



SCRUTINY BOARD (CITY DEVELOPMENT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 7th December, 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;
M Lobley	-	Roundhay;
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

Agenda compiled by:
Stuart Robinson
Governance Services
Civic Hall
LEEDS LS1 1UR
Tel: 24 74360

Principal Scrutiny Adviser:
Richard Mills
Tel: 24 74557

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 information or items have been identified on this 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 MEETINGS</p> <p>To confirm as a correct record the minutes of the previous meetings held on 2nd November 2010 and 2nd November 2010 (Call-In).</p>	1 - 14
7			<p>SESSION 1 OF THE INQUIRY TO CONSIDER THE FUTURE OF KIRKGATE MARKET</p> <p>To consider a report of the Head of Scrutiny and Member Development on the first session of the Board's Inquiry to Consider the Future of Kirkgate Market.</p>	15 - 34
8			<p>CITY DEVELOPMENT DIRECTORATE: 2010/11 BUDGET - FINANCIAL POSITION</p> <p>To consider a report of the Head of Scrutiny and Member Development providing the Board with a financial position for the City Development Directorate 2010/11 Budget at period 7.</p>	35 - 42

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p data-bbox="675 181 1294 286">REQUEST FOR SCRUTINY OF THE WITHDRAWAL OF REMAINING CRECHE PROVISION AT LEISURE CENTRES</p> <p data-bbox="675 331 1398 472">To consider a report of the Head of the Head of Scrutiny and Member Development on progress in relation to a request for Scrutiny of the Withdrawal of remaining Creche provision at Leisure Centres.</p>	43 - 54
10			<p data-bbox="675 544 1265 611">CITY DEVELOPMENT PERFORMANCE REPORT QUARTER 2 2010/11</p> <p data-bbox="675 656 1406 797">To consider a report of the Head of Policy and Performance presenting an overview of performance against the priority outcomes relevant to the City Development Scrutiny Board.</p>	55 - 80
11			<p data-bbox="675 864 1305 969">WORKING GROUP ON HORTICULTURAL MAINTENANCE OF CEMETERIES AND CREMATORIA</p> <p data-bbox="675 1014 1366 1155">To consider a report of the Head of Scrutiny and Member Development on progress in relation to the Board's Working Group on Horticultural Maintenance of Cemeteries and Crematoria.</p>	81 - 94
12			<p data-bbox="675 1223 1382 1290">WORKING GROUP ON GRANTS TO CULTURE AND SPORT RELATED ORGANISATIONS</p> <p data-bbox="675 1335 1366 1476">To consider a report of the Head of Scrutiny and Member Development on progress in relation to the Board's Working Group on Grants to Culture and Sport Related Organisations.</p>	95 - 112
13			<p data-bbox="675 1547 1334 1653">WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p data-bbox="675 1697 1390 1883">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>	113 - 140

Item No	Ward/Equal Opportunities	Item Not Open		Page No
14			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Tuesday 11th January 2011 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p>	

This page is intentionally left blank

Agenda Item 6

SCRUTINY BOARD (CITY DEVELOPMENT)

TUESDAY, 2ND NOVEMBER, 2010

PRESENT: Councillor J Procter in the Chair

Councillors J Akhtar, B Atha, M Coulson,
G Harper, J Jarosz, G Latty, J Lewis,
R Pryke, M Robinson and S Smith

B Woroncow (Co-optee)

59 **Chair's Opening Remarks**

The Chair welcomed everyone to the November meeting of the Scrutiny Board (City Development).

60 **Late Items**

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

- Scrutiny Board (City Development) – Inquiry to Consider the Future of Kirkgate Market – Revised Terms of Reference (Agenda Item 9) (Minute 66 refers)

The updated document replaced the original appendix previously circulated with the papers.

61 **Declaration of Interests**

The following personal interests were declared at the meeting:-

- Councillor J Akhtar in his capacity as a regular user of Kirkstall Leisure Centre (Agenda Item 7) (Minute 64 refers)
- Councillor M Coulson in his capacity as a Member on the West Yorkshire Integrated Transport Authority (Agenda Item 10) (Minute 67 refers)
- Councillor J Lewis in his capacity as a Member on the West Yorkshire Integrated Transport Authority (Agenda Item 10) (Minute 67 refers)
- Councillor J Akhtar in his capacity as a Private Hire Driver (Agenda Item 10) (Minute 67 refers)

62 **Apologies for Absence and Notification of Substitutes**

Apologies for absence were received on behalf of Councillors D Atkinson, J Elliott and M Rafique.

Notification had been received for Councillor J Lewis to substitute for Councillor D Atkinson and for Councillor M Coulson to substitute for Councillor M Rafique.

63 Minutes of the Previous Meeting

RESOLVED - That the minutes of the meeting held on 5th October 2010 be confirmed as a correct record.

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

The Head of Scrutiny and Member Development submitted a report on a request for Scrutiny of the Withdrawal of Remaining Creche Provision at Leisure Centres.

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

- A request for scrutiny received from Councillor M Lobley and Councillor J Matthews – Letter dated 18th October 2010
- Delegated Decision Notification – Withdrawal of remaining creche provision at leisure centres dated 11th October 2010
- Report of Head of Sport and Active Recreation – Withdrawal of remaining crèche provision at leisure centres

The following representatives were in attendance:-

Councillor M Lobley, Roundhay Ward Member
Councillor A Olilvie, Executive Member with a portfolio responsibility for leisure
Richard Mond, Chief Recreation Officer, City Development
Ian Waller, Sports Operation Manager, City Development

Prior to considering the request for scrutiny, the Board's Principal Scrutiny Adviser outlined the Constitutional arrangements and sought the approval of the Board that the request for scrutiny was not subject to call-in as it was not a key or major decision.

The Board accepted that this request was not subject to call-in.

The Chair invited the above attendees to provide relevant background information and to highlight key issues in relation to the request for scrutiny and Board Members sought clarification on the points raised.

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

- clarification of Councillor Lobley's involvement with the closure of crèche provision in leisure centres
- details of how many members of the community were consulted regarding the closure of the remaining crèche provision in leisure centres
- a view that the financial case put forward for closure of the remaining crèche provision at leisure centres was weak and did not include other income generated in the centre by users of the crèche facilities

- an outline by the Executive Board Member of the rationale behind the decision to close the remaining crèche provision in the context of the Government Spending Review and his meetings with users and members of the early years team
- discussed the net direct cost of providing this service in 2009/10 which equates to a subsidy £10.22 per visit
- clarification as to whether the department had undertaken any promotional initiatives to try and address falling numbers using the crèche provision in these centres
- clarification of the user figures identified within the report
- reference to the wider public health agenda and the need for the department to do more in promoting this agenda at leisure centres
- clarification of the Bodyline Service, with particular reference to deprived areas
- clarification of the previous numbers/areas which had been subject to crèche closures
- concern expressed about the lack of reference to income projections within the report and the failure to identify or offer any alternative models that could be introduced that retains crèche provision for customers visiting the Council's leisure centres whilst reducing costs
- clarification of the role of Children's Centres/Manager's and whether or not they had been involved in the consultation process

The Chair then allowed Councillor Lobley to sum up prior to making a decision on the request for scrutiny.

In the circumstances, the Executive Board Member agreed to work with the Scrutiny Board and maintain the current crèche provision in the leisure centres until at least the next Scrutiny Board (City Development) meeting on 7th December 2010.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the request for scrutiny from Councillor M Lobley and Councillor J Matthews for a Scrutiny Inquiry into the decision by the Council to close six crèches in Leisure Centres across Leeds be deferred.
- c) That the Acting Director of City Development be asked to undertake a review of this issue to identify ways that would offer alternative models for providing creche facilities at the Council's leisure centres and submit a further report to this Board at its meeting on 7th December 2010.
- d) That in the interim period, the Acting Director of City Development be asked to keep open the six crèche facilities in Leisure Centres across Leeds pending the outcome of this review.

65 Request for Scrutiny of the Leeds Libraries and Information Service - Proposed Staffing Structure

The Head of Scrutiny and Member Development submitted a report on a request for Scrutiny of the Leeds Libraries and Information Service, Proposed Staffing Structure.

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

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

- A request for scrutiny received from Councillor P Wadsworth – Letter dated 18th October 2010
- Delegated Decision Notification – Leeds Libraries and Information Service, Proposed Staffing Structure dated 5th October 2010
- Report of Chief Libraries, Arts and Heritage Officer – Leeds Libraries and Information Service – Proposed Structure

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

Councillor P Wadsworth, Guiseley and Rawdon Ward Member
Councillor A Olilvie, Executive Member with portfolio responsibility for leisure
Martin Farrington, Acting Director of City Development
Catherine Blanchard, Chief Libraries, Arts and Heritage Officer, City Development

Prior to considering the request for scrutiny, the Board's Principal Scrutiny Adviser outlined the Constitutional arrangements and sought the approval of the Board that the request for scrutiny was not subject to call-in as it was not a key or major decision.

The Board accepted that this request was not subject to call-in.

The Chair invited the above attendees to provide relevant background information and to highlight key issues in relation to the request for scrutiny and Board Members sought clarification on the points raised.

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

- clarification on the outcome of consultation with users and trade union representatives
- clarification if there would be an opportunity for a further restructure of the Leeds Libraries and Information Service arising from implementation of the proposals
- clarification of the workforce implications outlined in Section 4.5 of the report and on how the department would react to a withdrawal in external funding when recruiting staff
- clarification of the 8% high vacancy factor proposals outlined in Section 3.2 of the report
- clarification of the current position in relation to implementing the new staffing structure for the Leeds Libraries and Information Service
(The Board noted that the staffing structure had already been implemented)

The Chair then allowed Councillor Wadsworth to sum up prior to making a decision on the request for scrutiny.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the request for scrutiny from Councillor P Wadsworth for a Scrutiny Inquiry into the decision by the Council to restructure the Leeds Libraries and Information Service be refused.

66 Inquiry to Consider the Future of Kirkgate Market

Referring to Minute 55 of the meeting held on 5th October 2010, the Head of Scrutiny and Member Development submitted a report on the Board's Inquiry to consider the future of Kirkgate Market.

Appended to the report was a copy of the revised terms of reference for the Inquiry to consider the future of Kirkgate Market for the information/comment of the meeting.

The following representatives attended the meeting and responded to Board Members' questions and comments:-

Martin Farrington, Acting Director of City Development
Cath Follin, Head of City Centre and Markets, City Development

It was suggested that the terms of reference should include the effect that the proposed Eastgate development would have on the market.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That the revised terms of reference for the Inquiry to consider the future of Kirkgate Market be approved in accordance with the report now submitted, subject to the addition of reference to the effect that the Eastgate development would have on the market.

67 West Yorkshire Local Transport Plan 2011- 2026

The Acting Director of City Development submitted a report on a consultation document for the Local Transport Plan Strategy for 2011-2026.

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

- Local Transport Plan Strategy for 2010-26 – Document for Consultation October – December 2010 – Summary Version
- Local Transport Plan Strategy for 2011-26 – Consultation Document October – December 2010 – Detailed Version – Draft dated 22nd October 2010

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

Martin Farrington, Acting Director of City Development
Andrew Hall, Acting Head of Transport Policy, City Development

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

Helen Standing, Local Transport Plan 3 Team Project Leader, Metro
Andy Chymera, Local Transport Plan 3 Communication Lead, Metro

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

- clarification as to progress of the quality bus contracts
- reference to cross ticketing and the concerns around potential price increases
- the view that the Council ought to be implementing more park and ride sites throughout the city, especially on the Outer Ring Road to encourage people not to bring their cars in to the city centre
- the need to have a 'Plan C' and to look at other solutions around the implementation of a Super trolleybus scheme for the city
- to welcome the development of integrated ticketing
- clarification of the enhancements outlined in the Summary Consultation document
- the need to invite a representative from First Bus to attend a future Board meeting
- clarification as to whether or Private Hire vehicles could share bus lanes to alleviate congestion
- the need to address the issue of extending the provision of a late night bus service within the city
- the need for the consultation process to address such pending issues as fuel duty rebates/concessionary fare funding mechanisms
- the need to have low tech information available to members of the public at bus stops covering details of bus numbers/times/routes etc
- clarification if renewable energy/solar power had been developed within this area and to seek officers views on those current underground transportation systems operated in Glasgow/Newcastle
- clarification as to whether or not the department had considered introducing 'Boris bikes' as operated in London with a view to improving cycling provision within the city

Following discussions, officers from both Leeds City Council and Metro noted the individual comments made by Board Members and agreed to take them forward as part of the on-going consultation exercise.

RESOLVED-

- a) That the contents of the report and appendices be noted.
- b) That this Board notes that a report on the final proposals in relation to implementing a Local Transport Strategy for 2011-2026 would be submitted to this meeting for consideration/comment in January 2011.
- c) That the Board's Principal Scrutiny Adviser be requested to invite a senior representative from First Bus to attend a future meeting and to update the Board's work programme accordingly.

68 City Development Directorate: 2010/11 Budget - Financial Position
Referring to Minute 56 of the meeting held on 5th October 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 6 and projection for period 7.

Appended to the report was a copy of a document entitled ' City Development Directorate; 2010/Budget – Period 6 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
Simon Criddle, Head of Finance, City Development

Discussion ensued on the contents of the report and appendices and arising from the presentation of the figures, the Board noted that the City Development department had a current overspend of ½ million.

Specific concern was also raised with regards to the reduction in spend on the book fund of £300k.

RESOLVED – That the contents of the report and appendices be noted.

69 Guide for Elected Members on Section 106 and 278 Agreements

Referring to Minute 31 of the meeting held on 7th September 2010, the Chief Planning Officer on a guide for Elected Members on Section 106 and 278 Agreements.

Appended to the report was a copy of the guide entitled 'A Guide to Section 106' for the information/comment of the meeting.

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

Phil Crabtree, Chief Planning Officer, City Development
Helen Cerroti, Development Project Manager, City Development

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

- the need for the first paragraph of the guide entitled 'What is a Planning Obligation?' to be re-drafted in plain English
(The Chief Planning Officer responded and agreed to undertake this request)
- clarification of the protocol behind Green space and the need to remove the words 'where appropriate'
(The Chief Planning Officer responded and agreed to undertake this request)
- the comment that some Members were not receiving updates showing section 106 monies which was available in their wards

RESOLVED- That the contents of the report, together with the guide be received and noted.

70 Working Groups Update

a) The Head of Scrutiny and Member Development submitted a report updating the meeting on the Grants to Culture and Sport Related Organisations Working Group for the information/comment of the meeting.

RESOLVED - That the contents of the report be noted.

b) The Head of Scrutiny and Member Development submitted a report updating the meeting on the Cemeteries and Crematoria Horticultural Maintenance Working Group for the information/comment of the meeting.

RESOLVED - That the contents of the report be noted.

71 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 23rd September 2010, together with the Forward Plan of Key Decisions for the period 1st November 2010 to 28th February 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 23rd September 2010, together with the Forward Plan of Key Decisions for the period 1st November 2010 to 28th February 2011 be noted.
- c) That the Board's Principal Scrutiny Adviser be requested to update the work programme to include the following items:-
 - Local Transport Strategy for 2011-2026 (January 2011)
 - Update on Section 106 monies divided by ward

72 Date and Time of Next Meeting (s)

RESOLVED - To note the dates and times of the following Board meetings for the remainder of the year:-

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

(N.B. Pre meetings for Board Members at 9.30am)

(The meeting concluded at 12.50pm)

SCRUTINY BOARD (CITY DEVELOPMENT)

TUESDAY, 2ND NOVEMBER, 2010

PRESENT: Councillor J Procter in the Chair

Councillors J Akhtar, B Atha, M Coulson,
G Harper, J Jarosz, G Latty, J Lewis,
R Pryke, M Robinson and S Smith

B Woroncow (Co-optee)

73 Chair's Opening Remarks

The Chair welcomed everyone to the call-in meeting. He apologised for the late start of the meeting which was due to the main Board meeting not concluding it's business until 12.50pm.

74 Declaration of Interests

The following personal interests were declared at the meeting:-

- Councillor G Latty in his capacity as a library card holder (Agenda Item 8) (Minute 77 refers)
- Councillor M Robinson in his capacity as a library card holder (Agenda Item 8) (Minute 77 refers)
- Councillor S Smith in his capacity as a library card holder (Agenda Item 8) (Minute 77 refers)

75 Apologies for Absence and Notification of Substitutes

Apologies for absence were received on behalf of Councillors D Atkinson, J Elliott and M Rafique.

Notification had been received for Councillor J Lewis to substitute for Councillor D Atkinson and for Councillor M Coulson to substitute for Councillor M Rafique.

76 Call-In of Decision - Briefing Paper

The Head of Scrutiny and Member Development submitted a report regarding the procedural aspects of the call-in process.

Members were advised that the options available to the Board in respect of this particular called-in decision were:-

Option 1 – **Release the decision for implementation.** Having reviewed the decision, the Scrutiny Board (City Development) could decide to release it for implementation. If this option was chosen, the decision would be released for immediate implementation and the decision could not be called-in again.

Option 2 – **Recommend that the decision be reconsidered.** Having reviewed the decision, the Scrutiny Board (City Development) may decide to

recommend to the decision maker that the decision be reconsidered. If the Scrutiny Board chooses this option a report will be submitted to the Executive Board.

In the case of an Executive Board decision, the report of the Scrutiny Board will be presented to the next available meeting. The Executive Board will reconsider its decision and will publish the outcome of its deliberations within the minutes of the meeting. The decision may not be Called In again whether or not it is varied.

RESOLVED – That the report outlining the call-in procedures be noted.

77 Call-In - A New Chapter: A Fresh Direction for Leeds Libraries and for Integrated Services

The Head of Scrutiny and Member Development submitted a report, together with background papers, relating to a review of a decision made by the Executive Board on 13th October 2010 in relation to 'A New Chapter: A fresh direction for Leeds libraries and for integrated services'.

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

- Copy of the completed call-in request form
- 'A New Chapter: A fresh direction for Leeds libraries and for integrated services' – Report of the Chief Libraries, Arts and Heritage Officer submitted to the Executive Board meeting held on 13th October 2010
- Relevant extract of the Executive Board minutes of 13th October 2010

The decision had been called-in for review by Councillors R Procter, B Anderson, M Lobley, J Mathews, and P Wadsworth on the following grounds:-

- Due consultation and the taking of professional advice from officers
- Respect for Human Rights
- A presumption in favour of openness
- Clarity of aims and desired outcomes
- An explanation of the options considered and details of the reasons for the decision

Councillors R Procter and P Wadsworth attended the meeting and gave evidence to the Board as to why they had called this item in and responded to Members' questions and comments.

The following representatives were also in attendance:-

Councillor A Ogilvie, Executive Member with portfolio responsibility for leisure
Martin Farrington, Acting Director of City Development
Catherine Blanshard, Chief Libraries, Arts and Heritage Officer, City Development

Draft minutes to be approved at the meeting
to be held on Tuesday, 7th December, 2010

In summary, the main points raised by Councillors R Procter and Wadsworth were the need:-

- to recognise that libraries do contribute to the cohesion of any community particularly when so many services and facilities were being closed
- to look at more creative ways of providing library facilities
- to consider the use of other more suitable buildings for libraries which are less expensive to maintain particularly those identified for possible closure in the New Chapter report
- to consider whether some library facilities could operate from other services provided by the Council or private sector that would make the service more cost effective

In explaining the reasons for the Executive Board decision, Councillor Ogilvie and officers made the following comments:-

- that this was not about library closures but about engaging local people in discussion about the viability of buildings and potential alternative service delivery
- the New Chapter Report was well presented and was the outcome of two years work involving the collection and analysis of a vast amount of data concerning all 53 libraries operated by the Council
- that usage in some libraries is declining and that many people use more than one library
- that it was estimated that the library service required a £3.5m capital injection and a further £800,000 in revenue just to standstill and that this money was not forthcoming. Consequently difficult choices about the future of the library service would have to be made
- that the consultation to be carried out would help to identify more clearly where changes, improvements and rationalisation of library provision could be made that would give a fresh direction to the library service and provide a modern and more cost effective service
- that a full and detailed mapping exercise had been undertaken and that a vast amount of data supported the rationale for what was being proposed
- that a number of libraries operated with only one member of staff and this would need to be addressed in order to comply with Health and Safety guidelines

The Chair then invited questions and comments from Board Members be put to Councillors R Procter and Wadsworth, the Executive Board Member and officers on the evidence submitted.

In summary, the main areas of discussion were:-

- clarification behind the specific reasons for Call-in of this decision and the need to ensure that consultation was open to all interested parties

- clarification as to why the Call-In signatories were requesting a delay in the consultation process
- a view that the scope of this consultation was too narrow
(The Chief Libraries, Arts and Heritage Officer reassured that all libraries were involved in the consultation and viability sheets would be available for every library as part of the consultation)
- clarification of when the equality impact assessment was undertaken
(The Chief Libraries, Arts and Heritage Officer responded and stated that the phase one Equality Impact assessment had been undertaken in 2007 and 2008, and this was reviewed each year. A further report would be required following the consultation on the final proposals)
- a view that because the New Chapter report identified 20 libraries whose viability was in question that many would feel that the Council had already made up its mind
(The Chief Libraries, Arts and Heritage Officer responded that the consultation involved all libraries and the process was transparent and open. A wide range of data was considered for every library building and a line was drawn where data showed that buildings were potentially not viable over a number of elements and where change needed to be considered)
- the suggestion that the existing mobile library service would be cut in order to provide funds to introduce new mobile services where libraries are closed
(The Chief Libraries, Arts and Heritage Officer assured Members that there would not be a cut, but an enhancement of provision was planned for this service)
- the view that information being provided was selective and that all the mapping and data that was available should be included in the consultation document
(The Chief Libraries, Arts and Heritage Officer directed Members to 11.1.1 of the report which outlined the data considered and that this was applied to every library)
- clarification of the timescale of the consultation process and a view that the consultation period was too short and needed extending and that the criteria which had been applied to determine libraries which were being suggested for possible closure should be included in the consultation document
(The Executive Member identified that the date of early December had been set if the call in started on 25th October offering a 6 weeks consultation however after discussion at Executive Board this had been extended to mid December. The Chief Libraries, Arts and Heritage advised that these dates were no longer relevant)
- the need for more detailed information on library opening hours, borrowing figures and the mobile library service
(The Chief Libraries, Arts and Heritage Officer explained that there were sheets of data (viability sheets) for each library identifying this information which would be used in briefings of ward members and would be available in every library and downloadable on the web)

- the concern expressed that the statistical information contained within the Executive Board report should have been standardised in order to allow easy comparison of data between one library and another
(The Chief Libraries, Arts and Heritage Officer responded that the data used for each library was highlighting the specific issues with that library and each building had different problems as they served very different communities)
- the need for the Board to be supplied with graphs plotting issues for each library
(The Chief Libraries, Arts and Heritage Officer agreed to forward this information to the Principal Scrutiny Adviser for dissemination to Board Members)
- the need to make more use of volunteers in the library service
(The Chief Libraries, Arts and Heritage Officer responded that the service had 150 volunteers working in the service, mostly working with the Libraries At Home service and there was a co-ordinator employed to manage this. The service also worked with young volunteers for peer mentoring and story times)
- reference to paragraph 11.1.3 of the Executive Board report and concern as to who had decided that some libraries which were not performing at a high level, but contribute to the cohesion of the community, should be seen as viable buildings. The criteria being used for this should be included in the consultation document and provided to Members of this Board
(The Chief Libraries, Arts and Heritage Officer responded and referred to 11.1.1 which showed the list of data and information which was used for all libraries and against which some demonstrated that while they didn't perform on some elements overall they were used more by more local people and so contributed more to the community. It was agreed to forward more detailed information to the Principal Scrutiny Adviser for dissemination to Board Members)
- a suggestion that work was already underway in identifying alternative library buildings which was referred to by the Leader of the Council at the last Council meeting
(The Acting Director of City Development stated that as far as he was aware, no meaningful work was being undertaken in this regard)

Following this process, the Chair allowed the Call-In signatories to sum up.

In conclusion, the Chair thanked Councillors R Procter and Wadsworth, together with Councillor Ogilvie and officers for their attendance and contribution to the call in meeting.

RESOLVED- That the report and information provided be noted.

(Councillor B Atha left the meeting at 1.50pm during discussions of the above item)

78 Outcome of Call-in

Following consideration of evidence presented to them, the Board passed the following resolution:-

RESOLVED-

a) That the decision be referred back to the Executive Board for reconsideration on the grounds that the scope of the consultation document was too narrow, the depth of information provided insufficient and the timetable for consultation too short.

b) That prior to making a final decision, the Executive Board extend the consultation period and include the criteria which had been applied to determine libraries which were being suggested for closure and that all the available data for each of the Council's libraries be included in that document.

