th October 2010 established the Cemeteries and Crematoria Horticultural Maintenance Working Group with a membership of up to 8 Members.

2.0 Purpose of the Working Group

2.1 The purpose of the Working Group was to consider the pressure on the maintenance budget for cemeteries and crematoria and the flouting of grave conditions that has resulted in the enclosure of graves which incur additional maintenance costs. It was agreed that the Working Group would visit Lawnswood, Harehills and Hunslet cemeteries to see the problems at first hand. The Working Group to report back to this Scrutiny Board.

3.0 Membership

3.1 The following Councillors have agreed to be Members of the Working Group:

Councillor J Procter (Chair)
Councillor M Rafique
Councillor J Elliott
Councillor J Akhtar
Councillor M Robinson

4.0 Meeting of Working Group

4.1 Arrangements are being made for the Working Group to meet in November 2010.

5.0 Recommendation

5.1 Members are asked to note the report.

Background Papers

None used



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 2nd November 2010

Subject: Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Attached as Appendix 1 is the current work programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.
- 1.2 Also attached as Appendix 2 and 3 respectively are the latest Executive Board minutes and the Council's current Forward Plan relating to this Board's portfolio.

2.0 Recommendations

- 2.1 Members are asked to;
- (i) Note the Executive Board minutes and Forward Plan
 - (ii) Agree the Board's work programme

Background Papers

None used

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ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 2nd November 2010		Reports required by 15th October 2010	
Kirkgate Market	To consider draft terms of reference for an inquiry to consider the Future of Kirkgate Market	The Board on 5 th October agreed to proceed with this inquiry in view of the delays in bringing forward a draft market strategy for Kirkgate Market.	RP
West Yorkshire Local Transport Plan 2011 - 2026	To consider with Metro and the City Development department the West Yorkshire Local Transport Plan for 2011 - 2026.	The plan will set a 15 year strategy supported by a 3 year implementation plans for transport investment and improvement across West Yorkshire's 5 districts. It will form part of the local delivery of the Leeds City Region Transport Strategy.	RP
Variances against Departmental Budget	To receive a monthly report on variances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variances against the departmental budget for the main vote heads.	PM
Guidance Booklet on Section 106 and 278 Agreements	To receive a guidance booklet from the Director of City Development	The Director of City Development was requested in September 2010 to provide a simple guide on the process and procedures for S106 and 278 Agreements operate to include how members are consulted and how funds are made available from these funding streams.	B

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 13.10. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<p>Open Source Planning</p>	<p>To receive a report from the Acting Director of City Development on open source planning.</p>	<p>This report is not available because the Chief Planning Officer is waiting for Government guidance to be issued on this matter. <u><i>The Chief Planning Officer hoped to report on this at this meeting but is still waiting the announcement from the Government. He has now deferred this to the December meeting.</i></u></p>	<p align="center">B</p>
<p>Grants to Culture and Sport Related Organisations</p>	<p>The Working Group to consider a further report from the Acting Director of City Development on grants to culture and sport related organisations.</p>	<p>At the Board on 5th October 2010 a Working Group was established to consider the total grants and other payments not classified as grants to these organisations, the benefits which accrue to the city from such payments to include in kind support, what representation, if any, the Council has on their management committees to protect its interests and review the payment the Council makes to West Yorkshire Grants. The Working Group to report back to this Scrutiny Board.</p>	<p align="center">B</p>
<p>Cemeteries and Crematoria Horticultural Maintenance</p>	<p>The Working Group to consider this matter further and visit Lawnswood, Harehills and Hunslet cemeteries.</p>	<p>At the Board on 5th October 2010 a Working Group was established to consider pressure on the maintenance budget for cemeteries and crematoria and the flouting of grave conditions and visit Lawnswood, Harehills and Hunslet cemeteries</p>	<p align="center">B/RP</p>