(The meeting concluded at 2.25pm)



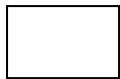
Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 2010

Subject: Session 1 the 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 This is the first session of the Board's Inquiry to consider the Future of Kirkgate Market.

2.0 Terms of Reference

2.1 A copy of the Board's terms of reference for this inquiry which was approved on 2nd November 2010 is attached for reference purposes.

3.0 Report of the Acting Director of City Development

3.1 In accordance with the terms of reference a report from the Acting Director of City Development is attached for consideration of the Board in relation to the current issues facing Leeds markets including the Eastgate development, the financial position of the market and the development of a strong marketing strategy.

4.0 Witnesses

4.1 The following organisations have been invited to send representatives to attend today's meeting to give evidence to the Board and respond to members questions:

- National Market Traders Federation (NMTF)
- Kirkgate Branch of the NMTF
- Chamber of Commerce
- Friends of Kirkgate Market

4.2 The Board is asked to identify the witnesses and organisations, if any, it wishes to hear from at the next session of this inquiry.

5.0 Recommendations

5.1 The Board is requested to:

- (i) Consider the report of the Acting Director of City Development and ask questions of the officers present.
- (ii) Hear and ask questions of the witnesses who attend and give evidence at today's meeting.
- (iii) Identify the witnesses and organisations the Board would like to hear from at the next session of this inquiry.
- (iv) Determine what, if any, further information the Board requires.
- (v) Start to identify specific issues and recommendations the Board wishes to include in its final report.

Background Papers

None used



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 2010

Subject: Inquiry into Leeds Markets

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 SUMMARY

- 1.1. The purpose of this report is to provide evidence to the Scrutiny Board on the current issues facing Leeds Markets and particularly Kirkgate Market and on some of the ways in which the Council is responding to those issues and to inform debate about the future strategic direction for Kirkgate Market.
- 1.2. **Section 2.0** outlines some background information on Leeds Markets and some of the recent initiatives undertaken over the last 12 months or so to improve the markets and address some of the issues they face, including the development of a marketing strategy for the market.
- 1.3. **Sections 3.0 – 8.0** outline many of the issues facing the markets, particularly Kirkgate market and indeed the Council including rents, rental income and Kirkgate's asset value; the condition of Kirkgate market and investment by the Council and some tenants; footfall and usage at Kirkgate and parking facilities.
- 1.4. **Sections 9.0-13.0** explain the national, regional and local context in retail terms that Leeds Markets, and indeed markets generally are operating. This includes the possible impact of the Eastgate development.
- 1.5. **Section 14.0** sets out some conclusions and issues for consideration regarding the future of Leeds Markets.

2.0 BACKGROUND

- 2.1. Markets have played a crucial role in the development of Leeds city centre and many of Leeds satellite communities. Kirkgate Market is the oldest and largest retail destination in Leeds. It has survived and prospered through World Wars, the Depression and even a major fire in 1975. It is a central feature in the retail landscape in the city centre, and its importance goes beyond the historic to include a very significant impact on the economic life of the city. With over 2000 people employed and more than 400 businesses it is a significant contributor to the success of the city centre and the broader economy of Leeds.
- 2.2. However there is increasing evidence that whilst some tenants are continuing to trade well, others are struggling. Moreover, these difficulties cannot simply be attributed to the downturn in the economy, but rather reflect a broader historic decline in the market's traditional role as a key retail destination. The evidence supporting this view is drawn from both empirical and anecdotal sources. Over the last 10 years the market has suffered from decreasing footfall of 16%, and over the last 4 years its income has fallen on average 5%.
- 2.3. Given this evolving position over recent years, it is vital to reflect on where Kirkgate Market stands in providing a first class market facility and determine the direction to take now in order to maintain its relevance as an important retail destination. Of equal significance is the need to strike a balance between the financial return on the Market as an asset and the Council's economic and social objectives.
- 2.4. Over the last couple of years there has been a growing national debate about the role and future of traditional markets. Locally the vitality, viability and condition of Kirkgate market has been the subject of recent media, public and member discussion. Tenants have raised a number of issues which many of them believe are threatening the future of the market.
- 2.5. The historic district markets of Otley, Pudsey, Yeadon and Wetherby have also suffered from the overall decline of traditional markets, although Otley has undoubtedly been the most resilient. Whilst this report focuses primarily on Kirkgate market, many of the issues raised are also relevant to these districts markets too.
- 2.6. Before discussing Kirkgate Market in more detail it is useful to clarify what exactly we mean when talking about Kirkgate Market. Kirkgate Market covers both the indoor and outdoor market, and the shops on George St. It does not however, include the shops on Vicar Lane (Boots etc), or the shops on New York St, or the NCP car park, none of which are in council ownership.
- 2.7. Concerns over Kirkgate Market are not new. For example in 1904 "A deputation from the Tenants Association was received at the next committee meeting [of the Council]. They argued vociferously for a massive reduction in rents for the fixed stalls, and complained about the poor ventilation in the new market hall."¹ In 1996, in response to tenants' concerns, a strategy for Kirkgate Market was published and approved by the Council's City Centre Committee. That report examined a number of options for Kirkgate Market based on its position as a viable retail offer under threat at that time. The original Kirkgate Market Strategy was based on the expectation that within 5 years both the Quarry Hill and Eastgate developments would proceed and with them change the fortunes of the market. However this has not happened. A new strategy for Kirkgate Market is now required and a report will be made to Executive Board on 15th December

¹ Kirkgate Market: An Illustrated History by Steven Burt and Kevin Grady
Page 18

to consider proposals for public consultation to inform the future strategy for the market.

- 2.8. Leeds City Council, through its Markets service, directly owns and manages a number of markets and licenses others. The Markets service is responsible for:
- the Council run traditional markets – Kirkgate and district markets including Otley, Pudsey and Yeadon;
 - farmers markets at Leeds, Pudsey, Otley (licensed) Wetherby (licensed)
 - street trading in the city centre and at Elland Road
 - trading from the highways in outlying areas
 - licensing commercial markets - e.g. Christkindelmarkt, Car boot markets

- 2.9. In December 2009 the Markets service transferred from Asset Management in to Economic Development, both within City Development. The move signified the importance of the Kirkgate and district markets to the economic development of their surrounding areas and of the potential impact of those areas on the markets.

2.10. **Some facts and figures:**

- There are a total of over 600 tenants/traders at our markets.
- Kirkgate Market alone generates direct employment for about 2000 people, not including suppliers, delivery companies, etc.
- In 2009 Kirkgate indoor market had about 10 million visitors, or 180,000 per week but this was down from about 12m less than ten years ago and part of a worrying downward trend which has only been bucked by increasing footfall on Wednesdays following the opening of a new specialist Asian themed outdoor market.
- Kirkgate indoor market is one of the largest in Europe.
- In 2010/11 projected income is approximately £4.2m. Expenditure and other charges equal £2.1m, leaving £2.1m to support LCC budgets.

- 2.4 There have been a number of **recent Initiatives** by the Markets service to seek to address the declining footfall, reduce the number of vacant stalls, and provide more support to new and existing tenants. These initiatives include:

- A new free website has been developed for traders and customers at www.leedsmarkets.co.uk which provides news and updates for customers and traders.
- Traders have been encouraged to participate in the Leeds Loves Food festival in July, and in the October Leeds Loves Shopping week, and Festive Leeds. Participation by traders has been variable. Both the new website and the festivals are two central aspects of our evolving marketing strategy which is outlined in more detail at Appendix 1. At present the markets service has about £35k available to spend on marketing and promotional activity each year but efforts are being made to boost this with in-kind contributions.
- Jamie Oliver recently opened his Ministry of Food venture in the indoor market.
- A new weekly Asian market, The Bazaar, has opened on Wednesdays on the outdoor market and now features 150 stalls. This has steadily increased from 102 at the opening.
- A regular tenant newsletter together with regular meetings with tenant associations help to keep traders up to date with the latest news, developments and initiatives.

- The How Bizzar quarter for new start up businesses has been set up with Local Enterprise Growth Initiative (LEGI) funding.
- A temporary Business Support Scheme to which tenants can apply for assistance was introduced providing independent business support, advice and financial assistance on a case by case basis for those businesses which have suffering from the economic downturn and need assistance to continue to trade.
- The vacant stall initiative, designed to reduce the number of vacant stalls, gives a 90% rent reduction to existing tenants who wish to take an additional stall
- Rent free start up period for new tenants investing in their stall.
- Full assignment rights on all leases
- The cost of space in front of stalls ('Yellow lines' areas) was reduced by 50% in July
- Cash point free access to cash
- Free car parking for Wednesday afternoon market customers.

3.0 RENTS, RENTAL INCOME AND ASSET VALUE

- 3.1. One of the issues raised by tenants in their delegation to full Council earlier in the year was the level of rents at the Market. Independent rent reviews have been carried out at Kirkgate market every three years since 2002 when, after a long period of stable rents, rents rose by between 0 – 90% depending on location. In 2005 rents rose from between 0% – 15%, but in 2008 there was no increase. Following the deputation by tenants, an independent rent review was carried out this autumn, a year ahead of schedule and the outcome of that review will be published shortly.
- 3.2. Rents for market stalls in Leeds Kirkgate Market vary from £28.75/sq.ft. plus £11.15/sq.ft. service charge in the 1976 building to £52.50 plus £11.15 service charge in parts of the 1904 building. It is extremely difficult to compare rental levels between markets as markets have different charging systems with some, like Leeds, separately charging for rent, service charges and Business Rates and others making a global charge for a stall. Rents in Nottingham for example range from £42.31/sq.ft. to £51.57/sq.ft., however these figures are inclusive of service charge and rates.
- 3.3. This compares for example with £153.85 per sq ft for a Kiosk in the St John's Centre (not including service charge), and £6,000 per annum for a stall in the centre of the Merrion Centre.
- 3.4. Trying to judge whether the cost of having a stall in Leeds is fair compared to the cost of having a stall at other markets is difficult. The independent rent reviews in 2002 and 2005 compared Leeds with a number of Markets in the UK and concluded that it was difficult to draw any conclusions because of the lack of common denominators - the Markets were all of different sizes; the types of leases varied considerably; some occupied prime positions and some poor secondary; and some towns were stronger retail centres than others. The only conclusion that the valuer could draw was that Leeds Kirkgate Market was the largest indoor market in the U.K. and that the retail market in Leeds City Centre was extremely vibrant. As a consequence he believed it must be capable of generating greater rents per square foot for its market stalls than other towns or cities.
- 3.5. Kirkgate Indoor Market **rental income** levels in 2009/10 were £3.2m. This compares to £2.7m in 2000/01, up half a million pounds during the ten year period. Income for the indoor market peaked at £3.5m in 2006/07, however during the last 4 years, there

has been a trend of an average year on year 5% decrease in income overall. This, together with the rising maintenance costs outlined below, means that the market's profitability is falling, so current levels of income cannot be guaranteed in the future.

- 3.6. Recently, some tenants have relied on business grants from the council to pay their rent, improve their premises or undertake marketing and on the additional stall scheme whereby they can rent an additional stall for 10% of the full rent. These arrangements are not a long term sustainable solution to the issues some tenants face.
- 3.7. **Asset Value.** A reduction in the markets profitability has to be understood in terms of the value of Kirkgate as an asset. The impact on capital values will be substantial: the council is already encountering this. Valuations completed since 2004 show that the whilst the value of the outdoor market has increased over time, the value of the indoor market has decreased. Based on rental figures, the indoor market was valued at £16,750,000 in 1994, £16,250,000 in 2001, £18,500,000 in 2006, and £15,430,000 in 2009, while the outdoor market was valued at £2,440,000 in 2004, £2,100,000 in 2001, £2,500,000 in 2006, and £3,116,264 in 2009. The impact of the current rent review is at yet unknown.

4.0 CONDITION OF THE BUILDINGS AND INVESTMENT BY THE COUNCIL AS LANDLORD

- 4.1. **Building Improvements.** The indoor market covers four distinct sections – the 1904, 1875, 1976 and 1981 sections. Between 1992 – 2000 the Council invested £12m in Kirkgate Market: works included the refurbishment of the open market, the 1875/1904 markets, the relocation of the fish market and installation of CCTV and in the last ten years it has spent £1.4m on:
- New toilets £600k
 - Automatic doors £100k
 - new floor in 1976/81 £230k
 - vacant stall improvements £150k
 - cleaning / plant purchase £130k
 - Installation of safety line system, 1904 roof £118k
 - 1976/81 circulation improvements £55k
 - Installation of free cash machine
 - Improved recycling facilities – Kirkgate market now recycles a higher % of its waste than any other council building.
- 4.2. In addition, ongoing routine, planned and reactive maintenance is undertaken each year throughout the indoor market.
- 4.3. The 1976/81 structures were erected as temporary buildings following the market fire in 1975. Both buildings have now exceeded the fifteen to twenty year life expectancy for buildings of this type. Kirkgate Market now has a range of maintenance requirements, the extent of which means that 'doing nothing' is not a viable option. For example a significant and essential requirement is to strip and recover the 1976/81 roof – not to do this work will continue to result in periodic water ingress into the market which will continue to impact negatively on customer footfall.
- 4.4. The recommendations from recent condition surveys will be published shortly, however addressing the short term maintenance requirements of the market will not address the sloping floor, the cold in winter and the lack of adequate ventilation in the

summer, which affect both the life of products and the length of dwell time people are prepared to spend in the market. The necessary maintenance work will have little if any impact on consumer perceptions or comfort.

- 4.5. In terms of comparisons, works have started on refurbishing Accrington Market Hall. The £2.6 million project is jointly-funded by owners Hyndburn Borough Council and the Government's Local Enterprise Growth Initiative (LEGI) and the first phase of repairs to the roof is now well underway. The second phase to convert former storage space at balcony level into an Enterprise Haven started in August followed by the refurbishment of the sales floor in January 2010 after Christmas trading has ended. This refurbishment is for 70 stalls, and 11 kiosks. Traders are currently in dispute with the local council which, following the refurbishment, is seeking 6 days a week opening.
- 4.6. Glasgow markets have spent £6m on refurbishing their wholesale market. This is a predominately business to business market, with a small footfall and customers who have no expectations of 'experience.'
- 4.7. This year, despite the Council's difficult financial position, an extra £250k capital funding is being made available for environmental improvements over next 2 years, and a further £200k on maintenance at Kirkgate indoor market. There are likely to be further substantial maintenance requirements over the next 12 to 18 months which will be particularly challenging for the Council following the Comprehensive Spending Review and the Council's requirement to make significant savings over the next four years.

5.0 INVESTMENT BY TRADERS

- 5.1. Some traders have made significant investment in their stalls and businesses either with their own finance or with funding from the Council's Business Support Scheme. Others, however, have not even been prepared to erect a fascia with the correct name of their business identifying what they sell but instead have left the fascia of a previous tenant in place, sometimes for many years. Likewise some traders put a lot of effort into displaying their goods attractively, providing changing facilities, and keeping their stall clean, whilst others do not.

6.0 OCCUPANCY

- 6.1 Occupancy at the indoor market is about 85% overall but varies considerably between areas. Currently the 1976 section has the highest vacancy rate at 21%, followed by the 1875 section at 19%. The 1981 and 1904 sections both have a current vacancy rate of 8%. (see Table 1 below). However the outdoor market has been performing well overall with all 200 stalls let on some days. Occupancy at the Asian themed market on Wednesdays has grown from 102 stalls when it opened to 150 stalls.
- 6.1. Kirkgate Market's vacancy rates compare well with vacancy rates across the city centre where according to the Local Data Company the city centre's overall vacancy rate is 19.48%.²

² A Gathering Storm: Shop Vacancy Report', 2010, Local Data Company.
Page 22

Table 1

Section	2005 %	2006 %	2007 %	2008 %	2009 %	2010 (current) %
1976	13	12	14	24	22	21
1981	10	10	24	17	12	8
1875	17	3	2	3	3	19
1904	10	5	5	7	7	8
Total (%)	12	9	14	16	14	14

6.2 More new traders joined Kirkgate Market (39) than left (37) in the 12 months to 31st March 2010. The market does actually receive enough trader applications to fill the vacant stalls. Up to five applications a week are received for nail bars, hairdressers and mobile phone stalls. However there are already a number of stalls trading these products and adding more is not a sustainable way forward for the market. The challenge is to fill the market in a sustainable way through attracting more ambitious tenants with a wider variation of product.

6.3 Occupancy at both Pudsey and Yeadon markets has been declining overall but Otley remains more vibrant and stalls are often fully let.

7.0 FOOTFALL AND USAGE AT KIRKGATE

7.1 There were over 10m visitors to the indoor market last year and approximately 160,000- 180,000 a week at present, a decline from 12m a year 10 years ago. This compares with weekly pedestrian flow in and out of the retail quarter in 2009 of 1,402,040, and with average weekly footfall in the St John's Centre of around 250,000 people, and 220,000 people in the Merrion Centre.

7.2 Kirkgate Market is open Monday to Saturday from 9am-5pm, with a new outdoor market on a Wednesday. Wednesday afternoon opening is a recent initiative and is still gaining momentum and footfall on Wednesdays is now around 14,000. A farmers' market operates the 1st and 3rd Sunday of every month, however despite this, there has still been an overall downward trend in terms of footfall.

7.3 Earlier this year a number of postgraduate students from Leeds Metropolitan University undertook some research about the Market and produced a report "Shopping at Kirkgate Market".

7.4 As part of this research they undertook surveys involving traders, existing customers, and people who did not use the market. It was of a valid size for statistical purposes and reflected the diverse population of the City. The key findings were:

- The majority of shoppers in the market were over 50;
- the busiest day of the week is Saturday (as identified by 60% of vendors), followed by Friday, (by 18% of vendors; throughout the week, the busiest time of day was identified as being between 12pm and 1.30pm;

- the main reason why people liked to shop at Kirkgate was to ‘have a look’, followed by supporting local business. The lowest reasons were for ‘ethical’ reasons and the relationship to seller;
- Those interviewed chose to use the market because it was cheaper (top answer in all age groups), followed by product selection and the convenience of everything being in one place. (perception or reality – they didn’t test this);
- 78% of people who were interviewed who don’t shop at Kirkgate Market answered that they are aware of Kirkgate Market, and 91% stated that they would shop there. 58% of non shoppers had found out about Kirkgate Market through friends, family and word of mouth, rather than through any marketing or advertising.
- Of the non shoppers aged between 18 and 34, the main reason for not shopping was cleanliness at 35%, followed by accessibility of the market at 15%. General appeal and opening times came in at 12%, with product offer being insufficient and price of products coming in at 7%.
- Of the non shoppers aged between 35 and 54, the product offer being insufficient came in as top reason why people didn’t shop at Kirkgate Market at 37%, followed by cleaning and quality of products both at 21%. Opening times and general appeal came in at 7%.
- a third of people questioned were not aware of Kirkgate Market or where it was and anecdotal evidence from the Leeds Loves Food stall on Briggate also indicated a surprising lack of awareness of the market. The Markets Service is currently working with both the Universities on further research focusing on patronage of the market by students and on understanding why city centre shoppers who know about the market choose not shop there. This information will help to inform our marketing strategy.

7.5 One of the issues cited for people using a market in national surveys are their vibrancy, and the sense of experience. Some people argue that Kirkgate has lost this over the years and that this is one of the reasons footfall has declined. Clearly as footfall has declined the market is likely to feel less lively; many of the comments about its lack of vibrancy originate from traders who remember the market from twenty or thirty years ago. Interestingly however, new visitors to the market often comment on how vibrant it is.

8.0 Parking Facilities

8.1 In terms of car access, there is both a council owned surface level car park and an NCP multi-storey car park adjacent to the Market, plus adjacent on street parking. With respect to the Council’s car park, a discount is given to drivers who shop in the market on Wednesday afternoons and the car park is very well used throughout the week – it is frequently at full capacity. However this car park will be redeveloped as part of the Eastgate Quarter. The NCP car park was in fact created some years ago in anticipation of the temporary surface car park on George Street being redeveloped for retail and/or offices.

8.2 Any reduction in parking charges would impact negatively on the Council’s budget. A global reduction would not guarantee that more drivers would use the market as the car park is well used by city centre shoppers. Also, at both Kirkgate Market and Bradford market (which has a large council owned car park adjacent to its market), the majority of market customers travel on foot or by bus.

8.3 Daily NCP Car Park tariffs range from £4.90 for 2 hours, £9.90 for between 2 and 4 hours, and £15 for between 4 and 15 hours. On a weekday and Saturday the council

car park charges £1.00 for 30 minutes, £1.70 for 1 hour, £2.60 for 90 minutes, £3.40 for 2 hours, £5.00 for 3 hours, and £7.80 for 5 hours. Sunday parking is free.

- 8.4 Given that the Council car park is often full, it is questionable what the rationale would be for lowering prices in this car park. This would likely lead to even more competition for spaces and more congestion. The postgraduate research study cited above found that most respondents visited by foot or bus. One of the city's main transport hubs, the bus and coach station, is adjacent to the market.

9.0 NATIONAL PICTURE - UK RETAIL SECTOR

- 9.1 It is helpful to consider the issues at Leeds markets within the context of the overall UK retail sector, retail trends and retail markets generally. There has been considerable investment in, and growth of shopping venues around the UK in the last 10 years. There are currently a total of 819 shopping centres in the UK, (21% are located in the South East, 12% are located in the North West.) and a total of 1,340 retail parks (20% are located in the South East, 11% are located in the North West and 10% are located in the West Midlands.) Over 2.4 billion visits are made to shopping centres across the UK every year.³
- 9.2 Many of the goods traditionally sold at markets are now available at discount prices at supermarkets and discount stores like Primark. In the case of supermarkets this comes with the added convenience of free parking, pleasant surroundings and card transaction availability.
- 9.3 The continued strong growth in non-food merchandising by leading supermarkets, predominantly the big four: Tesco, Asda, Sainsbury's and Morrisons, is also impacting on the retail sector. The share of non-food spending achieved by supermarkets has more than doubled over the last decade. 14% of non-food sales are expected to be via supermarket outlets in 2010 (source: Verdict), adding further pressure on many comparison and bulky goods retailers, especially electrical and entertainment specialists.⁴
- 9.4 UK Grocery retail value currently stands at £146.3b. Of this, £105.8b is Hypermarkets, Supermarkets and Superstores. Discounters take up £5.9b of the sector value, with online grocery retailing taking £3.7b share. Tesco's share of the market alone is 30.8%.⁵ The discount stores sector has seen significant growth over the past two years with the UK's top ten cities seeing an increase of some 60% in store numbers. Future prospects for the discount sector also look good. Keynote forecasts the entire UK discount retailing market to be worth £24.9b by 2011, with expected growth each year of around 9% (this includes a wider definition of discount retailers including food stores such as Aldi & Lidl, the non-food parts of Asda and Tesco and clothing discounters like Primark.) A report in 2009 identified 24 discount stores in Leeds, which compares to 25 in Manchester, 21 in Birmingham, 17 in Glasgow, and 13 in Bradford.⁶
- 9.5 The composition of the customer base for discount centres is also changing. Traditionally, the target demographic has been female, and drawn from the C2, D and E socioeconomic groups. This has changed during the recession with Poundland, for example, seeing a 22 per cent increase in the numbers of shoppers from the AB

³ 'The Retail Review: Consumer Insight into changing habits and shifting patterns', 2009, Deloitte

⁴ 'UK Retail Outlook', June 2010, CB Richard Ellis

⁵ IGD, 2010 www.igd.com

⁶ 'Discount Stores Report', 2009, Local Data Company

group. This underpins the move to prime pitch and to locations such as Stratford upon Avon.⁷

- 9.6 The retail landscape has significantly changed in the last 10 years. Gone are the big high street names of Woolworths, Safeway, and Dixons, and in their place a new shopping landscape with names such as Superdry, Hollista, and Claus Olson, many of whom are international retailers. Many of the retailers who failed on the high street have adapted their business model and re-launched as online only retailers, Zavvi and Dixons being two examples. This just serves to demonstrate how dynamic the retail sector is.
- 9.7 Independents struggle to compete on price with low cost alternatives like Primark and ebay while online retailers such as Amazon provide relatively low cost products with an easy returns facility. So, unless independents can compete effectively on customer service and product it is inevitable that the more marginal independent traders will not be able to survive in the current economic climate – indeed some were struggling even during the retail boom.

10.0 Retail Trends

- 10.0 UK consumer spending contracted sharply in 2009 but retail sales volumes held up remarkably well and have continued to show positive year-on-year growth over the early months of 2010.⁸ Year on year, the volume of retail sales in June 2010 was 1.3 per cent higher than in June 2009. Predominantly food stores decreased by 0.2 per cent while predominantly non-food stores increased by 4.4 per cent. Within predominantly non-food stores there were rises across all sectors apart from other stores which decreased by 0.2 per cent. The largest rises were non-specialised stores at 10.3 per cent and household goods stores at 6.1 per cent, driven by an increase in electrical stores. This was the largest rise in household goods since May 2008 when it was 6.5 per cent. Non-store retailing increased by 14.8 per cent.⁹
- 10.2 However, retail sales fell for the second month in a row in September, reinforcing evidence of an economic slowdown as consumers steel themselves for significant cuts in government spending and tax rises. Growth in the economy, which had bounced back strongly this year from an 18-month recession, is expected to slow as the government tackles a record budget deficit.¹⁰
- 10.3 According to research in retail trends by Deloitte, the balance of power has shifted from government, to manufacturer to retailer in the last 50 years, but now the customer has 'reclaimed the crown'. Control is back with the 'smart shopper' and retailers will need to adjust the way they interact and serve this empowered person and the multi dimensional communities that these people live in.¹¹
- 10.4 Deloitte suggests that shoppers today may be interested in a retailer's carbon footprint, ethical supply chains or simply local product, and now demand this before they make a purchase decision. These more informed customers are demanding good corporate citizenship from the retailers they shop with and want to know that the

⁷ 'Discount Stores Report', 2009, Local Data Company

⁸ 'UK Retail Outlook', June 2010, CB Richard Ellis

⁹ 'UK Retail Outlook', June 2010, CB Richard Ellis

¹⁰ 'Retail sales fall as economy weakens,' October 2010, Reuters

¹¹ 'The Retail Review: Consumer Insight into changing habits and shifting patterns', 2009, Deloitte

retailers values align with their own. Retailers need to be mindful of how they interface with the smart shopper be it in the market place or market space.¹²

- 10.5 During this recession, 51% of consumers agree that they have changed their shopping habits now and buy cheaper or non branded products. Changes in behaviour like this has resulted in some grocers changing their strategies and even developing additional ranges to their portfolios, for example, Tesco's discount brand, making it even harder for independents to compete.¹³
- 10.6 Customer expectations over recent years have also risen. Consumers today expect clean, pleasant surroundings and excellent customer service. The expectation to be able to use debit/credit cards has become the norm, to return goods without quibble and to try goods on before buying.
- 10.7 According to the Local Data Company, town centre vacancy rates in Great Britain have risen from just over 12% at the end of 2009 to 13% at the end of June 2010. This research highlights the weak state of retail in many large northern and Midland cities with only three southern centres in the top 25 highest vacancy towns and cities: Watford in at number 17 with a vacancy rate of 16.70%, Bristol at number 23 with a vacancy rate of 14.35% and Reading at 24 with a vacancy rate of 14.17%.¹⁴
- 10.8 In terms of Northern Cities, Blackpool ranks number one with a vacancy rate of 28.93%, Bradford comes in 2nd with 24.64%. Manchester is in at 9, with a vacancy rate of 20.39%, with Leeds following at number 10 with 19.48%.¹⁵

11.0 Retail Markets

- 11.1 A national survey carried out in 2004 found that there were over 1,150 retail markets with over 150,000 stalls available each week in the UK. There were over 46,000 retail market traders and an estimated 95,000 people employed in the retail markets industry, however average stall occupancy rates are around 75% and falling. There were over 435 million shopping visits per year, with over £1.1b spent each year.¹⁶
- 11.2 A further survey in 2009 found a decline of 17% in the number of traders standing on traditional retail markets in the past 5 years. However, despite the decline in trader numbers, traditional retail markets still accounted for 83.6 % of all market businesses and 93.5% of the market business turnover.¹⁷ Research in 2009 found there were 1124 retail markets in the UK, 109 of which were in Yorkshire and Humber.¹⁸
- 11.3 Research has looked at how retail markets have performed during the recession in comparison with the 'High Street' in general. The results suggest that the nine large urban markets (taking part in the customer footfall study including 3 in Bradford, 2 in Birmingham, 1 in Manchester, 2 in Sheffield and 1 in Stoke), have largely out-performed the High Street during the recession.¹⁹
- 11.4 However, consideration of 'snap-shot' results from other markets across the country showed a much more mixed response, with a number of markets performing

¹² 'The Retail Review: Consumer Insight into changing habits and shifting patterns', 2009, Deloitte

¹³ 'The Retail Review: Consumer Insight into changing habits and shifting patterns', 2009, Deloitte

¹⁴ A Gathering Storm: Shop Vacancy Report', 2010, Local Data Company.

¹⁵ A Gathering Storm: Shop Vacancy Report', 2010, Local Data Company.

¹⁶ 'Markets 21', 2009, The Retail Markets Alliance.

¹⁷ 'Markets 21', 2009, The Retail Markets Alliance.

¹⁸ Julie Smith in 'Markets 21', 2009, The Retail Markets Alliance.

¹⁹ 'Markets 21', 2009, The Retail Markets Alliance.

significantly worse than the national average.²⁰ According to the Retail Markets Alliance, Newcastle and Coventry were the only two to report an increase with both identifying a 10 percentage point increase. Burnley (-0.4%), Wakefield (-10.2%), Nottingham (-1.3%), Derby (-14.6), and Maidstone (-19.1%) all reported a (sometimes significant) decrease in footfall. The Retail Markets Alliance has suggested that retail markets do not appear to have capitalised as much as they could have on the opportunities created by the economic downturn.²¹

- 11.5 A sample of market managers/operators was asked for their impressions about current trends on their markets since the start of the economic downturn in September 2008. The figures reveal that 28% reported a decrease in trader numbers; 42% reported a decline in shopper numbers and 53% reported a decline in average spend.²²
- 11.6 Between 2004 and 2009, there was a 14% reduction in the number of traders operating from traditional retail markets. In contrast, over the past decade, there has been a steady growth in the success of specialist niche markets: farmers' markets, craft markets, Christmas markets, French and German markets, and, in London, Borough Market (*The Economist*, 2003). For example, it was reported that from 1998-99 to 2003-04 there was a 250% increase in farmers' markets and a 233% increase in stalls, and that shoppers visiting these events increased by 574%.²³
- 11.7 A survey in 2008 by the National Association of British Market Authorities showed that across a range of 13 items, markets are on average 6% cheaper than supermarkets, and in relation to fresh produce, markets are 32% cheaper than supermarkets.²⁴ These figures back up a survey by the New Economics Foundation in 2005, which found that in Lewisham a shopping basket of food cost £4.74 from the market compared to £7.18 from a supermarket.²⁵
- 11.8 International markets such as Barcelona's La Boqueria market is an example of a highly successful retail market, a covered market with hundreds of stalls devoted to nothing but food. "In the age of big box stores, where stores...are a short metro ride away and many grocery stores dot the city centre, the market not only persists, it thrives." The market attracts a broad range, from tourists to well known chefs stocking up on produce. The market has achieved a role as the 'heart of the city', a destination in its own right.
- 11.9 Borough Market is an example of a thriving successful UK market. Open only 3 days a week, its focus is on a quality food offer. Visitors range from sightseers who do little actual shopping to regular London shoppers. It's a place to explore, to ask questions, to discover new flavours and to savour a unique atmosphere.
- 11.10 In September 2010, DCLG published 'Retail Markets: A Best Practice Guide,' which identifies examples of good practice from markets which have made them more relevant and attractive to their customers and the local community.²⁶ Its sister document, 'Retail Markets: Management models'²⁷ was published at the same time, and a series of training modules for market traders will be launched in October 2010.

²⁰ 'Markets 21', 2009, The Retail Markets Alliance.

²¹ 'Markets 21', 2009, The Retail Markets Alliance..

²² Julie Smith in 'Markets 21', 2009, The Retail Markets Alliance.

²³ 'Markets as sites for social interaction', 2006, Joseph Rowntree Foundation.

²⁴ 'Markets 21', 2009, The Retail Markets Alliance.

²⁵ 'Trading Place', 2005, New Economic Foundation.

²⁶ 'Retail Markets: A Best Practice Guide', 2010, Department for Communities and Local Government

²⁷ 'Retail Markets: Ownership models', 2010, Department for Communities and Local Government

Retail Markets and their future success is an issue gaining attention at a national level.

12.0 LEEDS CITY CENTRE – THE REGIONAL SHOPPING CENTRE

- 12.1 Leeds is the regional shopping centre for Yorkshire and the Humber with an estimated 1.9 million people living within 30 minutes drive of the city centre and a total shopping catchment population of nearly 3.2 million people. In 2009 over £1.7bn was spent annually in Leeds retail centre.²⁸
- 12.2 Leeds City Centre is ranked the 6th UK retail shopping destination by industry favourite Venuescore (8th by Experian). Excluding London's West End, number one is Glasgow, followed at number two by Manchester. In at three and four are Birmingham and Liverpool respectively, with Edinburgh at number five. For a regional comparison, Bradford City Centre comes in at 98th, The White Rose Centre at 171st, and York City Centre at 22nd.²⁹ Venuescore 2010 predicts that with the planned new developments of Trinity Leeds and the Eastgate Quarters, Leeds ranking will rise to three from six.
- 12.3 30% of retail spend by Leeds City Region residents is spent in Leeds Centre, compared to 11.5% at the White Rose Centre, 6.9% in Bradford Centre, and 6.7% in York Centre.³⁰ Leeds residents contribute to 52% of the retail spend in Leeds, whilst Kirklees and Wakefield residents contribute 13% each in Leeds. Bradford contributes 11%, whilst Calderdale and Barnsley contribute 4% and 2% respectively.³¹
- 12.4 In 2008, almost 133,000 people were employed in Leeds City centre, 31.8% of the metropolitan district's 417,618 employees, a 9.7% increase from 2002. During the same period, those employed in retail in the city centre fell by 5.6%, from 10,320 to 9,735. This is partially down to new developments such as Trinity, where buildings have been demolished in preparation for new developments.³²
- 12.5 The percentage of people entering the prime retail quarter on a Sunday between the hours of 10-6 has increased by 84.6% between 2000 and 2009; this is despite a 3% fall between 2008 and 2009.³³
- 12.6 There are six managed shopping centres in Leeds City Centre, which account for 41% of the total floor space in the City Centre, including: The Merrion Centre (500,005 sq ft), Leeds Shopping Plaza (314,898 sq ft), St John's Centre (89,997 sq ft), The Core (200,000 sq ft), the Victoria Quarter (217,753 sq ft), and The Light (346,124 sq ft).³⁴ Average weekly footfall in the St John's Centre is around 250,000 people, and 220,000 people in the Merrion Centre.
- 12.7 Most of these currently benefit from high pedestrian flows due to their gateway locations around the central area. Indeed the Merrion Centre reported in September 2010 its fifth consecutive year of growth: "its focus on discount retailing continues to beat the downturn."³⁵

²⁸ '9th Leeds City Centre Audit', 2010, Leeds City Council.

²⁹ 'Venuescore 2010', 2010, Javelin Group

³⁰ Yorkshire Forward Economic Seminar August 2010

³¹ Yorkshire Forward Economic Seminar August 2010.

³² '9th Leeds City Centre Audit', 2010, Leeds City Council.

³³ '9th Leeds City Centre Audit', 2010, Leeds City Council

³⁴ 'Eastgate Retail Statement', 2006, CB Richard Ellis.

³⁵ 'Town Centre Parent hails resilience of retail mall', 15/09/10, Yorkshire Post.

- 12.8 In addition, The White Rose Centre outside of the city centre offers over 680,000sqft of indoor retail space and is home to over 100 retailers in addition to 23 retail merchandising units.³⁶ For the year to March, footfall at the White Rose shopping centre rose by 1.5% to 13.0m. Shoppers are spending around £75 each on non-food per visit, up £17 on last year.³⁷
- 12.9 Leeds City Centre also faces stiff competition from an extensive retail warehouse provision. Major concentrations include that at Birstall to the south of Leeds, which includes the Birstall and Junction 27 retail parks plus a number of freestanding stores, including IKEA, and enjoys excellent access to the motorway network. Other key retail warehouse parks include the Crown Point, Tulip, Junction 1 and Aireside retail parks to the south of the City Centre, with further substantial provision to the east, including the Colton and Killingbeck retail parks.

13.0 LEEDS CITY CENTRE - EASTGATE QUARTER DEVELOPMENT

- 13.1 The future of Kirkgate Market is also bound up with the proposals for the Eastgate redevelopment scheme. This area currently consists mainly of open surface car parking, a significant amount of which has lain undeveloped since the 1960s, and a number of buildings that are underused and in a state of disrepair. Typically the area lacks a 'sense of place', activities which attract visitors, public open space and pedestrian integration into the rest of the city centre.
- 13.2 The objective of the Eastgate development is to regenerate the Eastgate Quarter of Leeds City Centre through the provision of a retail led mixed use scheme which combines appropriate features of the historic environment with a series of new streets, squares and public spaces as a seamless extension to the city, rather than in a conventional "shopping centre" format. The development will provide new retail, café, and restaurant uses alongside new primary and secondary anchor department stores which will act as the main anchors of the scheme on both sides of Eastgate.
- 13.3 The new shopping streets of the Eastgate Quarter and Quarry Hill redevelopment, will reinvigorate and revitalise lost routes to the area, increase levels of activity, and promote new connections between northern, southern and eastern retail quarters. Proposals for Quarry Hill, the emerging cultural quarter, will see large scale development help re-establish it as a major focal point east of the city centre.
- 13.4 It is important that the level and quality of retailing in Leeds City Centre including Kirkgate Market enables it to act as a regional anchor.³⁸ It is also essential to ensure that the "offer" of the city centre – including Kirkgate Market - matches the needs and wants of users otherwise shoppers will choose to go elsewhere to cities with a broader retail offer. It is anticipated that these two developments will all serve to significantly increase footfall in the eastern area which will have a positive effect on Kirkgate Market.
- 13.5 However, whilst the developments in the Eastern part of the City Centre will be significant and positive for Kirkgate Market in the long term, in the short term there will be a significant amount of disruption to the area and a risk that due to the disruption and uncertainty this will generate, footfall and the number of traders in the market may actually fall further during this development phase. The City Council will work closely

³⁶ 'White Rose Centre Study Guide', White Rose Shopping Centre

³⁷ 'Leeds Economy Bulletin', Autumn 2010, Leeds City Council

³⁸ 'Eastgate Retail Statement', 2006, CB Richard Ellis.

with traders, customers and the developers to minimize the impact. (see also 13.9 below).

- 13.6 Views are divided as to the impact which the Eastgate development will have on Kirkgate Market; in reality it probably presents both opportunities and challenges. For example during the construction period car parking in the area will be reduced but construction workers will undoubtedly use the Markets' takeaways and cafes. Current proposals place the anchor store John Lewis opposite to Kirkgate Market potentially bringing new customers right to the market's doorstep.
- 13.7 The Council is working closely with the developers Hammersons and anchor tenant John Lewis to ensure that the Eastgate development ultimately benefits the market. Indeed some changes to the configuration of the layout of John Lewis and the positions of pedestrian crossings have already been made to help ensure greater cohesion between Eastgate and the market. In respect of the car parking it is important to remember that the NCP car park at the back of the market was built to replace the temporary George Street car park some years ago when the Council was working on an earlier scheme to redevelop this area, which never came to fruition. In terms of the overall development and the wider eastern area of the city centre the NCP car park and the new proposed car park will provide parking at both sides of the Kirkgate/Eastgate area and clearly John Lewis wants its customers to be able to park very close to its store.
- 13.8 It should be noted that the redevelopment of the Eastgate quarter is expected to commence in 2012 at the earliest and will take approximately three years to be complete. Close working between all parties will be essential during this period.

14.0 CONCLUSIONS AND ISSUES FOR CONSIDERATION

- 14.1 Kirkgate Market is Europe's largest indoor market and unique in its sheer size and scale, but, with the exception of niche markets, this is a struggling industry. The Market has been a key asset to the City for many years. However, given the evidence detailed above, Kirkgate Market needs to adapt and change to ensure it continues to be a key attraction and generator of wealth and opportunity.
- 14.2 If Kirkgate market is to become more successful in terms of being a retail anchor for the city centre, having more successful businesses making more money and giving more potential independent entrepreneurs the opportunity to start a business, then it needs more customers to shop on the market, or for the current number of customers to spend more money or both.
- 14.3 For this to happen tenants and the Council need to ensure that Kirkgate Market:
- sells what customers want to buy;
 - is open when they want to buy;
 - allows them to buy items in the way they want to (eg with debit cards, with a guarantee etc) and
 - provides an environment in which they wish to buy good and services.
- 14.4 Kirkgate Market is not working as well as it could. Our vision is for it to **be the best market in the UK**. But 'best' means different things to different people. Is it somewhere that:

- is the cheapest place to shop? Offers quality products you can't easily find elsewhere? Is a "foodie's" paradise? Has great vintage clothes and affordable fashion? You can get your mobile phone unlocked or get your hair done? Sells food that the supermarkets don't stock?
- Offers fantastic customer service that has knowledgeable traders who can advise on the best way to prepare a dish or what's in season, or what will work best with a colour scheme or what's the best buy? You can pay with a credit card? Get a receipt? Has a no quibble returns policy?
- Is open in the late afternoon or early evening or on a Sunday?
- Is cool in summer and warm in winter? Is a relaxing place to meet friends and have a cuppa or a bite to eat? There's noise and bustle with traders calling out what they have on offer? Has stalls selling the same goods or services located very close together?
- Has a social role in supporting vulnerable people and marginal businesses?

What, if anything, would our customers like to change - see more of, or less of? What would make people who don't shop here do so? What would make more people tell their friends and family to come here?

- 14.4 The success of any new strategy for the market must be judged against agreed measures which might include:
- demand for stall units and the right mix of goods and services;
 - number of new business starts;
 - traders taking up training packages and business support;
 - tenants staying in business either on the market or elsewhere;
 - tenant turnover; footfall; rental income; and customer satisfaction.
- 14.5 The Retail Markets Alliance has identified several critical success factors for retail markets: Critical mass; Good management; Accessibility & permeability; Marketing & PR; Safety & security; Integration with surrounding retail offer and community; and Partnership working.³⁹
- 14.6 There is no doubt this is a critical moment for both the markets industry and Kirkgate Market, and it is important to appreciate that Kirkgate Market is not alone in its situation. There clearly exists a long term opportunity but short term challenges have to be carefully considered. Clarity and consensus is required on how the market can maximise opportunities and minimise challenges surrounding its offer.
- 14.7 NABMA (The National Association of British Market Authorities) argues that authorities have two options to deal with struggling markets. They can either allow their markets to continue to decline or they can be decisive and bold. Those deciding to be bold may have to take a hit in terms of income – which is extremely difficult decision to make in the current climate – but the argument follows that authorities would at least be guaranteed an income for a period.
- 14.8 There are four questions which Members may wish to consider if the Market is to move forwards: is Kirkgate Market the right size; does Kirkgate Market have the right 'offer'; thirdly what is the right ownership model for Kirkgate Market?, and fourthly, how can the capital investment needed be financed?

³⁹ 'Markets 21', 2009, The Retail Markets Alliance.

14.9 In answering these questions in order to create a vibrant market that is unquestionably the best in the UK, it might be useful for members to consider these points:

- does the Council has the necessary resources in the current climate to invest in the buildings to bring them up to a much higher standard and to promote the market effectively;
- is the Council, on its own, able to respond quickly enough to develop and maintain a competitive edge in such a dynamic sector as retail?
- is the current offer right to attract new customers or do opening hours need to be longer or different?
- do some tenants need business advice and training in customer care from expert 'consultants' to help them maximise their offer?
- do more tenants need to develop an on-line shopping facility?
- is increased marketing needed to attract more ambitious tenants, residents and visitors and if so how will it be funded?

15.0 Further reports

15.1 Additional reports will be brought to the January meeting of Scrutiny on the outcome of the rent review, the findings of the condition surveys and the proposed consultations to develop the future strategy for Kirkgate market.

This page is intentionally left blank



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 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 7.
- 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.

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

This page is intentionally left blank

CITY DEVELOPMENT DIRECTORATE: 2010/11 BUDGET – PERIOD 7 REPORT

1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 7.

2.0 Overall Summary

The Period 7 position for City Development Directorate is a projected overspend of £645k. This is an increase of £100k on the position reported for Period 6 and is mainly due to an increase in the cost of planning appeals of £130k. The recent corporate Early Leaver Initiative may enable further staff savings to be made this financial year mainly through reductions in hours and from staff leaving late 2010/early 2011 and not being replaced. The directorate is actively looking at options to reduce the current projected overspend.

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	710
Architectural Design Services net income shortfall	378
Recreation income	463
Net Staffing	791
Planning appeal costs	400
Loss of HPDG	<u>900</u>
	4,056
 Offset proposals:	
Contingency release requests	(1,016)
Highway maintenance	(1,250)
Library book fund	(300)
LEGI underspend (Legacy programme)	(842)
Net other variations	<u>(3)</u>
 Total	 645

Income

Period 7 has seen no significant change in planning and building fee income and the year end projected shortfall remains at £710k 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 £378k is forecast for the year, this is a small reduction on the position reported at Period 6. 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 £791k. Applications under the corporate Early Leaver Initiative are now being progressed and it is envisaged that this will lead to further staff savings this financial year from agreeing reductions in hours and from staff leaving late 2010/early 2011 and not being replaced.

Most services are forecast to achieve the target savings. The three services where this is not the case are Planning and Sustainable Development, Parks and Countryside and Sport and Active Recreation. Restructures are being progressed in all these services, with Planning Services, Building Control, and Parks and Countryside 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 £400k 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 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.

This page is intentionally left blank

Financial Management System (FMS Leeds)

Corporate Leadership Team (CLT) Report by Service

Reporting Period October 2010 Period 7

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	Total (Under) Overspend £000	Phased Budget £000		Actual To Date £000	(Under)/over spend to date £000
G	Economic Development	(79)	(531)	(195)	(805)	713	1,467	754	(817)
R	Asset Management	197	(403)	596	390	(1,960)	(1,425)	535	383
G	Highways and Transportation	(619)	(1,540)	(83)	(2,242)	16,167	12,174	(3,993)	(2,237)
G	Libraries, Arts and Heritage	(228)	(212)	147	(293)	11,722	11,990	268	(241)
R	Recreation	945	(870)	995	1,070	7,398	8,172	774	1,072
G	Resources and Strategy	(52)	(199)	123	(128)	1,928	1,845	(83)	(100)
R	Planning and Sustainable Development	627	237	1,790	2,654	2,210	3,742	1,532	2,482
G	Appropriations	0	0	0	0	0	719	719	0
R	Total	791	(3,517)	3,373	645	38,178	38,684	506	542

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.

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 7 Report - Further breakdown and explanation

Traffic Service Light	Period 7 Projection	Explanation	Period 6 Projection
	Total (under) overspend £000s		Total (under) overspend £000s
G	(805)	underspend on LEGL £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.	(817)
R	390	The main budget pressure is a shortfall in income in Architectural Design Services	383
G	(2,242)	Includes £1.25m saving on highway maintenance (the maintenance budget has also been enhanced by £774k for the pot hole grant, savings on employees £660k and savings against the Street Lighting contract £910k. Pressures include reduced income from the Highways DLO.	(2,236)
G	(293)		(241)
G	(364)	The main saving is the reduction in spend on the book fund £300k	(312)
R	224	The major budget pressure is a shortfall on income, including room hire and other charges	217
G	(23)	no significant variations	(33)
G	(131)	The main saving is on employee costs	(113)
R	1,070		1,072
R	586	The variation includes an overspend on staffing £341k, a shortfall on income of £299k and a small overspend on running costs.	586
R	484	The variation includes an overspend on staffing £604k pending completion of the restructure and other actions, a shortfall in income from cemeteries and crematoria £184k and from other services £495k. These are offset by some running cost savings such as energy costs and materials	486
G	(128)	savings on directorate running costs	(100)
R	2,654	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, increase in planning appeal costs to £400k	2,483
R	646		544



Originator: Richard Mills

Tel: 2474557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 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 Scrutiny Board in November considered the attached request for scrutiny from Councillor M Lobley and Councillor J Matthews concerning the officer delegated decision D37367 to withdraw the provision of the remaining six crèches in Leisure Centres across Leeds.