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 13.10. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 7th December 2010		Reports required by 19th November 2010	
Quarterly Accountability Reports	To receive quarter 2 performance reports including questions to the Executive Board Member.	Regular quarterly performance reports.	PM
Vision, LSP and Business Plan priorities	All Scrutiny Boards to be engaged in the target setting process, linked to the LSP and Business Plan priorities.	Subject to new government LAA requirements not yet known.	RP
Variiances against Departmental Budget	To receive a monthly report on variiances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variiances against the departmental budget for the main vote heads.	PM
Welcome to Yorkshire	To hear a short presentation by Mr Gary Verity, Chief Executive of Welcome to Yorkshire on the work of his organisation And for Members to ask questions.	The Board in June 2010 agreed that the Chief Executive of Welcome to Yorkshire be invited to address the Board.	B
Strategic Plan and Business Plan Documents	All Scrutiny Boards to receive the Strategic and Business Plans priorities.	This is to review the proposals and priorities. <u><i>This has been deferred until further notice pending the outcome of the Government's spending review due to be announced on 20th October 2010</i></u>	RP

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 13.10. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 11th January 2011		Reports required by 17th December 2010	
Vision, LSP and Business Plan priorities	Agree composite response to go to Executive Board.	This could be moved to the February Board meeting	RP
Variances against Departmental Budget	To receive a monthly report on variances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variances against the departmental budget for the main vote heads.	PM
Report on Leeds /Bradford Airport Public Transport including taxis / road/ rail links and future vision for the Airport	To consider a joint report on public transport issues and future vision for the Airport	The Board has asked that the Director General of Metro, Chief Executive of the Airport John Parkin and Andrew Hall, Transport Strategy Manager, City Development Department attend the meeting.	RP
Meeting date: 8th February 2011		Reports required by 21st January 2011	
Variances against Departmental Budget	To receive a monthly report on variances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variances against the departmental budget for the main vote heads.	PM

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 13.10. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 8th March 2011		Reports required by 18th February 2011	
Recommendation Tracking	To monitor progress on meeting the recommendations agreed following an Inquiry into how planning applications are publicised and consultation takes place		MSR
Quarterly Accountability Reports	To receive quarter 3 performance reports including questions to the Executive Board Member		PM
Recommendation Tracking	To monitor progress on meeting the recommendations agreed following an Inquiry into how planning applications are publicised & consultation undertaken.	This final inquiry report was approved in April 2010.	MSR
Variances against Departmental Budget	To receive a monthly report on variances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variances against the departmental budget for the main vote heads.	PM

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 13.10. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 5 th April 2011		Reports required by 18 th March 2011	
Draft Preliminary Flood Risk Assessment (PFRA)	To consider a draft of the PFRA which is being developed in collaboration with the Environment Agency and Yorkshire Water The timescales to develop this draft are short and it may be necessary to take this draft to an additional Scrutiny Board meeting in May 2011.	The Environment Agency national guidance states “that Overview and Scrutiny Committees should be encouraged to carry out a review of the PFRA to ensure it meets the required quality and consistency standards prior to submission to the Environment Agency by 22 nd June 2011”.	DP/RP
Annual Report	To consider the Board’s contributions to the annual report.	Required under the Council’s Constitution.	
Variances against Departmental Budget	To receive a monthly report on variances against departmental budget for 2010/11.	The Board agreed in July 2010 to receive a monthly report on variances against the departmental budget for the main vote heads.	PM

Key:

- CCFA / RFS –Councillor call for action / request for scrutiny
- RP – Review of existing policy
- DP – Development of new policy
- MSR – Monitoring scrutiny recommendations
- PM – Performance management
- B – Briefings (Including potential areas for scrutiny)
- SC – Statutory consultation
- CI – Call in

Issues Identified by this Board but not yet included in Work Programme

- Transport Plan C in the event that funding for the trolley bus and other schemes for the city are scrapped

Issues Identified by Previous Board but not Considered

- Leisure Centres and Vision for Sport /sport centre closures
- Suggested report updating members on work to improve signage in the station area and city centre and the Civic Trust proposals.
- Suggested report on review of libraries - new technology, opening hours, greater use of mobile libraries, building maintenance.
- Concerns expressed by Members as to the lack of publicity and promotion of "gems" in the city some privately owned (Wetherby racecourse, Harewood House) and the many events like concerts, Chapeltown Carnival, St George's Day.
- Review of the Environmental Policy and EMAS.

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EXECUTIVE BOARD

THURSDAY, 23RD SEPTEMBER, 2010

PRESENT: Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,
S Golton, P Gruen, R Lewis, T Murray,
A Ogilvie and L Yeadon

Councillor J Dowson – Non-voting Advisory Member

77 **Late Items**

The Chair admitted to the agenda a late item of business entitled, 'Reductions in Funding: Contract, Service Level Agreement and Grant Variations' (Minute No. 80 refers).