1.2 The Scrutiny Board on 2nd November resolved

- a) That the contents of the report and appendices be noted.
- b) That the request for scrutiny from Councillor M Lobley and Councillor J Matthews for a Scrutiny Inquiry into the decision by the Council to close six crèches in Leisure Centres across Leeds be deferred.
- c) That the Acting Director of City Development be asked to undertake a review of this issue to identify ways that would offer alternative models for providing creche facilities at the Council's leisure centres and submit a further report to this Board at its meeting on 7th December 2010.
- d) That in the interim period, the Acting Director of City Development be asked to keep open the six crèche facilities in Leisure Centres across Leeds pending the outcome of this review.

1.3 In the circumstances, the Executive Board Member with portfolio responsibility for Leisure, Councillor A Ogilvie, who attended the meeting in November agreed to work with the Scrutiny Board and maintain the current crèche provision in the leisure centres until at least the next Scrutiny Board (City Development) meeting on 7th December 2010.

2.0 Acting Director of City Development

2.1 In accordance with the Scrutiny Board's request the Acting Director of City Development's has submitted the attached report on the outcome of his review of this issue.

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 resourced
- whether an inquiry should be undertaken

4.0 Recommendations

4.1 The Scrutiny Board is asked:

- (i) To consider the report of the Acting Director of City Development following his review of this issue.
- (ii) To consider further the request for Scrutiny from Councillors Lobley and Matthews in the light of the Acting Director of City Development's report.
- (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



This page is intentionally left blank

DELEGATED DECISION NOTIFICATION

REF NO¹
D37367

DECISION MAKER	Chief Recreation Officer	AUTHORITY BY REFERENCE TO SCHEME OF DELEGATION: ²	Officer Delegation Scheme (Executive Functions) Chief Recreation Officer (a)
----------------	--------------------------	--	--

SUBJECT³ Withdrawal of remaining creche provision at leisure centres

DECISION ⁴	COUNCIL FUNCTION <input type="checkbox"/>	EXECUTIVE DECISION (KEY) <input type="checkbox"/>	EXECUTIVE DECISION (MAJOR) <input type="checkbox"/>	EXECUTIVE DECISION (OTHER) <input checked="" type="checkbox"/>
	NOT SUBJECT TO CALL IN	⁵ EXEMPT FROM CALL IN: NO	⁵ EXEMPT FROM CALL IN: NO	NOT SUBJECT TO CALL IN
THIS DECISION SUPERSEDES D37354 AS THERE WAS AN ERROR IN SECTION 6.1 OF THE REPORT.				
The Chief Recreation Officer approved the withdrawal of the remaining leisure centre crèche provision.				

AFFECTED WARDS City Wide

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 INTERESTS⁶ None

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"/>
--	---	---

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

This page is intentionally left blank



Report of the Chief Recreation Officer

Scrutiny Board: City Development

Date: 7th December 2010

Subject: Leisure Centre Crèches

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

The purpose of this report is to update scrutiny board on progress made to explore alternative delivery options for leisure centre crèches.

2.0 Background

Following the Scrutiny Board meeting held on 2nd November 2010 officers were asked to; Undertake a review of this issue to identify ways that would offer alternative models for providing crèche facilities at the Council's leisure centers and submit a further report to this Board at its meeting on 7th December 2010.

During that time Scrutiny Board requested that officers maintain crèche provision at the 6 leisure centres identified for closure whilst alternative options were explored. The Acting Director of City Development has agreed to this approach and consequently the service has been instructed to suspend the closure programme and keep the remaining crèches open.

3.0 Information

Further meetings have been held with Early Year's Service and a business manager has been deployed to model potential business options and to seek expressions of interest from external crèche providers and existing users. This process will include consultation with service users and the development of a service specification for use by potential operators. The provisional deadline for concluding this work is week commencing 7th February 2011.

Scrutiny board originally requested that the crèche closures be deferred until the next meeting. Given the timescales required to complete the business modeling and procurement process the closures have been deferred until February 2011 pending the outcome of the review. This will also allow time for a further report to be prepared outlining the results of the review process and the consequent impact on the original decision to close 6 Leisure centre Crèches.

The service is working with the staff who are directly affected to help minimize the uncertainty surrounding their positions and will respond to their individual needs accordingly.

Given the uncertainty surrounding the future of the crèches, some staff have and are actively seeking alternative employment, it should be noted that in the event of staff leaving the service will seek to maintain the provision on a like for like basis.

4.0 Recommendations

That officers continue work to identify alternative models for providing crèche facilities and report back on the findings to Scrutiny Board before the implementation of any final decision.

5.0 Background reports

Scrutiny Minutes from the 2nd November 2010
Delegated decision D37367



Originator:
Heather Pinches

Tel: 22 43347

Report of the Head of Policy and Performance

Meeting: City Development Scrutiny Board

Date: 7th Dec 2010

Subject: City Development Performance Report Quarter 2 2010/11

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

- 1.1 This report presents the Quarter 2 action trackers summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the City Development Scrutiny Board. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. A complete set of action trackers are published on the intranet for information. There is no separate performance indicator report as all relevant key performance indicators are now provided on the action trackers. Overall, Members should note that for the improvement priorities relevant to the City Development Scrutiny Board 47% (7 out of 15) of **improvement priorities** are currently assessed as green and on track. Since the last report a number of the trackers have been assessed as amber due to uncertainties resulting from the impact of the Comprehensive Spending Review and concern about how this will impact the delivery of outcomes in these areas.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the City Development Scrutiny Board so that the Board may understand our current performance and, as necessary, take appropriate action.

3 Background Information

- 3.1 A number of appendices of information are provided with this report and these are summarised below:
- **Appendix 1** – summary sheet showing the overall progress rating against all improvement priorities relevant to the City Development Scrutiny Board.

- **Appendix 2** – selected amber and red rated action trackers from the Leeds Strategic Plan priorities relevant to the City Development Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.

This information is supported by a guidance document to aid the reader in interpreting the actions trackers.

4 Main Issues

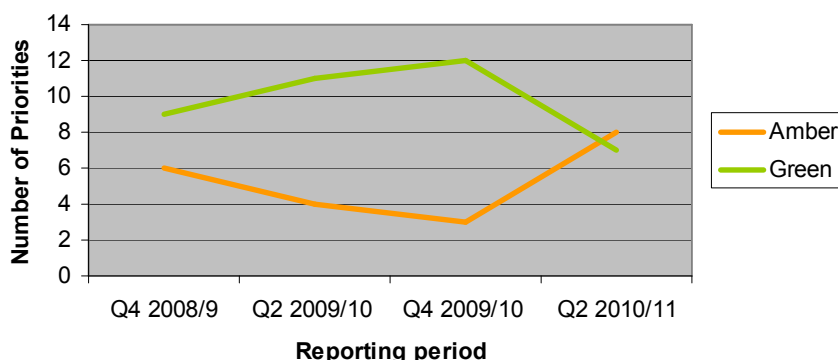
- 4.1 As part of the performance management process each strategic improvement priority is given an overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided.
- 4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. Therefore a full performance indicator report is **not** provided on this occasion. A performance indicator report will be produced at Q3.

Analysis of Overall Performance *Improvement Priorities*

- 4.4 There are 15 improvement priorities from the Leeds Strategic Plan which are relevant to the City Development Board and of these 8 are assessed as amber, 7 as green and none are assessed as red. This represents a sharp deterioration in the assessment of the overall position compared to quarter 4 2009/10 – as illustrated in the table and graph below. .

	Q4 2008/9	Q2 2009/10	Q4 2009/10	Q2 2010/11
Red	0	0	0	0
Amber	6	4	3	8
Green	9	11	12	7

Change in Improvement Priority RAG Ratings



4.5 The trackers which have moved from green to amber in the last 6 months are shown below:

- CU-1a – Enable more people to become involved in sport by providing better quality and wider ranging activities and facilities
- EE-1a - Increase innovation and entrepreneurial activity across the city
- TR-1a - Deliver and facilitate a range of transport proposals for an enhanced transport system including cycling and walking.
- TR-1b - Improve the quality, capacity, use and accessibility of public transport in Leeds
- TR-1c - Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements

These trackers have generally been assessed as amber due to uncertainties resulting from the impact of the Comprehensive Spending Review and concern about how this will impact the delivery of outcomes in these areas.

5 Implications for Council Policy and Governance

5.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

6 Legal and Resource Implications

6.1 The implications of future funding is assessed within the individual action tracker.

7 Conclusions

7.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at quarter 2 2010/11. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

8 Recommendation

8.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised

This page is intentionally left blank

Culture				Enterprise and the Economy			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
CU-1a	Enable more people to become involved in sport by providing better quality and wider ranging activities and facilities.		Martin Farrington	EE-1a	Increase innovation and entrepreneurial activity across the city		Martin Farrington
CU-1a	Enable more people to become involved in culture by providing better quality and wider ranging activities and facilities.		Martin Farrington	EE-1b	Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment		Martin Farrington
CU-2a	Facilitate the delivery of major cultural schemes of international significance		Martin Farrington	EE-2a	Increase international communications, marketing and business support activities to promote the city and attract investment.		Martin Farrington
Environment				Transport			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
ENV-1a	Improve the quality and sustainability of the built and natural environment		Martin Farrington	TR-1a	Deliver and facilitate a range of transport proposals for an enhanced transport system including cycling and walking.		Martin Farrington
ENV-1b	Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so		Martin Farrington	TR-1b	Improve the quality, capacity, use and accessibility of public transport services in Leeds.		Martin Farrington
ENV-1c	Undertake Actions to improve our resilience to current and future climate change		Martin Farrington	TR-1c	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.		Martin Farrington
				TR-1d	Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.		Martin Farrington
Thriving Places				Learning			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
TP-1e	Increase financial inclusion in deprived areas.		Neil Evans/ Martin Farrington	LN-1a	Enhance the skill level of the workforce to fulfil individual and economic potential.		Martin Farrington

Page 59

Key	
	Significant delays or issues to address
	Minor delays or issues to address
	Progressing as expected – on schedule to complete actions & targets

This page is intentionally left blank

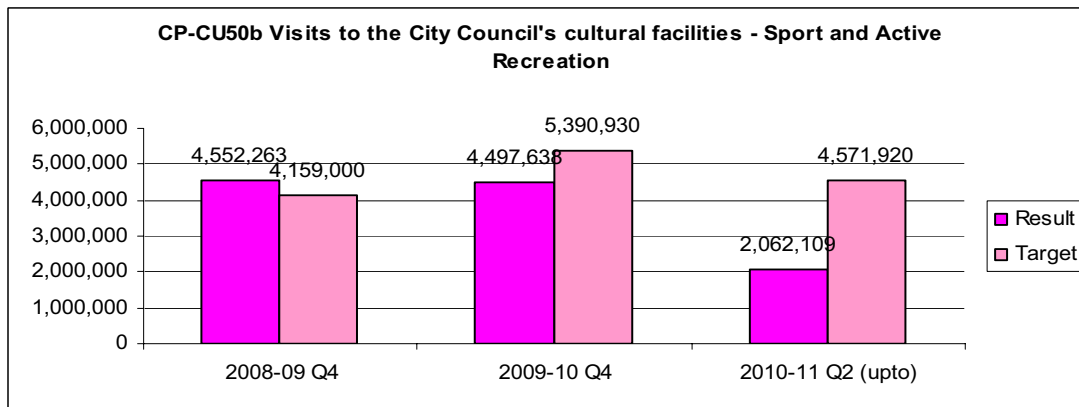
Improvement Priority – CU-1a. Enable more people to become involved in SPORT and culture by providing better quality and wider ranging activities and facilities.

Accountable Officer – Richard Mond



Why is this a priority

Through sport and active recreation people can find enjoyment, enrich their lives, fulfil their potential and keep active. The benefits are linked to improved health, wellbeing, educational attainment, regeneration and economic performance. By improving the quality, access and range of facilities available, we aim to enable more people to become involved in sport. Other measures encourage participation through partnership, sports development and community engagement.



Overall Progress to date and outcomes achieved April – September 2010

Overall Summary

The gross number of swims and visits to council pools and leisure centres has fallen slightly compared to the same period last year. This reflects less usage by events, groups and teams in the face of wider competition and recessionary reductions in spending, and the end of funding for free swimming for 60+ and up to 16 year olds. Although this ended on 31 July 2010, Leeds extended it for under 16's for a further month. Throughout the rest of this year the absence of free swimming compared to 2009/10 will result in a comparative reduction in the number of swims. Key individual activity is up 2% compared to last year, due to considerably greater pool and gym capacity, following the opening of the Morley and Armley New Leaf PFI leisure centres. The Holt Park Wellbeing Centre PFI project has been it's suspended pending Department of Health budget decision which is expected in November. Two sports centres have been identified for closure South Leeds and East Leeds. South Leeds Sports centre closed to the public on 1st November pending further work with Tiger 11 and the East Leeds Community Asset Transfer work is suspended pending clarification on the position of the potential funder.

Achievements since the last report

- **New Leaf PFI** leisure centres opened in Armley on 18th May and in Morley on 22 June increasing swims and visits in Armley by 80% on 2008 activity levels, to 4,200 per week. Morley, currently 6,155 per week, is up 44% on previous levels.
- **Free Swimming** continued to sustain leisure centre visits throughout Q2.
- **Leisure Management System** new supplier approved to support improved customer service. Retention software operational from summer 2010, main system mid 2011.
- **Access to services** successful completion of a pilot between the Partnership Foundation Trust healthy living service and Leeds City Council Sports and Active Recreation a local authority sports centre to encourage service users to access sports facilities in the South of the City. An increasing number of service users initially in the South of the City have been accessing this service and it is planned to roll this out further across the City.
- **Playing Pitches, Methley Lane** completed with the final tree planting element held back until December 2010 to suitable season for tree planting.

Challenges/Risks

- **Free Swimming** ended 31 August 2010 which may see a fall in swims, especially juniors.
- **Swimming General** Recession is beginning to adversely affect swim lessons and casual use; a trend also reported by the private sector.
- **Comprehensive Spending Review (CSR)** is likely to increase budget pressures significantly. Therefore the 'Vision for Leisure centres' may require review.

Improvement Priority – CU-1a. Enable more people to become involved in SPORT and culture by providing better quality and wider ranging activities and facilities.

Accountable Officer – Richard Mond

- **Holt Park Health and Wellbeing Centre** project still on hold pending the result of the CSR. Decision not expected until December 2010.
- **Creche Facilities** managing budget pressures requires review of some activities to focus spending where it is most effective.
- **Charges** being introduced for community clubs at schools within Leeds through the new lettings policy.
- **Healthy Living** service not formally commissioned.
- **School Playing Pitches** Education Leeds has reduced the support to schools to facilitated lettings and this may reduce the number of schools who are willing to allow clubs to access their pitches. This may have the effect of increasing pressure on other pitches across the city.

Council / Partnership Groups	Leeds City Council / Sport Leeds		
Approved by (<i>Accountable Officer</i>)	Richard Mond	Date	02.11.10
Approved by (<i>Accountable Director</i>)	Martin Farrington	Date	02.11.10

Improvement Priority – CU-1a. Enable more people to become involved in SPORT and culture by providing better quality and wider ranging activities and facilities.
Accountable Officer – Richard Mond

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Sport for the Future Project. Continue to deliver project and progress towards the key outcomes.	Mark Allman – Sport and Active Recreation Service	Complete community asset transfer of South Leeds Sports Centre. Complete community asset transfer of East Leeds Leisure Centre.	December 2010 March 2011
2	Vision for Leisure Centres Undertake review.	Sport Leadership Team	Dependent on result of Comprehensive Spending Review and Medium Term Financial Plan (MTFP)	As per MTFP
3	Playing pitches completion of improvements provide additional outdoor pitches within Methley on land off Sharp Lane	Sean Flesher	Middleton Leisure centre pitch improvements stage 2 and Methley sports pitch improvements	March 2011
4	Planning Policy Guidance 17, Planning for Open Space, Sport and Recreation (PPG17) Complete audit of indoor sports provision and playing pitch work and set local standards	Sean Flesher/Mark Allman/Chris Bolam (Planning)	Standards to be agreed	March 2011
5	Healthy Living Develop wider partnership working in terms of both Extended Services and Health and Wellbeing Develop and implement new GP referral scheme	Mark Allman - / Brenda Fullard NHS Leeds	Continue to participate in the review of governance arrangements for Healthy Leeds and actively participate in Active Leeds. Continue to develop GP referral by finalising project plan and funding.	Ongoing Ongoing
6	Holt Park Wellbeing Centre. Lobby government for this project. Await Department of Health decision and plan accordingly (to build participation among hard to reach groups).	Helen Evans/ Adult Social Care	Take decisions flowing from whether government funding is confirmed and at what level.	December 2010
7	QUEST Continue work towards accreditation. 17 centres for 2010/11, plus Sports Development Unit	Mark Allman	Action plan agreed. New contractor appointed nationally to manage QUEST scheme has caused some delays in assessments	March 2011

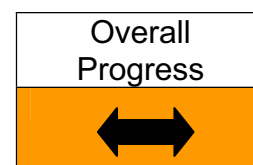
Improvement Priority – CU-1a. Enable more people to become involved in SPORT and culture by providing better quality and wider ranging activities and facilities.
Accountable Officer – Richard Mond

Performance Indicators											
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q1	Q2	Predicted Full Year Result	Data Quality
CP-CU50b / LKI SP9c	Visits to the City Council's cultural facilities - Sport & Active Recreation	Sport and Active Recreation	Quarterly Number	Rise	4,152,075 (2006/07)	4,246,816	4,571,920	1,048,042	2,062,109 (cumulative)	4,400,000	No concerns with data quality
NI 8	Adult participation in sport and active recreation	Sport and Active Recreation	Annually %	Fall	20.6% (2005/06)	26.25%	21.6%	Annual Indicator. Results due April 2011			No concerns with data quality
NI 57	Children and Young People's Participation in high-quality PE and Sport	Education Leads	Annual %	Rise	74%	81%	76%	Annual Indicator. Results due April 2011			No concerns with data quality

Improvement Priority – LN-1a. Enhance the skill level of the workforce to fulfil individual and economic potential

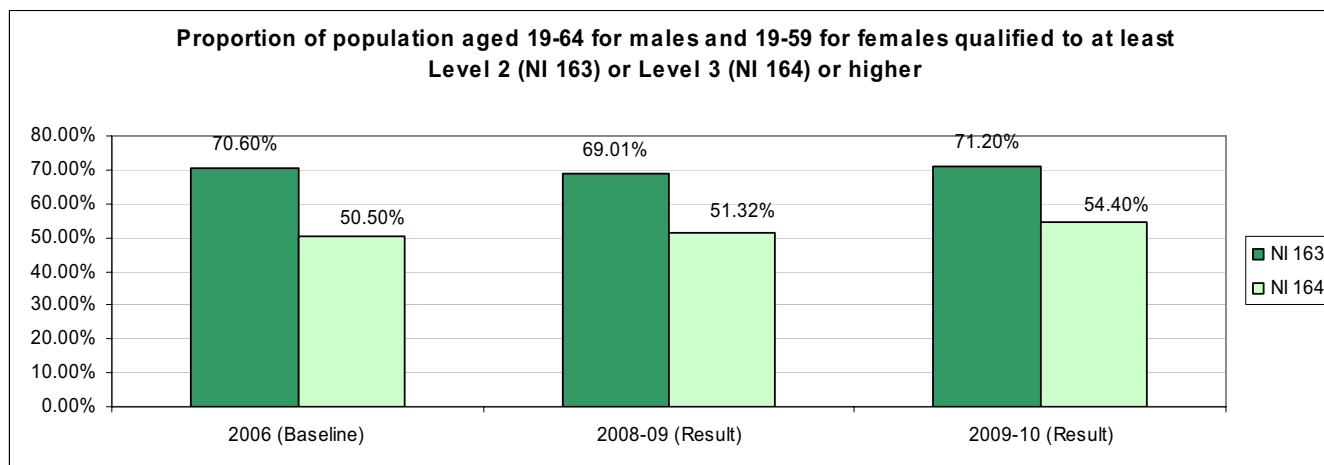
Accountable Officer – Paul Stephens

Accountable Director – Martin Farrington



Why is this a priority

Skills are essential both for ensuring the competitiveness of Leeds Businesses and enabling Leeds Residents to maximise their employment potential. Skills are important to achieve all Leeds Strategic Outcomes



Overall Progress to date and outcomes achieved April – September 2010

Overall Summary

This is a key priority in empowering both businesses and individuals within Leeds to lead on the economic recovery of the city. There is however, an overall uncertainty within the sector. Business Link Yorkshire (BLY), the Skills Funding Agency (SFA) and other key partners are awaiting the outcome of the Comprehensive Spending Review (CSR) which could result in a reduction in the services they deliver. The proportion of the population with level 2 and 3 skills is continuing to rise year on year within Leeds but still remains slightly below target. Against the backdrop of the global economic recession however, this demonstrates that progress is being made. The SFA has now successfully established itself (in replacing the Learning and Skills Council as the UK's main skills body) and has now developed a close working relationship with the authority. In addition, the Leeds Economy and Skills Partnership (LESP) has established a new skills sub-group which will coordinate the progress against the skills of the workforce improvement priority.

Achievements since the last report

- **Young Person's Guarantee Scheme** Sector *routeway* strand of the Young Person's Guarantee, *Routes into Work* is now fully implemented and delivering to eligible 18-24 year old job seekers in receipt of Jobseeker Allowance. These are pre-employment courses to place young people into targeted industry sectors.
- **BLY Advisers** carried out 98 skills meetings with organisations in Leeds between April – June 2010 which was the largest share of skills interventions (11.3%) for the region. During this period, the total indicative learner investment within Leeds was £31,814 with £21,815 of this public funding and £9,999 employer funding.
- **Skills Enhancement Fund (SEF)** The majority of training for micro businesses which have been supported by the SEF have been within the professional, financial & accountancy sectors.
- **Team Leeds'** has brought together Leeds MPs and businesses on topics relating to jobs, business growth and skills to bring about change and remove policy/funding obstacles.
- **Employment and Skills Survey** This was undertaken by all Chamber and Coalition members followed by 2 focus groups. Used to inform Leeds City Region Employment and Skills Strategy and West Yorkshire Lifelong Learning Network.
- **Leeds Chamber** Over 30 referrals into higher level skill providers were made to meet employer requests. Supported 2 employers in-house training programmes to be accredited at higher level. Secured progression agreements into higher level training/qualifications for 2 employers.
- **Jobs & Skills** Apprenticeship Steering Group established in May 2010 bringing together representation from across the sector (Job Centre Plus, Leeds City College, Leeds Chamber, Business Link, Education Leeds and others). A work programme is in place to develop a city strategy for increasing the number of apprenticeships opportunities provided by businesses and increasing their take-up.

Improvement Priority – LN-1a. Enhance the skill level of the workforce to fulfil

individual and economic potential

Accountable Officer – Paul Stephens

Accountable Director – Martin Farrington

Challenges/Risks

- **BLY** The long term future of BLY and business support/engagement generally is unclear and awaiting further clarification after the CSR.
- **Skills Funding Agency** General uncertainty in the sector of future policy direction which may impact on the future role and remit of the SFA
- **BLY** Matching resources to the recent 16% increase in demand for the supply of information, advice & guidance and teacher training for the Voluntary & Community sector.

Council / Partnership Groups

Approved by (<i>Accountable Officer</i>)	Paul Stephens	Date	02.11.10
Approved by (<i>Accountable Director</i>)	Martin Farrington	Date	02.11.10

Improvement Priority – TP-1e. Increase financial inclusion in deprived areas.

Accountable Officer – Paul Stephens

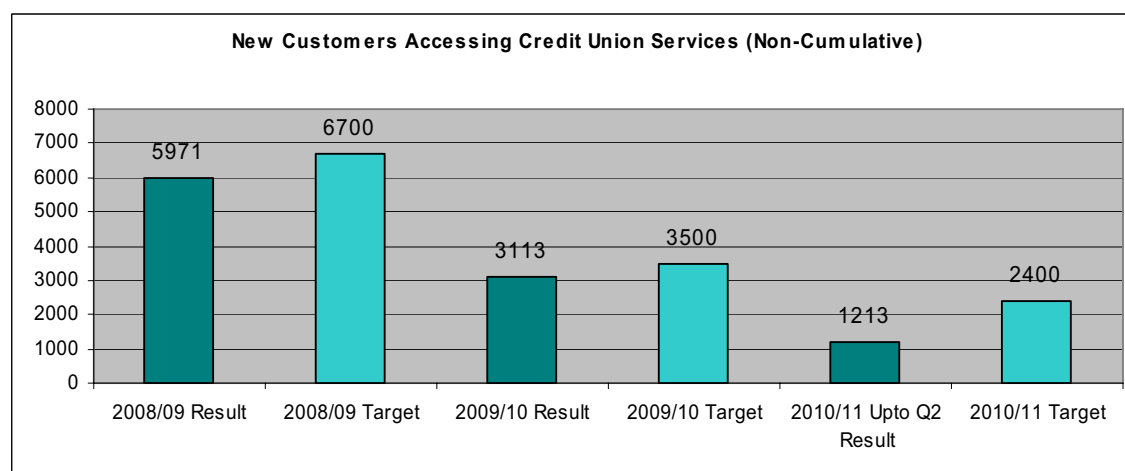
Accountable Director – Neil Evans

Overall Progress



Why is this a priority

Helping people manage their finance and reduce debt levels is a key part of addressing Leeds Strategic Outcomes and in particular those relating to Thriving Places. The financial inclusion partnership has three main aims, to improve access to affordable credit, access to free debt advice, and levels of financial literacy.



Q1 2010/11 was incorrectly reported as 824 new customers accessing credit union services. The actual Q1 2010/11 result was 639 and is now accurately represented in this graph.

Overall Progress to date and outcomes achieved April – September 2010

Overall Summary

The most significant achievement over the past six months has been securing funding to sustain Leeds City Credit Union (LCCU) branch network for the next year. In terms of debt advice it is evident that demand still out-strips supply despite more resources currently being available. The main concern is that if government funding does not continue there will be a reduction in free debt advice provision in Leeds of 66% from the end of the year. The predicted year end result for the number of new customers accessing LCCU services has been revised down to 2400 (target 3000). This reduction is a result of the rationalisation of the LCCU branch network and reduced open hours. In addition, targets for this indicator were set in March 2009 before the full scale of the issues facing LCCU were fully recognised.

Achievements since the last report

- **The recovery plan** for LCCU was approved by CLT and Executive Board, with 7 out of 10 cash offices retained.
- **LCC Customer Services** staff have started to provide information on LCCU services.
- **LCCU** have made further strides in improving the management and governance of its organisation. It has achieved a monthly operating surplus in June and continues to perform to plan; it has carried out marketing activities (direct marketing mail-drops) in target neighbourhoods to promote low cost lending.
- **Leeds Citizens Advice Bureau (LCAB)**: The number of LCAB clients remains at 2009/10 levels, having increased by 35% compared to 2007/08. Debt and benefits enquiries also remain high. Funding from central government has enabled the bureau to sustain increased drop-in hours at City Centre and Crossgates bureaux. This funding will end in November 2010.
- **Debt Advice Pilot** completed and evaluation report presented to the Financial Inclusion Steering Group.
- **Count me in**: 574 financial literacy bags have been issued between April and Sept 2010. 16 events and promotions have taken place with 2,346 children and adults attending.
- **Corporate Debt Policy**: Regular meetings of the Corporate Debt Liaison Group are now being held.

Challenges/Risks

- **Affordable Credit**: Sustainability of the Credit Union in the current economic climate. Actions are being taken to promote lending including greater scrutiny of high risk lending. The recovery of “new” loan arrears has improved considerably in the past 10 months and much is being done to recover older “legacy” debts.
- **The Financial Inclusion Fund (FIF)** government funding for debt advice ends in March 2011. FIF currently funds 11 out of 16.5 debt adviser posts in Leeds, meaning a massive reduction in capacity to deal with debt problems if the funding is not continued. In order to manage redundancy notices and case closure, most agencies will not take on new clients under the FIF project after Christmas 2010.
- **Demand for advice services** continues to exceed the level of existing provision, agencies are working to

Improvement Priority – TP-1e. Increase financial inclusion in deprived areas.

Accountable Officer – Paul Stephens

Accountable Director – Neil Evans

meet increasing demand by; training more volunteer advisers, working in partnership, applying for new funding, increasing open hours and increasing telephone advice provision.

• **Legal Services Commission (LSC)** contracts for 2010-12 have now been awarded. LSC has reduced the amount of Debt, Benefits and Housing work they are funding in many areas and in Leeds they are funding only 640 Debt and 520 Benefits cases. Together with the potential loss of FIF funding in 2011 this will significantly reduce the advice available to those in need.

Council / Financial Inclusion Steering Group / Child Poverty Strategic Outcomes Group

Approved by (<i>Accountable Officer</i>)	Paul Stephens	Date	22/10/10
Approved by (<i>Accountable Director</i>)	Neil Evans	Date	

Improvement Priority – TP-1e. Increase financial inclusion in deprived areas.

Accountable Officer – Paul Stephens

Accountable Director – Neil Evans

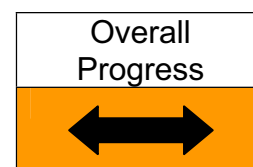
Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Affordable credit Work to ensure the continued sustainability of the credit union and its branch network. Budget submission for the continued provision of Credit Union services in the community via branches (Financial Inclusion)	Chris Smythe LC Credit Union David Roberts, LCC	To stabilise the position of the branch network and seek resources for their continued operation in 2010/2011. Budget plan approved by CLT	Ongoing End October 2010 Next 6 months
2	Debt Advice To continue to deliver debt advice services which meets customer needs	Dianne Lyons Leeds CAB	Prepare as far as possible for significant reductions in debt advice provision from April 2011.	Next 6 months
3	Financial literacy Count Me In Web continues to give problems with the host company ignoring requests for data on usage. Yorkshire Bank are investigating how we can move forward with this. Education Leads: Continue to develop financial literacy understanding amongst teachers by engaging financial services and other organisations to support financial literacy in the classroom. Development of primary programme called 'It All Adds Up!' which requires year 6 pupils to earn money through running a business.	Count me in: Ann Day Education Leads: Christine Marsden	Ensure Count me in web is easily accessible. Education Leads: To embed financial literacy into the curriculum as part of economic well being.	Next 6 months Until March 2011
4	Corporate Debt Policy Continuation of the policy and regular liaison group meetings. Annual policy review to take place.	Dave Levitt, LCC	A further two Corporate Debt Liaison Group meetings scheduled for October 2010 and January 2011. Policy review by 31/03/2011	March 2011
5	Child Poverty Strategy Work with Child Poverty Strategic Outcomes Group to develop the Leeds Child Poverty Needs Assessment and Strategy for the City	Dave Roberts/ Sally Threlfall	Strategy developed	April 2011

Performance Indicators											
Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q1 Result	Q2 Result	Predicted Full Year Result	Data Quality
LSP-TP1e	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	Strategy and Policy	Quarterly Number	Rise	6,700 (2007)	3,113	3,000	639	574	2400	No Concerns with Data

Improvement Priority – TR-1a. Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking

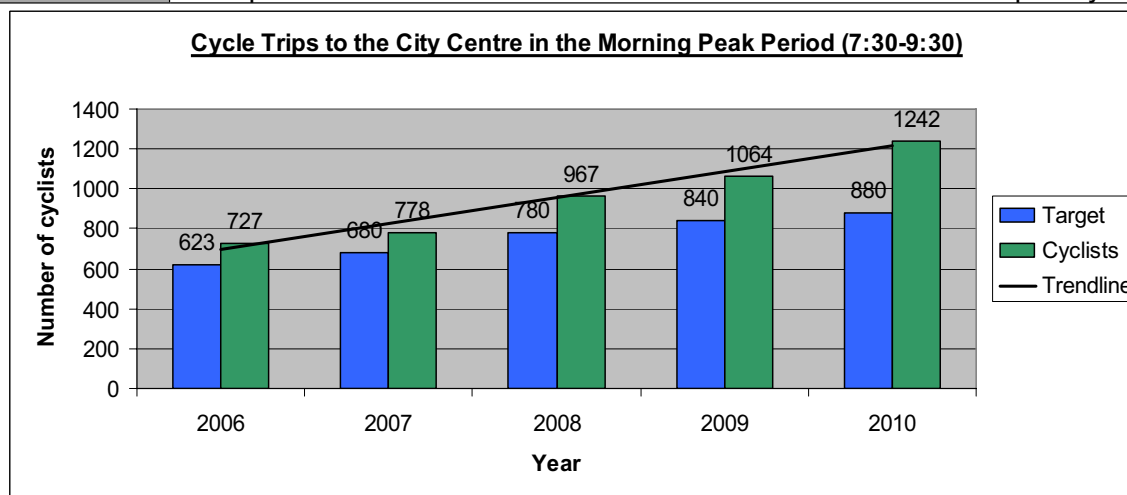
Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington



Why is this a priority

Whether a journey is in a car, on a bus or train, on two wheels or on foot, quality of life is enhanced by being able to move around more easily. Similarly, moving people and goods within Leeds and beyond is key to the city being a good place to do business. We aspire to ensure that future growth is not constrained by transport difficulties and so it is critical that we invest in the transport system.



Overall Progress to date and outcomes achieved

Overall Summary

Good progress now being made with Leeds Core Cycle Network with one route complete and two further ones about to commence on site. The Southern Station Access Scheme has been recently re-approved and a scheme to improve Pedestrian access to the station has been completed at City Square. Work is progressing on the long term transport strategy for the City building on the Transport for Leeds study and feeding into the preparation of LTP3. This development work is progressing well. Consideration of collaborative and joint working arrangements across West Yorkshire is also taking place. However, work on NGT is paused until the detail of the Comprehensive Spending Review is known, hence the amber rating on this action tracker.

Achievements since the last report

- **New Generation Transport (NGT)** In June the new Coalition Government announced that all major transport schemes were to be reviewed as part of the wider Comprehensive Spending Review (CSR). As such the majority of development work on NGT has been paused. A statement was issued by the Transport Minister in October confirming that subject to 'further analysis' a decision on NGT will be made by the end of 2011.
- **Transport Governance Project Work** is ongoing in terms of future collaborations; shared services and examining revised governance arrangements across West Yorkshire and LCR.
- **Leeds City Region Transport Strategy & Connectivity Study** The City Region Leaders Board approved the Transport Strategy in October 2009 and it was launched at the Leeds City Region Summit in November 2009. Since then DfT funded a Leeds City Region connectivity study (former DaSTS funding). Phase one of this work was submitted to DfT in June 2010. It is unlikely that any decision on the study will be announced until details of the CSR is issued. In the interim, the City Region Partners are undertaking work to define key priorities for the short to long term which will be prioritised in a Business Plan, completed by the end of October 2010.
- **Local Transport Plan (LTP) 2 & 3** The process of developing LTP3 continues, with public and stakeholder consultation to commence on 22nd October for a ten week period with second stage consultation following in early 2011 prior to final approval by the Integrated Transport Authority (ITA). Modelling of LTP3 options is progressing using the Leeds City Region Connectivity Study Urban Dynamic Model. An integrated impact appraisal of the emerging LTP3 strategy is being prepared; this will pull together environmental, equalities, health and habitat impact assessments.
- **Transport Strategy for the City Centre** Detailed elements have been considered as part of the TFL study and which is now forming the basis for the development of a formal strategy paper. Contents will be firmed up following the October City Centre Vision Conference for further consultation and adoption. Funding options will be reviewed as the LTP3 process develops and details of the spending review and Sustainable

Improvement Priority – TR-1a. Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

Transport Fund are clarified.

- **Transport for Leeds (TfL)** The TfL study was part funded by DfT from the former Transport Innovation Fund. Discussions between Metro, LCC and Yorkshire Forward has been concluded following withdrawal of DfT funding in the spring. The recommendations and priorities have been accepted in principle by the Member Strategy Group subject to more detailed testing and appraisal and options for generating local funding are being investigated. The priorities assume that other key schemes e.g. NGT, rail capacity increases and Leeds Southern entrance are in place. The strategy and priorities are identified as the most effective way of meeting employment and carbon reduction goals. The recently announced Local Sustainable Transport Fund may be an opportunity for delivery of key elements and further detail is waited. Development of the new Leeds Transport Model is approaching conclusion but has been delayed during the validation stage.
- **A65 Quality Bus Initiative** Full approval re-confirmed by government and site works are progressing well. Completion expected June 2012.
- **Leeds Core Cycle Network** Route 3 (Middleton – City Centre) completed in September. Route 5 (Cookridge - City Centre) and Route 15 (Allwoodley – City Centre) have both commenced on site. Complex land negotiations for Route 16 Phase 1 (Wyke Way) have been successfully concluded and work will commence on site in early November. Detailed design is complete on 2 further routes.
- **Sustrans Funding** £85K of funding has been received from Sustrans to provide cycle parking for schools
- **Station Pedestrian Access** The Bishopgate St scheme (reducing the carriageway from 3 lanes to 2 and enlarging the pedestrian island) was successfully completed in time for the opening of the Cyclepoint facility in the station. A further scheme is being prepared but is subject to funding being available in LTP3.
- **Managed Motorway Interventions (Highways Agency)** Funding has been granted for work on the M62, junctions 25-30. This will enable a managed motorway system to be introduced, allowing motorists to use the hard shoulder at busy times, reducing congestion. Confirmation of funding for the scheme at junctions 39-42 of the M1 are currently on hold pending further detail of the CSR.
- **Station Southern Entrance** scheme recently approved.

Challenges / Risks

- **NGT** Delay to the project timescales due to CSR and enforced pause in project development activity. 'Further analysis' to be conducted, and discussions with DfT will determine how this scheme progresses.
- **LCR Transport Strategy and LCR Connectivity Study** Funding cuts to transport investment are shaping future strategy. Intention is to develop a business case based on the findings of the Connectivity Study as the basis for the City Region case for investment to Government.
- **TfL** Developing appropriate funding options including local revenue schemes. The Leeds Transport Model is the appraisal tool for the TfL strategy work and is required for NGT. Completion has been delayed due to difficulties reaching DfT webtag standards.
- **Core Cycle Network** Current years programme is secure but uncertainty on funding means that a programme for 2011-12 cannot be progressed until LTP3 funding levels and priorities are confirmed.
- **Managed Motorway Interventions Junction 39-42, M1** Progress will be dependent on CSR outcome.

Council / Partnership Groups

Approved by (Accountable Officer)

Gary Bartlett

Date

02.11.10

Approved by (Accountable Director)

Martin Farrington

Date

02.11.10

Improvement Priority – TR-1a. Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

Key actions for the next 6 months										
	Action (Desired Achievements)			Contributory Officer / Partner	Milestone / Actions	Timescale				
1	<p>NGT Secure confirmation of scheme approval enabling continuation of Transport and Works Act Order preparation and submission process</p>			Andrew Wheeler, LCC/Dave Haskins, WYPTE	Work on hold except for essential tasks. DfT re-confirmation of Programme Entry status to allow TWA process to re-commence.	December 2010				
2	<p>Leeds City Region Transport Study Prepare Business Plan to comprise strategic appraisals of proposed interventions</p>			Jeff English (WYPTE)	Completion of Business Plan	October 2010				
3	<p>Local Transport Plan 3 Following public consultation ensure completion of the Strategy for WYLTP3; the first Implementation Plan for 2011/12 to 2013/14; and the Integrated Sustainability Appraisal.</p>			WYITA /Andrew Hall	Adoption and publication of the LTP3 Strategy and Implementation Plan.	31st March 2011				
4	<p>City Centre Transport Study Complete analysis of issues evidence base; take on board outcomes from City Centre conference; progress strategy development and undertake model tests to support interventions</p>			Andrew Hall (LCC)	Issues evidence base completed and City Centre Conference outcomes included	October 2010				
5	<p>Transport for Leeds Completion of Leeds Transport Model multi-modal modelling suite to revised timetable allowing for additional network and validation to enable detailed testing of future strategy options following Member presentations. Review options in line with Sustainable Transport Fund criteria when published by DfT.</p>			Paul Roberts (WYPTE) Andrew Hall, (LCC)	Complete LTM and update Members on potential local funding options Specify testing in LTM and examine potential for Sustainable Transport Fund bids.	December 2010 November 2010 November 2010 onwards				
6	<p>Core Cycle network Completion of the 4 routes programmed for implementation during 2010/11, and ensure 2 further schemes are ready for implementation should the funding be available.</p>			Andrew Hall (LCC)	4 routes completed & 2 further routes ready to go.	31st March 2011				
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Full year result	Data Quality	
NI 167	Congestion – average journey time per mile during the morning peak	Transport Policy	Annually Minutes and sec	Fall	4 mins 5 secs (Baseline uses data from both academic years 2004/05 and 2005/06)	Due Nov 2010	4 mins 22 secs	Due Nov 2011	No Concerns with data	
LSP-TR1a	Cycle Trips to the City centre in the morning peak period (0730-0930).	Transport Policy	Annually Number	Rise	728 (2007)	1064	880	1242	No Concerns with data	

Improvement Priority – TR-1b. Improve the quality, capacity, use and accessibility of public transport services in Leeds.

Accountable Officer – Gary Bartlett

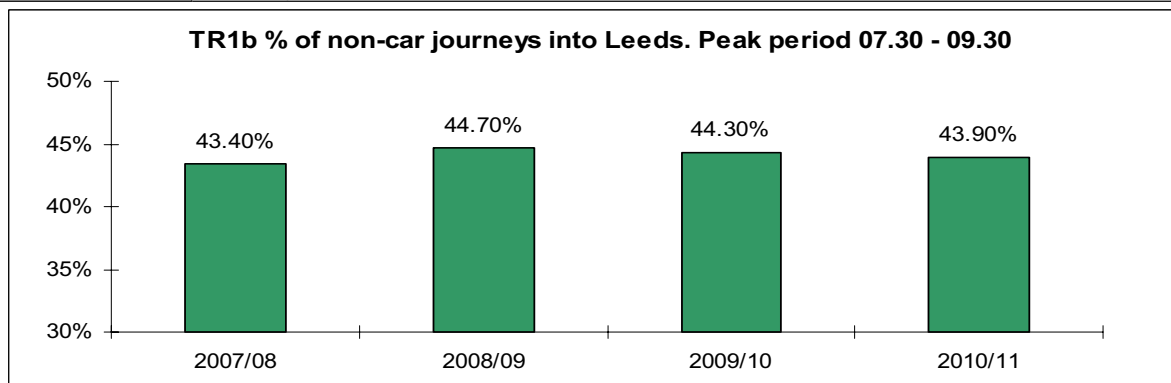
Accountable Director – Martin Farrington

Overall Progress



Why is this a priority

Public transport is a major concern for local people. Consultation performed to identify priorities indicated that improving the quality, accessibility and use of public transport was a priority for all groups. Improvements in public transport will also help ensure that the city is a place where people want to live and work.



Overall Progress to date and outcomes achieved

Overall Summary

The government has already announced cuts in the current year transport budgets and further cuts are expected for future year funding. Progress is still being made on the schemes being funded through the Local Transport Plan (LTP) Integrated Transport money, however, the new government put on hold the funding for a number of major schemes pending the Comprehensive Spending Review (CSR). This included New Generation Transport (NGT). A statement issued by Ministers in late October advised that some money has been made available to both NGT and the Leeds Rail Growth Package schemes, but this is subject to further analysis, and a final decision will not be made until the end of 2011. Consequently, it is still unclear as to how this decision will impact on planned transport initiatives underpinning this improvement priority.

Preparatory work had started on the A65 Quality Bus Scheme prior to the spending cuts and main contract works commenced in May 2010. The DfT re-confirmed the funding following the election and the scheme is progressing, with completion expected June 2012.

Achievements

- **New Generation Transport (NGT)** In June the new Coalition Government announced that all major transport schemes were to be reviewed as part of the wider CSR. As such the majority of development work on NGT has been paused. A statement was issued by the Transport Minister in October confirming that subject to 'further analysis' a decision on NGT will be made by the end of 2011.
- **Leeds City Region Transport Strategy** The City Region Leaders Board approved the Transport Strategy in October 2009 and it was launched at the Leeds City Region Summit in November 2009. Since then DfT funded a Leeds City Region connectivity study (former DaSTS funding). Phase One of this work was submitted to DfT in June 2010. It is unlikely that any decision on the study will be announced until after the detail of the CSR is issued. In the interim, the City Region Partners are undertaking work to define key priorities for the short to long term which will be prioritised in a Business Plan, completed by the end of October 2010.
- **Transport for Leeds (TfL)** The TfL study was part funded by DfT from the former Transport Innovation Fund. Discussions between Metro, LCC and Yorkshire Forward have been concluded following withdrawal of DfT funding in the spring. The recommendations and priorities have been accepted in principle by the Member Strategy Group subject to more detailed testing and appraisal, and options for generating local funding are being investigated. The priorities assume that other key schemes e.g. NGT, rail capacity increases and Leeds Southern entrance are in place. The strategy and priorities are identified as the most effective way of meeting employment and carbon reduction goals. The recently announced Local Sustainable Transport Fund may be an opportunity for delivery of key elements and further detail is waited. Development of the new Leeds Transport Model is approaching conclusion but has been delayed during the validation stage.
- **Leeds Bus Partnership** 2009/10 base level for bus patronage in Leeds now established by Metro. Ongoing trends will now be tracked in order to establish future targets, and individual schemes tracked once they are operational. Specific scheme progress as follows:

Improvement Priority – TR-1b. Improve the quality, capacity, use and accessibility of public transport services in Leeds.

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

- **A65 Quality Bus Major Scheme** Full approval re-confirmed by government and site works are progressing well. Completion expected June 2012.
- **Chapelton Road Inbound Bus Lane** On site substantively complete September 2010.
- **Roundhay Road Inbound High Occupancy Vehicle Lane** On site. Completion expected November 2010.
- **Armley A647 Quality Bus Improvements** Now to be considered as part of Leeds-Bradford Corridor Initiative. Timescale and project details to be discussed by the Leeds-Bradford Corridor project Group. Reduced scale outbound bus lane currently being drawn up.
- **Meanwood Road Bus Priority** Phase 1 Cross Chancellor Street mini roundabout. Due to commence on site autumn 2010. Affordable Phase 2 in design.
- **A653 Dewsbury Road** (Tommy Wass junction) Scheme approved by Executive Board in June 2010 and started on site in September 2010. Due for completion late summer 2011.
- **Pudsey Bus Station** Due for completion on October 31st and has progressed well after initial delays due to the adverse winter weather.
- **East Leeds Parkway:** Network Rail are progressing the design on their element of the scheme whilst the Parkway element is on hold pending details of the CSR
- **Leeds Rail Growth Package:**
 - **Kirkstall Forge (METRO)** Planning application approved. Treasury test and alternative proposal submitted to DfT for consideration.
 - **Additional Train Carriages** On hold due to confirmation of CSR details
- **Leeds Southern Access Station (LSAS)** The planning application has been approved and funding has recently been approved by Central Government

Challenges/Risks

In June 2010 the DfT announced that all major transport schemes are to be reviewed as part of the wider government CSR. The DfT also advised authorities who are currently developing major transport schemes to minimise any further development activity until this review is concluded. A statement was issued in late October however the full implications of this will not be known until discussions have been had with the DfT.

- **NGT** Delay to the project timescales due to CSR and enforced pause in project development activity. ‘Further analysis’ to be conducted, and discussions with the DfT will determine how this scheme progresses.
- **LCR Transport Strategy and LCR Connectivity Study** Funding cuts to transport investment are shaping future strategy. Intention is to develop a business case based on the findings of the Connectivity Study as the basis for the City Region case for investment to Government.
- **TfL** Developing appropriate funding options including local revenue schemes. The Leeds Transport Model is the appraisal tool for the TfL strategy work and is required for NGT. Completion has been delayed due to difficulties reaching DfT webtags standards.
- **Leeds Bus Partnership** Scheme development is already being affected by the uncertainty over funding for the next financial year, and the lack of clarity regarding the nature of the LTP3 strategy. Further work being undertaken in partnership with Metro regarding more affordable Bus priority schemes.
- **East Leeds Parkway** A business case is not expected to be submitted to the DfT until next year, so under the current budget situation, the scheme is likely to be less prominent than those which already have submitted business cases.
- **Leeds Rail Growth Package:**
 - **Kirkstall Forge** Planning application secured and funding has been secured from the developer of the site towards the cost but still subject to the ‘Treasury Test’. Alternative proposals have also been submitted.
 - **Additional Train Carriages** DfT has announced a pause in its 2010/11 High Level Output Strategy Schemes so the position around the additional train carriages for the Leeds area is uncertain
- **LSAS** Recently Approved.
- **Potential Fare Increases** The potential increase in bus and rail fares may have an adverse impact on patronage levels.