Further to a related decision of Executive Board on 25th August 2010 (Minute No. 71(b) refers), which had been the subject of a Scrutiny Board (Central and Corporate) call in meeting and subsequent discussions at full Council, it was determined essential that this matter was considered by Executive Board at the earliest opportunity in order to efficiently manage the decisions which needed to be taken in respect of funding reductions, following Government announcements.

78 **Declaration of Interests**

Councillor Yeadon declared a personal interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a former employee of, and having close personal connections with employees of Royal Mencap.

Councillor Murray declared a personal interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a Director of IGEN and a personal and prejudicial interest in this item as the Chief Executive of the Learning Partnerships organisation.

Councillor Blake declared a personal and prejudicial interest in the item relating to reductions in funding (Minute No. 80 refers), due to being vice chair of the trustees of the Health For All organisation.

Councillor Wakefield declared a personal and prejudicial interest in the item relating to reductions in funding (Minute No. 80 refers), due to being a member of and having close personal connections with Meanwood Valley Urban Farm.

Councillors Wakefield, Blake, Gruen, R Lewis, Murray, Ogilvie, Yeadon, Dowson, A Carter and Golton all declared personal interests in the item relating to Community Use of Schools Policy (Minute No. 79 refers), due to their respective positions as school governors.

79 **Community Use of Schools Policy**

The Interim Director of Children's Services submitted a report regarding the removal of the central subsidy provision for all community use of schools from November 2010, the establishment of a Community Use policy setting maximum charges levied by schools to recommended user groups, outlining revised policies and procedures around safeguarding the access of such groups to school premises and on the establishment of a central 'hardship' grant fund to provide support to users meeting corporate priorities.

This matter had previously been the subject of a delegated decision taken by the Interim Director of Children's Services, which was subsequently called in and considered by Scrutiny Board (Children's Services). The Scrutiny Board recommended that this decision was referred back to the decision taker for reconsideration and submitted to Executive Board for determination.

Officers undertook to provide Executive Board Members with a breakdown of financial balances for individual schools and to keep Members briefed on any matters arising from the policy change. Members referred to the possibility of increasing the £50,000 support fund, should this be required.

RESOLVED –

- (a). That approval be given to the ceasing of the central subsidy on community use of schools from November 2010.
- (b). That approval be given to the establishment of a support fund of £50,000.
- (c). That revised policies and procedures, as set out within section 5 of the submitted report, be approved.
- (d). That an additional grant of £10,000 be provided in order to support supplementary schools, with the administration being carried out by the Head of School Improvement, Education Leeds.
- (e). That the policy, as set out at section 5 of the submitted report, be applied to PFI properties, the lettings of which are administered directly by the Lettings Unit.
- (f). That an update report which provides Board Members with an opportunity to consider and monitor any issues arising from this policy change be submitted to a future meeting of the Board.

(In accordance with Scrutiny Board Procedure Rules, the decisions detailed at (a) to (e) above, being matters which have been the subject of a previous call in, were not eligible for call in on this occasion)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had voted against the decisions taken at (a) to (e) above)

80 **Reductions in Funding: Contract, Service Level Agreement and Grant Variations**

Further to Minute No. 71(b), 25th August 2010, a report was submitted by the Interim Director of Children's Services outlining proposals on the management of reductions in expenditure, specifically in respect of payments to internal and external children's services providers, following the in-year reduction in grants received by the Council.

The related decisions taken by Executive Board on 25th August 2010 had been the subject of a Scrutiny Board (Central and Corporate) call in meeting and subsequent discussions at full Council, and it was determined essential that this matter was considered by Executive Board at the earliest opportunity in order to efficiently manage the decisions which needed to be taken in respect of funding reductions, following Government announcements.

Officers undertook to provide Executive Board Members with information relating to those organisations with contracts, grants and service level agreements worth £15,000 or less, and offered to report back to the Board should any significant issues arise in terms of individual organisations.

The Board highlighted the scrutiny inquiry currently being undertaken by Scrutiny Board (Children's Services) on the funding arrangements for children's outdoor activity centres, and considered how the findings could be utilised in terms of an individual organisation included within the proposals.