Approved by (<i>Accountable Officer</i>)	Gary Bartlett	Date	02.11.10
Approved by (<i>Accountable Director</i>)	Martin Farrington	Date	02.11.10

Improvement Priority – TR-1b. Improve the quality, capacity, use and accessibility of public transport services in Leeds.

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

Key actions for the next 6 months				
Action (Desired Achievements)	Contributory Officer/Partner	Milestone / Actions	Timescale	
1 New Generation Transport: Secure confirmation of scheme approval enabling continuation of Transport and Works Act Order preparation & submission process	Andrew Wheeler, LCC/Dave Haskins, WYPTE	Work on hold except for essential tasks. DfT re-confirmation of Programme Entry status to allow TWA process to re-commence.	December 2010	
2 Leeds Bus Partnership: Progress work on the various schemes to revised completion dates	Andrew Hall, LCC	Completion of Chapeltown Road inbound bus lane Completion of the Roundhay Road inbound HOV lane. Work delayed due to finding and accommodating a gas main not previously identified on the statutory undertaker plans.	September 2010 November 2010	
3 Pudsey Bus Station: Successful completion of scheme.	Andrew Hall, LCC/ Steve Heckley, WYPTE	Deliver scheme to revised completion date	October / November 2010	
4 Leeds Station Southern Access East Leeds Parkway	Ben Whitaker, WYPTE	Re-confirmation of Programme Entry status for Leeds Southern Access. Clarify available options for East Leeds Parkway.	November 2010	

Ref	Title	Owner	Frequency & Measure	Rise /Fall	Baseline	2009/10 Full Year Result	2010/11 Target	2010/11 Full Year Result	Data Quality
LSP-TR1b(i)	Percentage of non-car journeys into central Leeds in the morning peak period*	Transport Policy	Annually %	Rise	42.3% (2004)	44.3%	45%	43.9%	*Some concerns with rail data collection.
LSP-TR1b(ii)	Local bus passenger journeys originating in the authority area	Transport Policy	Annually Number	N/A	80,424,891 (2009/10)	80,424,891	Not set	N/A	*Some concerns with methodology

*Data for this indicator is obtained from both the Leeds Central Cordon Modal Split Roadside Survey and rail passenger counts undertaken by Metro. There are concerns over the robustness of this indicator as the survey methodology for rail passenger counts has been recently changed by Metro, any change in the number of rail passengers directly affects the percentage mode share of other modes. Metro are in the process of commissioning a review of their data requirements and have been requested by Leeds City Council to include the collection of bus and rail passenger numbers in this process. Please note that the confidence intervals on this indicator are +/-2.0%, and therefore the indicator has fallen only 0.8% below the highest reported result in 2008/09 of 44.7%.

Improvement Priority – TR-1c. Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.

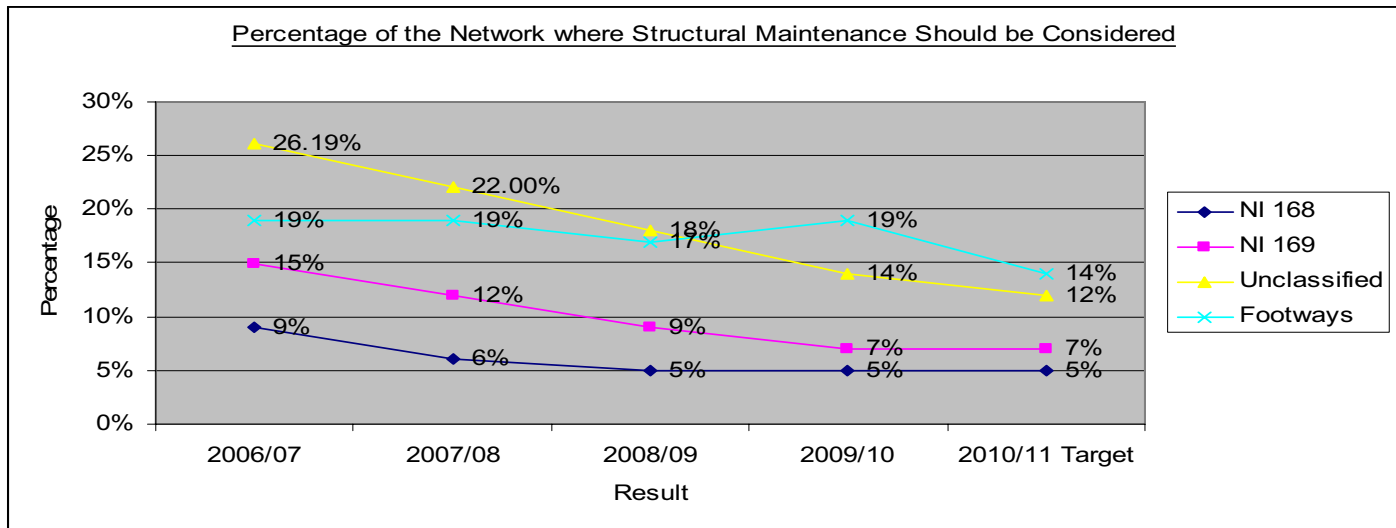
Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington



Why is this a priority

In 2007, residents said that road and pavement repairs were the most important issue in their local area and should also be a top priority for the council. In response to this, the council has made available an additional £82m to complete hundreds of schemes across the city by 2012 which will significantly improve the condition of our local roads.



Overall Progress to date and outcomes achieved

Overall Summary

At present, good progress is being made in delivering highway maintenance works which overall improve the condition of the roads and pavements. However, streets awaiting maintenance have suffered badly over the last two winters. When taken in the context of current budget pressures, this is raising concerns that long term improvement targets will not be met. The resulting potential impact on claims liability and sustainability of the in-house operation are issues which are currently being assessed.

Achievements since the last report

- **Highways Maintenance Programme** The planned programme of work has been agreed and the maintenance teams are making good progress. At the end of August, 63% of the 341 Capital schemes are either complete or ongoing and 60% of the 334 Revenue schemes are complete. Planning for the 2011-12 Identified Maintenance Schemes has started with the initial consultation with Councillors completed on Oct 1st.
- **Road Defects** The number of road defects identified and repaired has increased compared to last year as a result of the adverse weather experienced. Consequently, performance by the maintenance teams has dipped slightly below target (0.7% - see performance indicators below) on one of the two indicators used to measure performance.

Approximately 80% of the Bad Weather Payment allocated by National Government has been spent on roads in most need. Planning for the Winter period has commenced to try and minimise any impact of adverse weather.

- **Street Lighting Core Investment Programme** Good progress has been made and the milestones continue to be achieved. Southern Electrical Contracting met the latest milestone, on 16 July 2010 of 62,211 columns removed and replaced.
- **Public Realm Improvements** Both Kirkgate and Bond Street were completed on time.

Challenges/Risks

- **Highways Maintenance Programme** The services ability to maintain good performance may be adversely affected by the winter weather. This will be closely monitored and planning has already started. The

Improvement Priority – TR-1c. Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

outcome of the Comprehensive Spending Review and the resultant impact on LCC's budgets will affect the service and a complex prioritisation exercise may have to be performed.

- **Road Defects** The services ability to respond quickly to defects may be adversely affected by the winter weather, when road defects form quickly and resources are otherwise deployed on snow clearing etc. This will be closely monitored and planning has already started. The outcome of the Comprehensive Spending Review may also affect the service. If budgets are reduced, less maintenance will be performed and this will accelerate the deterioration of the roads.

- **Street Lighting Core Investment Programme** Contractually milestones fall in either January or July each year. Due to the reduction in daylight hours, extended festive break and increased potential for adverse weather, the January milestone often presents a greater challenge in being achieved. SEC however is confident that milestone 9 will be achieved.

Council / Partnership Groups

Approved by

(Accountable Officer)

Gary Bartlett

Date

02.11.10

Approved by

(Accountable Director)

Martin Farrington

Date

02.11.10

Improvement Priority – TR-1c. Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Highways Maintenance Programme Continue to progress plans for the 2010-11 IMS Programme.	Tony Penniston (LCC)	2011/12 IMS programme identified	Dec 2010
2	Street Lighting Core Investment Programme Work continues on the Core Investment Programme to meet future milestones	Ian Moore (LCC)	Milestone 9 met with 71,982 columns removed and new lighting installed.	03 Jan 2011
3	Highway Maintenance Programme Investigate the location of claims and pothole reports to demonstrate whether the works carried out are achieving the intended lasting improvement and to inform the debate over future maintenance strategy and funding levels	Andrew Bellamy (LCC)	Report to SIB on highway maintenance funding	March 2011
4	Highway Maintenance Operation Commence a review of internal and external delivery to ensure available resources are being used to give the best outcome against this tracker.	Russell Martin (LCC)	Review scoped and data collection commenced.	March 2011

Performance Indicators										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline (2007/08)	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 169*	Non-principal classified roads where maintenance should be considered	Highways Services	Annually %	Fall	12.00%	10%	9%	Reported annually	Reported annually	No concerns with data quality
NI 168	Percentage of the principal road network (class A) where structural maintenance should be considered	Highways Services	Annually %	Fall	6%	5%	5%	Reported annually	Reported annually	No concerns with data quality
BV 224b	Percentage of the unclassified road network where structural	Highways Services	Annually %	Fall	22%	14%	12%	Reported annually	Reported annually	No concerns with data quality

Improvement Priority – TR-1c. Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.

Accountable Officer – Gary Bartlett

Accountable Director – Martin Farrington

	maintenance should be considered (using a 4 year average)												
LKI CD HW02	Percentage of category 1, 1a and 2 footway network where structural maintenance should be considered	Highways Services	Annually %	Fall	19%	19%	14%	19%	14%	Reported annually	No concerns with data quality		
LKI HM1	Percentage of repairs to urgent damage to roads and pavements which are carried out within 14 days from the time the authority is made aware of the damage	Highways Services	Monthly %	Rise	98%	98.85%	98.00%	98%	99.5% (April – Aug)	98%	No concerns with data quality		
LKI HM2	Percentage of repairs to dangerous damage to roads and pavements which are carried out within 24 hours from the time the authority is made aware of the damage	Highways Services	Monthly %	Rise	99.72%	98.61%	98.00%	99.72%	97.3% (April – Aug)	98%	No concerns with data quality		

* Indicates LSP indicator



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 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 contravening 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 Visit to Lawns Wood Cemetery and Crematoria

- 4.1 Members of the Working Group visited Lawns Wood cemetery and crematoria on 18th November 2010 and a note of that meeting is attached for the consideration of the Scrutiny Board.

5.0 Recommendations

- 5.1 Members are asked to consider the note of the visit of the Cemeteries and Crematoria Horticultural Maintenance Working Group to Lawns Wood cemetery on 18th November 2010.

Background Papers

Grave Burial Rights Agreement
Extracts from the Rules and Regulations
for the Management of cemeteries and crematoria

**Cemeteries & Crematoria Horticultural Maintenance Working Group
for Scrutiny Board (City Development)**

**Visit to Lawns wood Cemetery and Crematoria on
Thursday 18th November 2010 commencing at 1pm**

Present:

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

Others in Attendance

Sean Flesher – Head of Parks and Countryside
Phil Stephenson – Chief Superintendent, Lawnswood
Guy Smithson – Senior Area Manager, West
Richard Mills – Principal Scrutiny Adviser
Kelly Crosby – Scrutiny Support

1.0 Cemetery and Crematoria Briefing Note

- 1.1 A copy of a cemetery and crematoria briefing note was provide to Members on the visit which summarised a more detailed report which had been considered by the Scrutiny Board (City Development) on 5th October 2010.
- 1.2 The main points in the briefing note were as follows:
- (a) That Leeds City Council is responsible for the management and maintenance of 3 crematoria, 23 cemeteries, 23 closed churchyards, 49 war memorials and the contracted mortuary service.
 - (b) That Lawns Wood Cemetery and Crematoria is one of the main cemeteries and crematoria in the City, being over 65 acres in size.
 - (c) That the cemetery opened in 1876 with the addition of the crematoria in 1905. The site was managed by the Headingley Burial Board, from opening until 1974. Lawns Wood was transferred to Leeds City Council in 1974.
 - (d) That during the 1960's Lawns Wood employed around 32 staff covering gardening duties, cremation duties, grave digging, masons and greenhouse work. Today Lawns Wood has 17 staff covering the gardening duties, cremation duties and grave digging duties for Lawns Wood and all north side cemeteries in the City.
 - (e) That over the years the cemetery has expanded to its current size of 65 acres, the cemetery became full in 2004 and has not provided new graves since that date. This has put extra pressure on other local cemeteries and increased the pressure for new cemeteries to be opened.

- (f) That Lawn garden rules are enforced in new cemeteries and clearly divided extensions i.e. Guiseley, Garforth and Pudsey, but families still challenge these rules.
- (g) That memorial headstones and kerbs are permitted in all other cemeteries, but this makes the maintenance of the cemeteries difficult with small machines needed and strimmers which is labour intensive.
- (h) That the maintenance of the Gardens of Rest and strewing lawns is also labour intensive as families expect to leave floral tributes on the lawn, but this requires staff to remove them before cutting the area, then replace all the tributes after cutting.
- (i) That the City Council does not own any of the memorials that belong to the families, but safety is the Council's responsibility, therefore memorials have to be tested and either pinned or laid down. Also tidying neglected memorials is a concern once families no longer exist to maintain the memorial.

2.0 Main issues discussed

2.1 During the visit Members commented on and discussed a number of issues with staff including:


- (a) The fact that the cemetery is full and no longer provides new burials, however it does continue to provide burials in family plots.
- (b) The position with regard to land owned by the University next to the cemetery and crematoria.
- (c) The size of the cemetery of 65 acres and the reduction in staffing levels over the years from 32 staff in the 1960s to 17 staff today. They not only undertake all the gardening, cremation and grave digging duties for Lawns Wood they are responsible for all north side cemeteries in the City as well.
- (d) Seeing at first hand the large number of flowers, ornaments, fenced off sections and trinkets that families place as tributes on graves and on grass next to memorial plaques. This included nailing items to mature trees. Officers reported that in the growing season one member of staff spends his whole time removing floral tributes so the grass can be cut and then putting them all back again afterwards. Members were informed that they often received complaints from the public that flowers and other tributes were missing or had been removed and not put back in the same place after the grass had been cut.
- (e) The suggestion from Members that it might be appropriate to introduce designated areas at suitable locations in the cemetery for people to place flowers and other tributes in an effort to reduce the numbers placed on grassed areas. This could include an area in front of the Gardens of Rest.

- (f) The difficulties in maintaining areas where families ignore the rules regarding graves which state that “railings, footstones, kerb and border stones, chains or other structures enclosing graves or parts of graves, flags or chippings are not allowed.” These prevent the larger grass cutting machines from being used. As a consequence staff have to resort to smaller machines and strimmers which are less efficient. In addition having to manoeuvre machinery around obstacles can result in damage to grave features.
- (g) The subsequent discussion under (f) centred around the fact that whilst applicants wishing to obtain grave burial rights sign an agreement that places restrictions on what they can and cannot do these are not being applied by the Council. This was because of the sensitivity of the subject and local pressures around enforcement.
- (h) Members were provided with a map of the cemetery and crematoria and a copy of the grave burial rights and extracts from the rules and regulations relating to grave memorials on none lawned areas and lawned gardens which were circulated to the Members of the Working Group prior to the visit and are attached to this note.
- (i) Reference was made to the Friends of Guiseley Cemetery which is a group of 20-30 people who support and help maintain the site on a volunteer basis . It was proposed that an invitation be made for a representative of the Friends of Guiseley Cemetery to attend the next meeting of this Working Group to hear their experiences and thoughts with a view to establishing a Friends Group for Lawns Wood cemetery and crematoria.
- (j) It was suggested that the Working Group could invite a number of families and relatives who visit Lawns Wood cemetery to hear their views and thoughts about the upkeep of the cemetery.

This page is intentionally left blank



(A) Late Victorian	3.62 hectares
(B) 1908 - 1920	4.56 hectares
(C) Inter-war modern	5.90 hectares
(D) Recent	6.57 hectares
(E) Depot	0.60 hectares
Total	21.25 hectares


 Parks & Countryside
 111 Holbeck Lane
 Leeds LS10 1BE
 Leedswood Cemetery
 11/12/2018
 11/12/2018
 11/12/2018
 11/12/2018

Lawnswood Cemetery Layout
(Includes extensions to existing cemetery)


 PARKS & COUNTRYSIDE

 Leeds
 CITY COUNCIL

This page is intentionally left blank

LEEDS CITY COUNCIL
CEMETERIES & CREMATORIA

TO: THE DIVISIONAL SUPERINTENDENT FOR _____ CEMETERY UNDERTAKING to be given when application is made to purchase GRAVE BURIAL RIGHTS in the above Cemetery.

I (Names in full)

of

Being the **APPLICANT** for the burial of
(Names of Deceased in full)

clearly understand that the **GRAVE** to be provided is of the **LAWN TYPE** to which the following conditions apply:

1. The whole of the grave surface will be turfed flat.
THE PLANTING OF FLOWERS, PLANTS AND SHRUBS IS STRICTLY PROHIBITED.
2. No memorial will be allowed other than a perpendicular headstone with, if desired, a sunken vase at its foot for flowers. Such a memorial must be provided and maintained by the Grave Owner and must receive the approval of the Council before being fixed. The use of bottles, jam jars or other glass vases is strictly prohibited.
3. The whole of the Memorial must be best quarried material. Free Stone, soft York Stone, fireclay, composite materials, wood or metal will not be permitted to be fixed. However a temporary wooden cross may be used for a period not exceeding six months.
4. No memorial shall exceed four feet in height, three feet in width, or one foot eight inches in depth. (1200mm x 900mm x 500mm).
5. Railings, footstones, kerb and border stones, chains or other structures enclosing graves or parts of graves, flags or chippings are not allowed.
6. The Council reserves the right to object to an inscription which is in their opinion improper or undesirable. Where an inscription has been cut without the prior approval of the Councillor to which the Council object as aforesaid, the grave owner shall, on being so ordered by the Council, cause the said inscription to be erased at his own expense and in a proper and workmanlike manner so that the appearance of the Memorial is not impaired.
7. No Memorial or any part or materials thereof shall be removed from a Cemetery except with the prior written approval of the Council. Any Memorial or any part or materials thereof removed or replaced in the process of opening a grave or vault shall be removed or replaced at the risk of the person requiring the grave or vault to be opened.
8. Owners of Graves and Vaults must keep the memorials erected thereon in good order and repair. Should they fail to do so, the Superintendent may cause all necessary repairs to be effected at the expense of such Grave Owners, and may refuse to permit any such Grave or Vault to be opened until all sums due for such repairs are paid. The Council may take down and remove any Memorial which may have been placed within the Cemetery without the required authority from the Council, or which has become dangerous or unsightly.
(The owner is held responsible for any repairs to be carried out caused by vandalism that occurs to the memorial)
9. **LAWN GARDEN SECTIONS:** The type of Memorial allowed to be fixed must be in accordance with the design agreed by the Council for the particular section on which the Grave is situate. Full particulars may be obtained from the Divisional and Area Cemetery offices.

Dated..... Signed.....
(Applicant)

This page is intentionally left blank

LEEDS CITY COUNCIL CEMETERIES AND CREMATORIA SECTION

PLEASE NOTE THE MEMORIALS SUGGESTED IN THIS BROCHURE PACK ARE THE ONLY MEMORIALS PERMITTED WITHIN THE GARDENS OF REMEMBRANCE AND STREWING AREAS AT ANY LEEDS CITY COUNCIL CREMATORIUM.

THE FOLLOWING ITEMS ARE STRICTLY PROHIBITED:-

LARGE METAL OR PLASTIC VASES, GLASS VASES OR JARS OR THOSE CONSTRUCTED OF CONCRETE, MARBLE AND GRANITE, FENCES, LARGE POTS PLANTED WITH FLOWERS OR SHRUBS, HOME MADE PLAQUES, STATUES, LANTERNS AND WIND CHIMES ETC.

ANY UNAUTHORISED MEMORIALS WILL BE REMOVED BY OUR GROUNDS STAFF ON A REGULAR BASIS.



ONLY A GREEN PLASTIC, SPIKED BOTTOM VASE 12" IN LENGTH OPEN TOPPED VARYING IN DIAMETER FROM 1" TO 5" ARE ALLOWED IN THE LAWN FOR FLOWERS.

UNDER NO CIRCUMSTANCES MUST ANYTHING BE DUG INTO THE LAWN AREAS WHERE CREMATED REMAINS HAVE BEEN STREWED

FOR FURTHER HELP OR ADVICE CONTACT A MEMBER OF STAFF AT THE
ADMINISTRATION OFFICE, LAWNS WOOD CREMATORIUM, OTLEY ROAD
ADEL, LEEDS LS16 6AH TEL: 0113 2673188/9

This page is intentionally left blank

LEEDS CITY COUNCIL
CEMETERIES & CREMATORIA

TO: THE DIVISIONAL SUPERINTENDENT FOR _____ CEMETERY

UNDERTAKING to be given when application is made to purchase GRAVE BURIAL RIGHTS in the above Cemetery.

I (Names in full)

of

Being the **APPLICANT** for the burial of

(Names of Deceased in full)

clearly understand that the **GRAVE** to be provided is subject to the following conditions which apply:

1. The whole of the Memorial must be best quarried material. Free Stone, soft York Stone, fireclay, composite materials, wood or metal will not be permitted to be fixed. However a temporary wooden cross may be used for a period not exceeding six months.
2. No headstone memorial shall exceed four feet in height, three feet in width, or one foot eight inches in depth. (1200mm x 900mm x 500mm).
3. No kerb surround will exceed three feet in width and the overall length of the memorial and kerb surround shall not exceed seven feet (900mm x 2100mm) for full plot graves and four feet (900mm x 1200mm) for half plot graves and will be made of the same type of material as the headstone, under no circumstances whatsoever will a full solid grave sealing slab be allowed, although flags and chippings may be used.

These kerb surrounds will be allowed under separate licence for a period of 10 years only and the licence will be renewable on expiry of this period.

It must be noted that it is the grave owners responsibility to have the head stone, kerb set and any other items removed before any interment can take place.

4. No memorial will be allowed other than a perpendicular headstone and kerb surround as above. Such a memorial must be provided and maintained by the Grave Owner and must receive the approval of the Council before being fixed. The use of bottles, jam jars or other glass vases is strictly prohibited.

The type of Memorial allowed to be fixed must be in accordance with the design agreed by the Council for the particular section on which the Grave is situate. Full particulars may be obtained from the Divisional and Area Cemetery offices.

5. **Only Kerbstones made from best quarried material as the Headstone may be supplied and erected by a Monumental Mason. The following are strictly not allowed:-** Railings, footstones, kerb and border stones, chains or other structures enclosing graves or parts of graves.
6. The Council reserves the right to object to an inscription or kerb surround which is in their opinion improper or undesirable. Where an inscription has been cut without the prior approval of the Council to which the Council object as aforesaid, the grave owner shall, on being so ordered by the Council, cause the said inscription to be erased at his own expense and in a proper and workmanlike manner so that the appearance of the Memorial is not impaired.
7. No Memorial or any part or materials thereof shall be removed from a Cemetery except with the prior written approval of the Council. Any Memorial or any part or materials thereof removed or replaced in the process of opening a grave or vault shall be removed or replaced at the risk of the person requiring the grave or vault to be opened.
8. Owners of Graves and Vaults must keep the memorials erected thereon in good order and repair. Should they fail to do so, the Superintendent may cause all necessary repairs to be effected at the expense of such Grave Owners, and may refuse to permit any such Grave or Vault to be opened until all sums due for such repairs are paid. The Council may take down and remove any Memorial which may have been placed within the Cemetery without the required authority from the Council, or which has become dangerous or unsightly.

(The owner is held responsible for any repairs to be carried out caused by vandalism that occurs to the memorial)

Dated..... Signed.....
(Applicant)

NO KERB SURROUND SHALL EXCEED THREE FEET IN WIDTH AND THE OVERALL LENGTH OF MEMORIAL AND KERB SURROUND SHALL NOT EXCEED SEVEN FEET (900MM X 2100 MM) FOR FULL PLOT GRAVES AND FOUR FEET (900MM X 1200MM) FOR HALF PLOT GRAVES.

This page is intentionally left blank

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 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 Members of the Working Group met on 18th November 2010 and a note of that meeting is attached together with a report of the Chief Libraries , Arts and Heritage Officer which was considered at that meeting for the attention of the Scrutiny Board.

5.0 Recommendations

- 5.1 Members are asked to consider the note of the meeting of the Grants to Culture and Sport Related Organisations Working Group held on 18th November 2010 and the report of the Chief Libraries , Arts and Heritage Officer.

Background Papers

Grave Burial Rights Agreement
Extracts from the Rules and Regulations
for the Management of cemeteries and crematoria

DRAFT

**Grants to Culture and Sport Related Organisations Working Group
for Scrutiny Board (City Development)**

**Meeting held in the Civic Hall on
Thursday 18th November 2010 commencing at 3pm**

Present:

Councillor J Procter (Chair)
Councillor J Elliott
Councillor B Atha

Others in Attendance

Ms Catherine Blanshard – Chief Libraries, Arts and Heritage Officer
Ms Mags McLeary – Principal Arts Officer, Arts & Regeneration
Richard Mills – Principal Scrutiny Adviser
Kelly Crosby – Scrutiny Support Unit

1.0 Report of the Chief Libraries, Arts and Heritage Officer

- 1.1 Members considered a report of the Chief Officer which provided further information and clarification to the report submitted to the Scrutiny Board (City Development) on 7th September 2010.
- 1.2 The Working Group discussed and commented on this further report under the following headings:
- Principles for grant making
 - Who grant funds these organisations
 - Benefits to the city of the grant funding

2.0 Main Issues Identified

- 2.1 Members discussed the West Yorkshire Grants. They were pleased to see that Leeds organisations received over £150,000 more than the Council put into the pot showing that the regional role of the organisations based in Leeds is recognised.
- 2.2 Members agreed that this matter should be kept under review
In terms of both the payments the Council makes to West Yorkshire Grants, the total grants organisation in Leeds receive back from this body and the contributions that are made by other Councils to West Yorkshire Grants. The Chief Officer agreed to provide further information to the Working Group on the contributions currently made by other Councils in the City Region to West Yorkshire Grants.

2.3 Members were concerned as to how elected Member representation is determined from this Council and other Councils to organisations and services where grants are provided. The Council makes grants to a wide range of cultural and sport related organisations and Member representation on these organisations was varied. Members want a review about how this is done and when it is applied. Members want to ensure that there is greater involvement and Member representation on the Boards and Committees of organisations that currently receive a grant from the Council. Reference was made to the role of the Member Management Committee in this regard and the fact that they were to consider a report on this issue relating to all Council grants on 23rd November 2010 including how the Member Management Committee might receive feedback on the work of those organisations. The Chair agreed to raise this with the Chair of the Member Management Committee.

2.4 Members referred to and commented on a number of issues including:

1. The fact that some organisations that are grant aided by the Council have officer representation on their respective Board meetings but they are not allowed to speak.
2. The non-attendance by an officer at a recent Northern Ballet meeting.
3. That organisations often do not appreciate that in addition to grant funding they often receive indirect funding by way of free rent, lighting and heating or other services being paid for by the Council which is often disregarded when funding is discussed and comparisons made between one organisation and another.
4. The concern that organisations who receive regular grant funding from the Council have no incentive or need to identify alternative sources of financing. Consideration should be given where appropriate to reducing funding over a period of years.
5. The recognition that organisations do need to secure funding over at least a three year period.
6. That there does not appear to be a process and procedure in place that enables Members to be able to make judgements about the amounts of grant to be made available to the various organisations. A significant aspect to the grants process is that it is historic based rather than looking at current needs and the actual benefits to the city. As a result a few organisations receive large grants at the expense of many smaller organisations.
7. That scrutiny often takes place after a grant has been made not before.
8. The suggestion that consideration should be given to provide a core source of funding to organisations with a bidding system for extra money if it is needed.

2.5 The Chief Officer was asked to provide a breakdown of the unfunded support of £12,379 identified under the Reggae and Carnival organisation in appendix 1, a detailed breakdown of the funded elements of the Carnival Queen, Reggae and Carnival set out in appendix 1 and any information available on the charges which the organisers made to attend the various events in 2010 which was not shared with the Council despite it funding the majority of the events.

This page is intentionally left blank



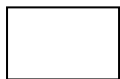
Report of the Chief Libraries, Arts and Heritage Officer

Scrutiny - Working Group on Grants

Date: 18th November

Subject: Working Group Paper on Grants to Culture and Sport Related Organisations

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 To provide further information and clarification to the Scrutiny Board report of 7 September to enable the Scrutiny Working Group to discuss the benefits to the City of the grants the Council makes to cultural and sport organisations.

2.0 Principles for Grant making

2.1 Leeds funds cultural and sports organisations to enable them to survive and contribute to the core principles of the cultural vision:

- To spot, nurture and retain creative talent
- To enable all to engage via a wide mix of cultural opportunity
- To breakdown barriers
- To show Leeds as a significant city with a vibrant distinctive cultural offer

3.0 Who grant funds these organisations?

3.1 Appendix 1 details the grants that the cultural and sports organisations receive. There are three main funding organisations : Leeds City Council, Arts Council and West Yorkshire Grants. The Council contributed £417,000 in 2010/11 to West Yorkshire Grants, 35.25% of that total grant funding and then West Yorkshire Grants funded organisations in Leeds to a sum of £549,347 due to the regional contribution made by the major companies based in Leeds.

Whilst the majority of grants have been to organisations for year long programmes of activities, the Council has also supported three community festivals. The history of each is different and from 2011/12 all will fall within the grant making process.

Leeds Asian Festival receives a grant of £33,428 and unfunded support from Parks of £6,569, Irish Festival receive £17,831 and in recent years Sport have provided over £30,000 unfunded support to this event. Reggae and Carnival receive a sum of £50,000 outside the grant framework currently. Parks and Countryside provide funded support to the sum of £208,430 and unfunded support of £12,379 and Events provides Carnival Queen at a cost of £30k

4.0 Benefits to the City of the grant funding

4.1 In 09/10 arts@leeds funding 76 organisations who offered 21,816 sessions of participating activity including workshops, exhibitions, talks and demonstrations to 142,738 residents with opportunities for participation in all wards of the city. 1,169,641 people were attracted to cultural performances and events and 467,570 online audience members. A 250% increase on 2008/09. 3,703 Leeds artists were employed, a 150% increase. The organisations brought in almost £44 million of income via funding, sponsorship and tickets sales. The work with some the city's most vulnerable people continued.

Appendix 2 includes much more detail of the activities of the grant funded organisations. There is clear benefit from grant funding but some activities need further examination:

- some organisations expect to receive grants without applying or meeting deadlines. Leeds City Council provides support to organisations to fill in the application forms and it is proposed that the timetable and process is more rigorously applied in the current financial climate.
- grant priority should be made to those who proportionately provide maximum impact to the people of Leeds and meet the four principles of the cultural vision.
- Monitoring is more rigorous on impact to ensure that companies do not exaggerate people they have worked with. It is not all about numbers though and quality of experience is vital.
- All funding which the Council consider to be cultural or sporting grants will only be made through the formal process

5. Recommendations

Scrutiny is asked to consider the current impact of the grant process.

Appendix 1

Organisation	LCC Grant allocated 2010/11	LCC Service Support – funded and unfunded	Receipt of West Yorkshire Grant	Arts Council
Opera North	878,810		253,955	9,654,778
West Yorkshire Playhouse	774,920		84,672	1,574,542
Northern Ballet Theatre	248,950		143,631	2,765,183
Leeds Grand Theatre and Opera House Ltd	204,160			
Middleton Equestrian Centre	173,760			
Yorkshire County Cricket Club	100,000			
Phoenix Dance	85,310		9,600	486,025
Meanwood Valley Urban Farm	73,920			
Yorkshire Dance Company	65,000		9,691	195,130
Project Space Leeds	50,000			
Reggae and Carnival	50,000	Funded Support £30k Carnival Queen £105,980 Reggae £102440 Carnival Unfunded support £12,379		
Leeds Asian Festival (Mela)	33,428	Unfunded support £6509		
Interplay Theatre	22,675		6,566	106,085
East Street Arts	20,163		8,640	48,771
Irish Festival	17,831	Unfunded support £38,897		
Blah Blah Blah Theatre Company	16,703		6,048	82,068
Arts Link West Yorkshire	16,024		7,344	30,914
Pavilion	15,123		8,640	51,350
SAA UK	14,971			87,295
RJC Dance	12,750			82,160
Leeds Animation workshops	11,465			
British Trust for Conservation Volunteers, Skelton	11,530			
Leeds Sports Federation	10,500			
Piano Competition	10,000			
Northern School of Contemporary Dance	9,180			
Axis	0			373,923
Red Ladder Theatre	2,500			248,020

Company				
Audiences Yorkshire	0			171,773
Cape UK	0			127,337
Jabadao	2,500		9,600	110,768
Tutti Fruitti Production	0			89,092
Unlimited Theatre Co	3,500			89,092
Peepal Tree Press	0			80,574
National Ass. for Literature Development	0			72,386
Jazz Yorkshire	0			57,567
The Culture Company	0			49,614
LMU Gallery & Theatre	2,750			44,541
Alchemy Anew	0			43,349
Skipko Arts	6,836			29,174
Lumen Arts Ltd	2,200			22,276
Pyramid of Arts	6,000			21,095
Ascendance Rep	1,000		9,600	
Heads Together			7,344	

Major arts organisations – education and community work

OPERA NORTH

Work in Leeds 2010/11 Financial Year

OPUS3 (age group 14-18) and OPUS2 (age group 11-14)

A unique out of school project which gives young people the opportunity to work with professional artists in weekly sessions, see professional performances across the city and create their own work. Sessions at Grand Theatre and visits to other arts venue such as West Yorkshire Playhouse, Henry Moore Institute etc. Participants recruited from across Leeds.

OPUS1 age group 8-11

Week long half term project introducing young people to the artforms that make up opera by working creatively with a range of artists. Sessions at Grand Theatre. Participants recruited from across Leeds.

Opera 1 : The Turn of the Screw

One day workshops in secondary schools with a director, singer and repetiteur, introducing pupils to Opera North's production of *The Turn of the Screw* and then providing them with tickets to a performance. Specially written programme provided. Taking place at Cockburn High School, Guiseley School, City of Leeds. Age group 12-18.

Operation: Pinocchio

One day workshops in primary schools with a director and singer, introducing pupils to our main stage production of and then providing them with tickets to a performance. Teachers pack provided. Taking place at Raynville Primary, Addingham Primary, Little London Primary School, Hawksworth Wood Primary School, Bramhope Primary School, Shakespeare Primary School. Age group 10-11.

Asperger's Project

Ten week out of school creative musical theatre project with young people with Asperger's Syndrome. Due to the continuing success of the project there will be two groups this year, one for participants who have taken part in the project before and one for new participants. Participants recruited from across Leeds. Age group 10-14.

Music Ambassadors

A training project for primary school teachers and early career artists who want to develop confidence and skills for using music in the classroom. Part 2 of the course introduces participants to creating their own piece of musical theatre in the classroom. Participants recruited from across West Yorkshire.

Little London Voices

A family choir project involving children, parents, teachers and other adults from Little London and Shakespeare Primary schools. The choir performed three new pieces written especially for them at the Howard Assembly Room in June 2010. The group will be continuing to meet under local leadership with support from Opera North. Age group 4-11 and wider community.

Opera Direct

One day workshop with university students exploring a main stage opera in depth before they attend a performance Leeds Met or Leeds University.

Opera North Children's Chorus

Subject to funding. Participants recruited from across Leeds. Age group 7 – 10.

Play ON Leeds

A residency project which sees the Orchestra of Opera North building a relationship with a high school in Leeds that will bring live music into the school and help to give music a more positive profile. Corpus Christi High School Bruntcliffe School. Age group 11-18.

Howard Assembly Room Programme

- A series of family workshops linked to main stage productions and the Howard Assembly Room programme, for example the Autumn programme includes clowning, mask making and gamelan workshops
- A new opera based on *Cautionary Tales*, composed by Errolyn Wallen for children aged 6-9 and their families

Get Creative

A partnership with Phoenix Dance theatre which will involve working with young people with disabilities in Leeds. Age group to be decided.

Limelight

A partnership with the West Yorkshire probation board to explore how a creative process can be used in the rehabilitation of past offenders. Participants recruited from across West Yorkshire.

WEST YORKSHIRE PLAYHOUSE**Overview of Arts Development at West Yorkshire Playhouse**

July 2010

West Yorkshire Playhouse is a major producing theatre and a registered charity, whose dual aims are social and artistic with an ethos of opening the Playhouse up as a resource for the community. The Arts Development team works with thousands of people each year of all ages and abilities. All of its activities encourage community cohesion and use the arts as a tool for social inclusion. The department is split into 4 areas of work, Creative Communities, Creative Education, First Floor and Schools Touring.

Creative Communities:

Heydays – weekly workshop programme for people over the age of 55

Beautiful Octopus Club - adults with learning disabilities take part in workshops preparing for fantastic nights out for clubbers with and without learning disabilities.

Dandy Lion Club – annual event for 14 – 25 year olds with learning disabilities and their families.

Community Network – A scheme that allows around 150 community and voluntary groups to experience the Playhouse at a reduced price.

Creative Education:

Creative Education Weeks – every month a week of imaginative, educational workshops offered to primary schools.

Just The Job – An annual project run in partnership with Education Leeds. A group of year 6 pupils come to the Playhouse to experience the world of work for a day.

Work Experience – pupils from years 10 and 11 experience a week of work at the Playhouse. Longer, more intensive placements are available for university students.

Insights – Self-contained, tailor made sessions giving students a practical insight into the creative process led by WYP professionals.

Industry Days – An introduction to working in the theatre, day includes a backstage tour and a speed-date session with WYP staff

Turning Points – These sessions develop student' play making skills through in-role workshops.

Encounters – Creative Education offers pre-performance question and answer sessions with the company of a production.

Go Critical – Creative Education works with a small group of young people each season on Go Critical. The participants attend sessions at the Playhouse focused on how to write reviews, attend the press night for a production and submit their reviews for publication on our website and in First Floor.

West Yorkshire Playhouse Touring Company:

Our Touring Company is committed to delivering challenging and engaging professional theatre and education projects directly to Leeds' schools and community settings. Each production is accompanied by an appropriate workshop. This autumn the company will be touring to year 6 pupils with The Worm Collector which tells the story of one boy's journey towards independence and reveals the consequences of aggressive behaviour and the impact on his family.

First Floor

First Floor is a city centre resource designated for young people. Opened in January 2009 following a 3-year, £600,000 capital fundraising campaign, it seeks to engage young people - particularly vulnerable young people - through the arts and help them find positive pathways forward in life. The First Floor premises, are in the heart of the Cultural Quarter, opposite Leeds City Bus Station and adjacent to WYP. Facilities comprise Visual and Performing Arts Studios, large reception/meeting area, Green Room, office, Consultation Room, kitchenette and accessible changing/WC facilities. First Floor offers some accredited daytime projects to NEET young people referred by partner agencies and open access activities during evenings, weekends and holidays. For more information about what's on, come along to the Open Day at First Floor on Saturday 18 September, 11 – 3pm.

Saturday Sessions – A full programme of creative activities are available at First Floor. These include specialist Music, Drama and Visual Arts workshops, run by professionals each week and it is only £1 per session to take part!

Arts Award Welcome

We are pleased to announce that West Yorkshire Playhouse is now an official Arts Award Welcome Centre which means we recognise and understand the Arts Award and offer special experiences and incentives Bronze, Silver and Gold participants. Arts Awards is currently being delivered

at First Floor where young people aged 11 (at Secondary School) to 19 can take part in creative activities. If you are involved in the Arts Award either as a school, individual or arts organisation we can offer you all sorts of varied and exciting opportunities.

Coming Soon

Saturday Surgeries – whether you are doing Arts Award or thinking about it, you can come along and talk to our Arts Award Advisors at First Floor. They can support you in getting started, finding activities, planning your award or just have a chat to find out more.

Free Tickets on Monday to Thursday performances for all young people under 26 as part of A Night Less Ordinary, until March 2011. A limited number of free tickets are available. Post show discussions – West Yorkshire Playhouse has free Outloud post show discussions for most shows. Just attend the performance and stay on at the end to hear from the directors, cast and company members and put your questions to them.

RELAXED PERFORMANCES AT WEST YORKSHIRE PLAYHOUSE

In January 2010 the West Yorkshire Playhouse held its first relaxed performance of the show Cinderella, for young people with learning disabilities. A relaxed performance includes:

- Extra dedicated staff on hand to assist with seating and access around the theatre
- Extra lighting during the performance
- A relaxed attitude to noise from audience members
- Freedom to leave the auditorium at any point if necessary
- Extra wheelchair spaces

SAVE THE DATE

The next relaxed performance will be on Friday 7 January 2011 at 10.30am for Aladdin a magical show for children, directed by Gail McIntyre and adapted by Mike Kenny, the team who brought you Cinderella!

NORTHERN BALLET THEATRE

Current Activity Summer 2010

Wheelchair Dance Project in partnership with YAMSEN and the Wharfedale Festival of Performing Arts we worked with disabled young people to create a dance performance that was performed at the Kings Hall in Ilkley.

Great Yorkshire Show (GYS) as part of the Cultural Olympiad programme “**Don’t Just Sit There**” we had a stage at the GYS where we have invited arts groups from across Yorkshire to perform and engage with audiences.

Summer School through extended services and working in partnership with Phoenix Dance Theatre we will be delivering a summer school at Cockburn High School from 26th – 30th July where 60 young people will be creating a new dance piece that will be performed at the opening of the new dance house in January 2011.

Hong Kong the learning team have just completed delivering a training course for dancers and carers in Hong Kong where they explored working with adults with learning difficulties.

The **International summer school** will take place at West Park, Leeds from 26th July -14th August and is open nationally to young dancers aged between 12 – 19 years.

New Beginnings youth group, young people from across Yorkshire will be rehearsing work they created at the Easter Course to be performed at the opening of the new dance house.

Ballet on Briggate will take place on Briggate on Saturday 4th September, performances by NBT, The Academy and Phoenix Youth Academy. Promoting classes and workshops that will be delivered in the new dancehouse. Taking Ballet onto the streets of Leeds.

Autumn 2010

Open Classes and Courses will be delivered encouraging everyone, children, young people and adults to get involved with dance. Typical classes included Beginners Ballet, mini movers and mature movers.

Dangerous Liaisons will be performed at the West Yorkshire Playhouse from 7th – 11th September.

Heritage Day will be working with Leeds Grand Theatre and Opera House to deliver this day which gives people the opportunity to find out more about the theatre and the Leeds based companies that use it.

Northern Ballet Theatres Academy will continue to deliver training courses for young people with the potential for vocational training. The Associate programme and the Centre for Advanced Training are available to young people aged between 10 and 16 years who wish to pursue a career in dance. Access to the training is through audition and open days are delivered to enable young people and their families to find out more about the courses. During the spring term to find raw talent for these courses we will be delivering talent identification workshops in primary schools across Leeds.

Light Night in Leeds Town Hall and in partnership with Phoenix Dance Theatre we will be delivering an event called “Dungeons and Dancers” encouraging dance and interaction in the cells of the Town Hall.

START Project we will be working with 500 children from across Leeds to introduce them to theatre and Ballet by taking them to two NBT performances and delivering workshops in school.

We will be delivering work in Leeds as part of the national tour programme, in the West Yorkshire Playhouse Dangerous Liaisons (September 2010) and the Grand Theatre Nutcracker (December 2010) and Cleopatra (February 2011). Activity will take place in the theatres, local schools and community settings and will be created through collaboration with these venues.

We are hoping to continue working with the The Princes Foundation for Children and the Arts delivering the START programme which works with inner city schools in Leeds to allow young people to develop a relationship with the Grand theatre by taking part in workshops and visiting the theatre to see performances of the Nutcracker and Cleopatra.

Our annual **Easter Course** will take place in April allowing young people aged between 11 – 16 years to create a dance piece in collaboration with an NBT Dance artist to music composed by Phillip Feeney which will be performed at the opening of our new building in January 2011. The course will facilitate a group of young people becoming a company of dancers who will meet throughout the year to take class and rehearse. This course will be supported by “Change for Life”.

As part of our Cultural Olympiad Programme “Don’t Just Sit There” we will be working with Leeds City College to deliver a mentoring programme with their students. From September 2010 we will be creating performance work and an educational resource in collaboration with other arts organisations in the region, Leeds City College and a Leeds Champion School. This work will promote Olympic themes and healthy activity and will be disseminated to further Leeds schools through the mentoring programme.

Throughout the Spring Term in conjunction with Education Leeds, Artforms we will be delivering a **teacher training** programme developing teachers skills at identifying the gifted and talented in dance and delivering good practise dance education in the classroom. Also in the Spring we will be delivering a Touch of Dance programme in St Peters School, this programme is delivered after school and allows young people to engage for the first time with dance.

In June 2010 we will deliver **Dancing by Numbers** in three primary schools across Leeds, this project will explore maths through dance at Key Stage 2. We are currently working with Cape UK to develop a programme of work that will be delivered in schools in September a part of the Creative Partnerships programme the work will be centred around reflective practise and the use of “Dance on Briggate” in September 2010 and we will in partnership be creating work for Light Night, October 2010.

Northern Ballet Theatres Academy will continue to deliver training courses for young people with the potential for vocational training. The **Associate programme** and the **Centre for Advanced Training** are available to young people aged between 10 and 16 years who wish to pursue a career in dance. Access to the training is through audition and open days are delivered to enable young people and their families to find out more about the courses. During the spring term to find raw talent for these courses we will be delivering talent identification workshops in primary schools across Leeds.

The **open access** programme of Ballet classes for Adults and Children will continue throughout the year and will develop in January 2011 once we are established in our new building. Current classes include; Adult Beginners and Intermediate Ballet and children ballet classes (6 – 12 years) and Jazz (12 years+). From January 2011 we will be delivering classes for parents and children (Mini movers), the over 55’s (Mature movers) and classes for young people with disabilities.

PHOENIX DANCE

Phoenix Youth Academy

Our youth group, aged 15-19 continue to meet twice a week to train in Graham and contemporary technique. Funding dependent we will be extending the age range down to 11, though we are yet to hear if we have been successful. Many of our members will be continuing their training at leading conservatoires, and we will be auditioning for new members around September.

In preparation for Phoenix Dance Theatre's 30th birthday next year, the youth academy have been working on a special piece to celebrate the company's long running establishment. The youth group have been working amongst some students from Parklands Girls High School and choreographer Gary Clarke to create an exciting piece that is being performed at London's Southbank centre on the 22nd July. This piece was also taken to The Great Yorkshire show in Harrogate on the 15th July, with the Youth Academy, alongside another piece by Tanya Richam-Odoi.

Summer School

In conjunction with Northern Ballet Theatre, Phoenix is running a summer school for young people, funded by Extended Services. It will be held at Cockburn College of Arts from the 26th – 30th July. Our artistic director Sharon Watson will be working with the students from Beeston to create an exciting piece that will be performed at the launch of the new building next year.

Phoenix Dance Theatre has been working with some local primary schools throughout this summer term – in Alwoodley and Morley clusters.

Summer work:

We will be running an early years summer school for KS1 to target primary school children in Morley. The project will run on the 23rd – 27th August. Alongside ArtForms, Phoenix will be delivering a two day intensive at Ralph Thoresby High School, targeting Y5 and Y6 children on 26th and 27th July. The students will receive one music and one dance workshop per day, with a sharing on the final day

In partnership with Space2 Phoenix Dance theatre we will be running 3 weeks activity in Inner East with young people from the Seacroft / Gitpon/ Harehills areas. Young people aged 8-13 to engage young people. The overall theme will be world cultures, capitalising on the hype and atmosphere created by the recent World Cup and offering opportunities for children to enable a positive, creative and celebratory look at different cultures, leading to a final spectacle at the end of each week for parents/carers and community members to share the final work created by the children and dance performances.

Other:

We have also had a strong focus on the Alwoodley cluster, delivering contemporary dance workshops for Alwoodley Primary School, St. Paul's Primary School and with a boys only group Allerton C of E Primary School.

Also in the Alwoodley cluster we have been working with a Year 10 boys only group with behaviour and engagement issues at Allerton High School. In the Autumn the company will be running workshops at Lawnswood School working with a group of persistent non attendees, on a weekly basis for a six week block.

We will continue to work in our partner schools – Ralph Thoresby High school, Rodillian School, Cockburn College of Arts and Garforth Community College.