RESOLVED –

- (a). That the schedule of variations to contracts, service level agreements and grants to external providers, as detailed at appendix 1 of the submitted report, be approved.
- (b). That Executive Board request Scrutiny Board (Children's Services) to prioritise the inquiry it is currently undertaking into the funding arrangements for children's outdoor activity centres, with the conclusions from the inquiry being presented to Board Members at the earliest available opportunity.

(Having declared a personal and prejudicial interest in this matter, due to being a member of and having close personal connections with Meanwood Valley Urban Farm, Councillor Wakefield vacated the Chair in favour of Councillor R Lewis and withdrew from the meeting room for the duration of this item)

(Having declared personal and prejudicial interests in this matter, Councillors Murray and Blake withdrew from the meeting room for the duration of this item, due to their respective positions as the Chief Executive of Learning Partnerships and vice chair of the trustees of the Health For All organisation)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had voted against the decision taken at (a) above)

DATE FOR PUBLICATION: 27th September 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 4th October 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 5th October 2010)

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th October, 2010

FORWARD PLAN OF KEY DECISIONS

1 November 2010 – 28 February 2011

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 November 2010 to 28 February 2011

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Architectural Design Service To determine the future provision of in-house architectural design services to the Council	Director of City Development	1/11/10	ADS Staff, Trade Unions, Executive Member for Development and Regeneration, LMT, LCC Client functions	Delegated Decision Report	Director of City Development christine.addison@leeds.gov.uk
Eastgate Redevelopment Project Alteration to existing legal documentation relating to the CPO and Development Agreement. Project update to be noted.	Director of City Development (Portfolio: Development and Regeneration)	1/11/10	Exec Member, Legal Services, Corporate Finance	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development rowena.hall@leeds.gov.uk

<p>Leeds LDF Natural Resources and Waste Development Plan Document - Publication Draft</p> <p>For Executive Board to Approve the Publication Draft (and supporting material including the Sustainability Appraisal) for public participation and to formally invite representations</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>3/11/10</p>	<p>The Natural Resources and Waste DPD has previously been subject to Issues and Alternative Options consultation and consultation on a 'Policy Position' document</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development david.feeney@leeds.gov.uk</p>
<p>Leeds Arena - Design and Cost Report</p> <p>Authorise design freeze at RIBA Stage D and subject to the tender sum being within the project budget, authority to spend and to let the contract for the arena building works</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>3/11/10</p>	<p>The Leader, Executive Member for Development and Regeneration, Opposition Leaders, Ward Members, Arena Project Board, Civic Trust, Site Neighbour and public</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development martin.farrington</p>
<p>Former Royal Park School</p> <ul style="list-style-type: none"> • Consideration of offers for disposal of property • Consideration of request to waive payment of Court costs 	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>3/11/10</p>	<p>Hyde Park and Woodhouse and Headingley Ward Members</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development john.ramsden@leeds.gov.uk</p>

South Leeds Sports Centre To consider a Community Asset Transfer	Executive Board (Portfolio: Leisure)	8/12/10	n/a	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development richard.mond@leeds.g ov.uk
Asset Management Plan and Capital Strategy Approval of the Capital Strategy and Asset Management Plan	Executive Board (Portfolio: Development and Regeneration)	5/1/11		The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.g ov.uk
Community Asset Strategy Approval requested	Executive Board (Portfolio: Development and Regeneration)	5/1/11	Asset Management Board 24 th July	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.g ov.uk
Sustainable Buildings Strategy Approval requested	Executive Board (Portfolio: Development and Regeneration)	5/1/11	September Strategic Investment Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.g ov.uk

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Resources and Corporate Functions	Councillor Keith Wakefield
Development and Regeneration	Councillor Richard Lewis
Environmental Services	Councillor Thomas Murray
Neighbourhoods and Housing	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Green Group	Councillor Ann Blackburn
Advisory Member	Councillor Jane Dowson

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

LEEDS CITY COUNCIL

BUDGET AND POLICY FRAMEWORK DECISIONS

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Budget	Council	23 rd February 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Council Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	
Children & Young People's Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Crime and Disorder Reduction Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods
Development Plan documents	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Local Transport Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
Development plan					
Youth Justice Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Licensing Authority Policy Statement	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Corporate Governance)
Leeds Strategic Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Health and Wellbeing Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care
Economic Development Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Climate Change Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Leeds Housing Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Environment

NOTES:

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

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

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