After a successful project for young people with disabilities in the Spring, we are keen that a similar project will run in the Autumn (although this is still TBC)

YORKSHIRE DANCE

Community and Learning Activity

Classes and courses

We offer 70 hours a week of open classes and courses held at Yorkshire Dance, which provides an opportunity for people to experience dance, or a new dance style, for the first time. This programme also offers information, advice and guidance on routes to other Yorkshire Dance participative opportunities and link with work on audience development. We also programme series of one off workshops that offer intensive participative activity to enrich and complement the main programme. This area of work covers a range of dance styles and provides opportunities for those who cannot travel to central Leeds for regular weekly classes.

Outreach work

We deliver outreach work in community locations, primarily in Richmond Hill, Burmantofts, Gipton, Seacroft and Rothwell. There is a special development focus on delivering work for learning disabled participants through 'Leaps and Bounds' and young people through 'Hip Hop Roots', 'Friday Night Project' and summer holiday activities in the Inner East Cluster of Leeds. Links made through these activities are used to identify people who cannot bridge the gap from their own setting to Yorkshire Dance for various reasons. The work improves the physical, mental and emotional health of individuals and groups that we engage with and offers another opportunity for participants to make dance a part of their lives. We are also delivering the final phase of a three-year project on integrated dance practice with Candoco Dance Company, encompassing development work with schools and artists.

Youth Dance

As the host for the Youth Dance England Strategy Manager for Yorkshire, we are delivering the second year of a two-year strategic development programme, which focuses on widening access, raising standards and improving progression routes regionally. As part of this, Yorkshire Dance will deliver a number of national projects as well as CPD and other project work in throughout the region, whilst building a cross sector infrastructure for supporting Youth Dance.

Diploma in Dance Teaching and Learning (Children and Young People)

A new national qualification – The Diploma in Dance Teaching and Learning focusing on working with children and young people – has successfully gained accreditation from the Qualifications and Curriculum Authority and is now available to the dance sector through the international examinations board Trinity College London. Yorkshire Dance is one of 4 organisations nationally who will be delivering DDTAL over the next 2 years. From 2010 – 2012 Yorkshire Dance will be testing course content, delivery patterns, training personnel and creating resource materials. We will be refining practice and create a business model to provide long term sustainability for the delivery of the qualification.

Artist Led Community Dance Development Projects

A pro active programme of artist lead community outreach activity, in Leeds and the region, that offer unique ways for participants, their families and communities to make, perform, watch and debate contemporary dance. Previous examples include Dansopolis and we are working towards a new 'Get Creative' 2011 and Leeds Canvas in 2012.



Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 7th December 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

This page is intentionally left blank

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
Kirkgate Market Inquiry Session 1	To receive a report from the Acting Director of City Development and hear from witnesses in accordance with the terms of reference approved for this inquiry	A number of witnesses have confirmed their attendance at today's meeting including representatives from National Market Traders Federation, Kirkgate Branch of the NMTF Chamber of Commerce and Friends of Kirkgate Market.	RP
Request for Scrutiny of the Withdrawal of Remaining Creche Provision at Leisure Centres	That the Acting Director of City Development was asked at the last meeting to undertake a review of this issue to identify ways that would offer alternative models for providing crèche facilities at our leisure centres and submit a further report to this Board at its meeting on 7 th December 2010.	The Scrutiny Board at the last meeting deferred consideration of a request for scrutiny from Cllr Lobley on this matter at the last meeting pending the outcome of	RP

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 18.11. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
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
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. Mr Verity was booked to attend today's meeting but has had to cancel due to a budget meeting being held in London. He has now arranged to attend the Scrutiny Board on 11th January 2011.	B
Open Source Planning	To receive a report from the Acting Director of City Development on open source planning.	This report is not available because the Chief Planning Officer is waiting for Government guidance to be issued on this matter. <i><u>The Chief Planning Officer hoped to report on this at today's meeting but is still waiting the announcement from the Government. He has now deferred this to the January meeting.</u></i>	B
Cemeteries and Crematoria Horticultural Maintenance	To receive an update following a visit by the Working Group to Lawnswood cemetery and crematoria on 18 th November 2010	At the Board on 5 th 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.	B/RP

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 18.11. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Grants to Culture and Sport Related Organisations	To receive an update following a meeting of the Working Group on 18 th November 2010 which considered a further report from the Acting Director of City Development on grants to culture and sport related organisations.	At the Board on 5 th 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.	RP
Meeting date: 11th January 2011		Reports required by 17th December 2010	
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

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 18.11. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Kirkgate Market Inquiry – Session 2	To consider a report of the Acting Director of City Development on the proposed draft market strategy including the outcome of the independent rent review and the results of the condition survey of Kirkgate Market	Session 2 of the inquiry in accordance with the Board's approved terms of reference	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
Kirkgate Market Inquiry – Session 3	To consider any further information requested by the Scrutiny Board at its last meeting on this matter and to receive the Board's draft inquiry report and recommendations	Session 3 of the inquiry in accordance with the Board's approved terms of reference	RP

SCRUTINY BOARD (CITY DEVELOPMENT) – WORK PROGRAMME 2010/11 (LAST REVISED 18.11. 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 18.11. 2010)

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 5th April 2011		Reports required by 18th 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
- That the Board's Principal Scrutiny Adviser be requested to invite a senior representative from First Bus to attend a future meeting (Scrutiny Board City Development on 2nd November 2010 requested this when considering the West Yorkshire Transport Plan 2011 -2026)

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.

This page is intentionally left blank

EXECUTIVE BOARD

WEDNESDAY, 3RD NOVEMBER, 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

96 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) The appendix to the report referred to in Minute No. 109 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix details the cost estimate for constructing the arena based on the RIBA Stage D+ design and specifications and reviews the funding strategy for the development of the building. It is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the information, as disclosure would prejudice the outcome of the procurement process for the appointment of the contractor to undertake the building works contract, as the contractor could structure their tender to match the Council's cost estimate and hence the Council may not achieve full value for money in terms of the cost to the Council of developing the arena.

97 Late Items

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) A revised set of recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision, both of which were in respect of the item entitled, 'Transforming Day Opportunities for Adults with Learning Disabilities' (Minute No. 113 refers).
- (b) Supplementary information in the form of a 'Map Book' document, which related to the item entitled, 'Natural Resources and Waste Development Plan Document: Publication Draft' (Minute No. 108 refers).

- (c) Supplementary information providing several points of clarification in respect of the submitted report from the viewpoint of the deputation to Council on 15th September 2010, regarding local residents' concern at access to Throstle Nest Villa, Horsforth (Minute No. 107 refers).

98 Declaration of Interests

Councillors A Carter, Golton, Murray, Ogilvie, R Lewis and Blake all declared personal interests in the item relating to the future of Council Housing (Minute No. 111 refers), due to their respective positions as either a Board Director or an Area Panel member of an Arms Length Management Organisation (ALMO) or Belle Isle Tenant Management Organisation (BITMO).

A further declaration of interest was made at a later point in the meeting. (Minute No. 111 refers).

99 Minutes

RESOLVED – That the minutes of the meeting held on 13th October 2010 be approved as a correct record.

RESOURCES AND CORPORATE FUNCTIONS

100 Government Spending Review 2010

The Director of Resources submitted a report providing information about the Government's announcement on 20th October 2010 in respect of its Spending Review. The report highlighted the overall implications for Local Authorities and detailed proposals for the development of the Council's budget setting process, including the proposed delivery of a consultation exercise.

RESOLVED –

- (a) That the details of the Spending Review, as detailed within the submitted report, be noted.
- (b) That the approach to stakeholder engagement and related budget timetables, as outlined within the submitted report and appendix, be approved, subject to the final review of the consultation document.

101 Treasury Management Strategy Update 2010/2011

The Director of Resources submitted a report providing a review of, and update on the Treasury Management Strategy for 2010/2011 which was approved by Executive Board on 12th February 2010.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2010/2011 be noted.

102 Capital Programme Update 2010 - 2014

The Director of Resources submitted a report summarising the financial details of the 2010/2011 month 6 Capital Programme position. In addition, the report also sought approval to transfer some schemes to the reserved Capital Programme, following the conclusion of the capital review and detailed the action being taken in respect of individual capital schemes to ensure that the

overall level of the Capital Programme expenditure could be managed within the ever changing resource position.

Following Members' comments, it was suggested that further consideration was given to the capital programme by the cross-party Member Working Group recently established to consider the Council's budget setting process, with formal representations being made to the Secretary of State for the Department for Communities and Local Government on behalf of the Council in support of key investment decisions which were dependent upon further Government approval.

RESOLVED –

- (a) That the latest position on the general fund and Housing Revenue Account capital programmes be noted.
- (b) That the transfer to the reserved capital programme of those schemes classified as 'red' within Appendix B to the submitted report, be approved.
- (c) That further business cases be considered in relation to schemes classified as 'amber' within Appendix B to the submitted report.
- (d) That the transfer of £250,000 from the reserved to the funded programme in relation to the Kirkgate Market business support scheme be approved.
- (e) That an injection into the capital programme of £750,000 be agreed, and that authority be given to spend of £598,000 on the replacement of vehicles, the revenue cost of which is provided for within ALMO budgets.
- (f) That authority be given to spend of £685,000 on equipment purchases within the Parks, Sport and Adult Social Care services.
- (g) That an injection into the capital programme and authority to spend of £208,200 for East Leeds Household Waste Site funded through a government grant of £188,200 and third party funding of £20,000 be agreed.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

103 Financial Health Monitoring 2010/2011 - Half Year Report

The Director of Resources submitted a report outlining the financial health position for 2010/2011 at the half way stage of the financial year. In addition, the report detailed revenue expenditure and income projected to the year end, whilst highlighting other key financial indicators including Council Tax collection and the payment of creditors.

Members discussed the budgetary pressures specifically within Adult Social Care, with reference being made to the closer working relationships required to be established with the NHS and other health service providers.

Having made reference to the costs incurred by Local Authorities in respect of court fees when obtaining court orders as part of Councils' statutory duties, it was suggested that formal representations were made on this issue to the Secretary of State for Children, Schools and Families on behalf of this Council.

RESOLVED –

- (a) That the projected financial position of the authority after six months of the financial year be noted, and that Directorates be requested to continue to develop and implement action plans which are robust and which will deliver a balanced budget by the year end.
- (b) That further to (a) above, the actions which Directorates are currently taking, including using identified underspends to offset projected areas of overspend be noted.
- (c) That approval be given to the release of £733,000 from the Housing Revenue Account Reserve to fund the cost of a replacement Care Ring emergency alarm scheme, and the injection of the same amount into the Capital Programme.
- (d) That approval be given to the virements within Adult Social Care, as detailed within paragraph 3.4 of the submitted report.

104 Licensing Act 2003 - Statement of Licensing Policy

The Assistant Chief Executive (Corporate Governance) submitted a report presenting the outcomes arising from the review and public consultation exercise undertaken in respect of the Licensing Act 2003 Statement of Licensing Policy 2011–2013 and which invited the Board to recommend the formal approval of the Policy to full Council.

Following Members' references regarding the current levels of access to alcohol in the city, officers undertook to provide the relevant Members with responses to their specific enquiries regarding the possible actions which could be taken to address issues relating to the operating hours of licensed premises, and the high concentration of such premises in certain areas.

RESOLVED –

- (a) That the responses to the consultation undertaken and the Final Consultation Report, as detailed within Appendix 2 to the submitted report be noted, that the proposed responses to the consultation exercise be endorsed, and that full Council be recommended to approve such responses as the Council's formal response to the matters raised during the consultation.

- (b) That the revised draft Statement of Licensing Policy, as set out within Appendix 1 to the submitted report be noted, and that full Council be recommended to approve this document as the final Policy under the Licensing Act 2003.
- (c) That the decisions detailed at (a) and (b) above be exempt from the provisions of Call In, due to being matters reserved to Council.

105 Scrutiny Board Recommendations

The Chief Democratic Services Officer submitted a report providing a summary of the responses to Scrutiny Board recommendations received since the last Executive Board meeting.

RESOLVED – That the responses to the recommendations of the Scrutiny Board (Health), as detailed within the submitted report, be noted.

DEVELOPMENT AND REGENERATION

106 Deputation to Council - Wetherby Town Council Seeking Provision of a Mini-Roundabout at the Top of Crossley Street, Wetherby

The Acting Director of City Development submitted a report in response to the deputation to Council on 21st April 2010 from Wetherby Town Council regarding support for the provision of a mini-roundabout at the junction of A661, Spofforth Hill and Linton Road.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the provision of a mini-roundabout at the junction of the A661, Spofforth Hill and Linton Road be supported in principle.
- (c) That the provision of £30,000 of the scheme costs from Highways and Transportation budgets be supported.
- (d) That agreement be given to the scheme being injected into the programme, subject to the remaining verbally agreed £25,000 of the costs which is coming from local funding being confirmed in writing.

107 Deputation to Council - Local Residents Concerned at Access to Throstle Nest Villa, Horsforth

The Chief Planning Officer submitted a report in response to the deputation to Council on 15th September 2010 from local residents regarding their concerns in respect of access to Throstle Nest Villa, Horsforth.

Supplementary information providing several points of clarification from the viewpoint of the deputation in respect of the submitted report had been circulated to Board Members following the despatch of the agenda.

RESOLVED – That the response to the deputation, as detailed within the submitted report, be noted.

108 Natural Resources and Waste Development Plan Document: Publication Draft

The Acting Director of City Development submitted a report presenting the Leeds Local Development Framework Natural Resources and Waste Development Plan Document for consideration and which invited the Board to consider the recommendation of the Development Plan Panel to approve the document for the purposes of publication and public participation.

A 'Map Book' which accompanied the Leeds Local Development Framework Natural Resources and Waste Development Plan Document had been circulated to Board Members in advance of the meeting for their consideration.

Following a brief discussion, Members received responses to their enquiries regarding the opportunities for the Council in terms of energy generation.

RESOLVED – That the recommendation of the Development Plan Panel be noted, and that approval be given to the Natural Resources & Waste Development Plan Document, together with the sustainability appraisal report and other relevant supporting documentation, for the purposes of publication and public participation.

109 Design and Cost Report - Leeds Arena

Further to Minute No. 228, 7th April 2010, the Acting Director of City Development submitted a report providing an update on the progress made in pursuing the development of the arena at Clay Pit Lane, regarding proposals for a design and cost freeze at RIBA Stage D+ for the proposed development and seeking authorisation of related expenditure and letting of contracts.

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

RESOLVED –

- (a) That the progress made in pursuing the development of the arena at Clay Pit Lane, be noted.
- (b) That the design and cost freeze at RIBA Stage D+ for the proposed development of the arena at Clay Pit Lane, be approved.
- (c) That subject to the tender sum being within the project budget, authority be given to the letting of the contract to the preferred participating contractor (or the reserve contractor should the need arise) and the incurring of expenditure of £61,199,000 from existing budget provision (Capital Scheme No. 13307/COM/000) on the proposed development of the Leeds arena at Clay Pit Lane.

ENVIRONMENTAL SERVICES

110 Dog Control Orders

The Director of Environment and Neighbourhoods submitted a report outlining the outcome of the consultation exercise undertaken in respect of the Dog Control Order implementation process and which sought approval to implement specified Dog Control Order Powers under the Clean Neighbourhoods and Environment Act 2005 with effect from 1st January 2011.

RESOLVED –

- (a) That the proposals for Dog Control Orders, as contained within the submitted report, be approved, and that approval also be given to the project's progression to Phase 2.
- (b) That the following prescribed Dog Control Orders be approved:-
 - Limit the number of dogs which can be walked by a person to 6;
 - Exclude dogs from the prescribed areas as listed within the submitted report;
 - Introduce the 'dogs on leads by direction' Order.
- (c) That Scrutiny Board (Environment and Neighbourhoods) be requested to monitor the enforcement of the Dog Control Orders established at (a) and (b) above, with an update report being submitted to Executive Board in due course.
- (d) That a further report be submitted to the Board regarding the potential role which could be played by Area Committees in the development and the enforcement of the Dog Control Orders.

NEIGHBOURHOODS AND HOUSING

111 The Future of Council Housing

Further to Minute No. 168, 14th January 2009, the Director of Environment and Neighbourhoods submitted a report providing details of the outcomes from the Future of Council Housing Review, making recommendations both in relation to key reforms to the current system and also regarding a preferred model for Council house provision in Leeds, in addition to outlining proposals regarding a change in relationship between the Council and the ALMOs, with regard to pension liabilities.

With regard to the long term vision for the management of council housing provision in Leeds, the following options were outlined within the submitted report:-

1. Returning the management of the stock to the Council;
2. Transferring the ownership of the stock to a Housing Association, created for the purpose of the transfer;
3. A mixed approach which could involve ALMOs, PFI, transfer and return to the Council parts of the stock;
4. The continuation of an ALMO model.

RESOLVED –

- (a) That the continuation of the three ALMO model be supported.
- (b) That the establishment of the Strategic Governance Board and a Shared Services Centre, as set out within the submitted report, be agreed, subject to the addition of the Chair and the Chief Executive of Belle Isle Tenant Management Organisation (BITMO) to the membership of the Strategic Governance Board.
- (c) That the revisions to the Management Agreements and constitutions of the ALMOs, in order to reflect the role of the Strategic Board, be agreed.
- (d) That approval be given to phased implementation from 1st April 2011, with work beginning immediately on the change programme.
- (e) That the proposals for the future arrangements regarding the provision of FRS17 in relation to the ALMOs be agreed.
- (f) That the transfer of ALMO cash reserves not identified to be used to sustain their business plans to the Housing Revenue Account be agreed.
- (g) That the Director of Environment and Neighbourhoods together with the ALMO Chief Executives, be required to bring a report back to the March 2011 Executive Board, outlining the progress towards implementation of the above recommendations and the savings both achieved and planned.

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

(Councillor A Blackburn declared a personal interest in this item, due to her position as a Director of West North West Leeds Homes ALMO)

ADULT HEALTH AND SOCIAL CARE

112 Deputation to Council - Unison Leeds Community Health regarding NHS Leeds and Social Enterprise

The Director of Adult Social Services submitted a report in response to the deputation to Council on 15th September 2010 from Unison Leeds Community Health regarding NHS Leeds and Social Enterprise.

RESOLVED –

- (a) That the response to the Unison Leeds Community Health deputation to Council be noted.

- (b) That no further action be taken in respect of the request that Executive Board refer this matter to Health Scrutiny on the grounds that arrangements are in place for Scrutiny Board (Health) to consider plans for the re-organisation of community health services in Leeds at its meeting on 23rd November 2010.
- (c) That it be noted that the Leader of the Council has written to NHS Leeds confirming the Council's support for Foundation Trust status for Leeds Community Healthcare based upon the integration of health and social care services.

113 Transforming Day Opportunities for Adults with Learning Disabilities

Further to Minute No. 180, 14th January 2009, the Director of Adult Social Services submitted a report regarding proposals to accelerate the programme aimed at transforming the delivery of day services for adults with learning disabilities by Adult Social Care in Leeds.

A revised set of the report's recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision had been circulated to Board Members following the despatch of the agenda, but in advance of the meeting.

RESOLVED –

- (a) That the Board notes the progress made so far in the day services transformation programme, as approved by the Board in January 2009, particularly in relation to the successful re-provision of services at Moorend Fulfilling Lives Service and the next steps for West Ardsley by the end of 2011.
- (b) That the proposal to re-design the pattern of service provision to a maximum of two days per week for those who live in accommodation based services, be approved.
- (c) That the proposal to cease the delivery of day services from Horsforth and Wetherby by the end of 2011 and develop more local community based services in consultation with service users, their carers and a range of alternative service providers be noted, with a further report being provided to Executive Board in order to advise on the alternative community facilities to be used, prior to implementation.
- (d) That the Board notes the further review of both Potternewton and Ramshead Wood scheduled for early 2012, in order to determine which day centre could be re-provided once current and future need has been determined, with the outcome of the review being reported to Executive Board.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

114 Domiciliary Care Strategy and Reablement

Further to Minute No. 102, 21st October 2005, the Director of Adult Social Services submitted a report providing information on the provision of homecare services and outlined plans to further develop such services in line with the commissioning strategy and both national and local developments. The report also detailed plans to establish a reablement service in Leeds, in order to promote independence and ensure users remained within their community whilst reducing their need for long term health and social care.

RESOLVED –

- (a) That the contents of the submitted report be noted, specifically in terms of:-
- the plans and timescales for establishing a reablement service;
 - the proposals to further improve productivity and restructure the long-term in house homecare service;
 - the proposals to establish a partnership with Commercial Services for the future management of the long-term service.
- (b) That the Board notes a further report will be jointly produced by Adult Social Care and Commercial Services in July 2011, recommending the future strategic direction of the service, including options for the future provision of the long-term community support service.

DATE OF PUBLICATION: 5TH NOVEMBER 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 12TH NOVEMBER 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 15th November 2010).

LEEDS CITY COUNCILFORWARD PLAN OF KEY DECISIONSExtract relating to Scrutiny Board (City Development)

For the period 1 December 2010 to 31 March 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)
Beeston Hill and West Hunslet Regeneration Plan To approve the adoption of the regeneration plan as informal planning guidance	Chief Planning Officer	1/12/10	Extensive consultation already taken place	Report	Chief Planning Officer ian.mackay@leeds.gov.uk
Contract for the supply of Soft Drinks and vending machine Acceptance of award of contract	Chief Recreation Officer	1/12/10	n/a	Contract award report, price analysis scoring sheet, price/quality tender evaluation sheet	Chief Recreation Officer nigel.webber@leeds.gov.uk

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)
<p>Walking and Cycle Track at Killingbeck Fields and associated links and highway crossings Approval of track at Killingbeck Fields, associated links and highway crossings. Approval to accept £250,000 external funding from Sustrans, inject in to the Capital Programme and seek authority to spend.</p>	<p>Director of Resources</p>	<p>1/12/10</p>	<p>Consultations were undertaken as part of 2006 UDP process, in advance of Executive Board approval dated 22 September 2009, and with Ward Members on 17 February 2010. Currently consultation is being undertaken with Members in affected wards (Gipton and Harehills and Killingbeck and Seacroft) and with community groups relevant to Killingbeck Fields through the Wyke Beck Community Forum. The current round of consultation will close on 16 November.</p>	<p>Dwg No TPP 32.2.016-KFD Killingbeck Fields Detailed Drawings</p>	<p>Director of Resources tim.parry@leeds.gov.uk</p>

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)
Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance	Chief Planning Officer	1/12/10	Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and other bodies	Report and Morley Conservation Area Appraisal and Management Plan	Chief Planning Officer phil.ward@leeds.gov.uk
Architectural Design Service To determine the future provision of in-house architectural design services to the Council	Director of City Development	1/12/10	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	1/12/10	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

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)
Towards a Strategy for Kirkgate Market Receive the presentation and report. Agree to maintain current rental levels and not impose the recommended increase for the 1904 hall for at least the next ten months. Note the imminent maintenance and essential works to be undertaken. Agree the proposed way forward on developing a strategy for the future of the market and the consultation process. Request a further report on the outcome of the consultation and final strategy to Kirkgate Market.	Executive Board (Portfolio: Development and Regeneration)	15/12/10	Tenants and traders, shoppers staff, elected members, trade unions, other city centre retailers and the general public.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development cath.follin@leeds.gov.uk
Leeds Local Development Framework - Annual Monitoring Report 2010 Approval to submit the AMR to the Secretary of State by 31 December 2010	Executive Board (Portfolio: Development and Regeneration)	15/12/10	Development Plan Panel 7 December 2010	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development david.feeney@leeds.gov.uk

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)
South Leeds Sports Centre To consider a Community Asset Transfer	Executive Board (Portfolio: Leisure)	5/1/11	n/a	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development richard.mond@leeds.gov.uk
Former Royal Park School <ul style="list-style-type: none"> • Consideration of offers for disposal of property • Consideration of request to waive payment of Court costs 	Executive Board (Portfolio: Development and Regeneration)	5/1/11	Hyde Park and Woodhouse and Headingley Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.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.gov.uk
Community Asset Strategy Approval requested	Executive Board (Portfolio: Development and Reperation)	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.gov.uk

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)
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.gov.uk
Move and Upgrade of the Urban Traffic Management Control Unit Move and Upgrade of the Urban Traffic Management Control Unit	Executive Board (Portfolio: Development and Regeneration)	11/2/11	Funded injection to the Capital Programme and Authority to Spend	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Resources and Strategy graham.robertson@leeds.gov.uk
Grants to Major Arts Organisations Approve levels of funding for a range of Arts Organisations in Leeds	Chief Officer Libraries, Arts and Heritage	1/3/11	Applications subject to scrutiny by appropriate officers	Executive Board Report	Chief Officer Libraries, Arts and Heritage catherine.blanshard@leeds.gov.uk

This page is intentionally left blank