



SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall Room 6 & 7 on
Thursday, 28th June, 2012 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

- M Rafique (Chair) - Chapel Allerton;
J Akhtar - Hyde Park and Woodhouse;
D Cohen - Alwoodley;
M Lyons - Temple Newsam;
P Wadsworth - Guiseley and Rawdon;
R Harington - Gipton and Harehills;
M Ingham - Burmantofts and Richmond Hill;
J McKenna - Armley;
B Urry - Roundhay;
J Chapman - Weetwood;
J Marjoram - Calverley and Farsley;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</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:- No exempt items on this agenda.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATIONS OF INTEREST

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES -

1 - 8

To confirm as a correct record, the minutes of the meetings held on 19th April 2012 and 23rd April 2012.

7

CHANGES TO THE COUNCIL'S CONSTITUTION IN RELATION TO SCRUTINY

9 - 12

To consider the report of the Head of Scrutiny and Member Development providing the Board with information on recent amendments to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

8

CO-OPTED MEMBERS

13 -
18

To consider the report of the Head of Scrutiny and Member Development seeking the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

9		<p>EQUALITY IMPROVEMENT PRIORITIES 2011-2015</p> <p>To consider the report of the Assistant Chief Executive (Customer Access and Performance) providing the Scrutiny Board with the new Equality Improvement Priorities and the revised Equality and Diversity Policy.</p>	19 - 38
10		<p>2011/12 Q4 PERFORMANCE REPORT AND REFRESH OF THE COUNCIL BUSINESS PLAN 2011-15</p> <p>To consider the report of the Assistant Chief Executive (Customer Access and Performance) presenting the Scrutiny Board with a summary of the quarter four (year end) performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15. This report also brings proposed changes to the Council Business Plan for the Scrutiny Board to consider prior to sign of by Executive Board in July.</p>	39 - 62
11		<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To consider the report of the Head of Scrutiny and Member Development which assists the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.</p>	63 - 68
12		<p>DATE AND TIME OF NEXT MEETING</p> <p>10am, Thursday, 12th July 2012.</p>	

Public Document Pack Agenda Item 6

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

THURSDAY, 19TH APRIL, 2012

PRESENT: Councillor M Rafique in the Chair

Councillors J Akhtar, S Bentley, D Cohen,
C Fox, M Lyons, J Matthews, V Morgan
and P Wadsworth

73 Appeals Against Refusal of Inspection of Documents

There were no appeals against the refusal of inspection of documents.

74 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

75 Late Items

There were no late items. However the Chair admitted Supplementary with respect to Agenda Item 9. 'Scrutiny Inquiry Into Maximising Powers to Promote, Influence And Create Local Employment And Training Opportunities' which provided the draft scrutiny inquiry final report. Also admitted by the Chair was supplementary information with respect to Agenda Item 10. 'Scrutiny Inquiry Into The Engagement of Young People In Culture, Sporting And Recreational Activities' which provided the draft scrutiny inquiry final report.

76 Declarations of Interest

Councillor's Lyons and Morgan declared personal interests in Agenda Item 7 (Minute 79) refers as Members of the West Yorkshire Integrated Transport Authority.

77 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors D Atkinson and G Hyde.

78 Minutes

The Minutes of the Scrutiny Board (Sustainable Economy and Culture) held on 22nd March 2012 were approved as a correct record.

79 Session 3 - Inquiry into the impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City's transport infrastructure.

The Acting Head of Transport Policy presented a report of the Director of Development which provided information to the third session of the Board's

inquiry into transport challenges and issues in the City as set out in the terms of reference agreed at their 1st December meeting 2011.

The following officers were in attendance:

Andrew Hall - Acting Head of Transport Policy

Gary Bartlett - The Chief Officer Highways and Transportation

Mark Philpott - Transport Projects Manager

The Board were advised of the Park and Ride proposals for the City as detailed in the report.

In response to the received report the following areas were discussed:

Consultation on placement of park and ride sites

The Board stressed to officers the importance of Ward Members and the public being fully consulted at an early stage on park and ride sites under consideration so that local people and elected Members were fully aware of what was happening in there ward.

Location of Park and Ride sites

The implications for the Bodington site if NGT is not approved by the Dft and the serious traffic congestion problems on the A660 road which could be addressed by a park and ride site at Bodington. The Board requested that careful consideration be given to the placement of sites to ensure that when in operation they genuinely have an impact on traffic congestion in Leeds.

The Board also sought confirmation from officer that future planned housing developments were taken into account when considering potential park and ride sites.

Section 106 Monies

Also in relation to this matter the Board sought clarification on the section 106 monies available for transport and the potential loss of S106 funding in August if any delays are encountered in delivering transport schemes. If this was to be a problem the Board requested that relevant variation to S106 terms be sought by officers to ensure that the money is utilised.

Development Cost of Park and ride Sites

The Board acknowledged the considerable cost associated with developing and delivering park and ride schemes and expressed concern regarding how the necessary funding would be obtained.

Viability of Bus Park and Ride

The Board considered the effectiveness of park and ride schemes and whether they are an appealing way of getting people to travel by other modes

of sustainable transport and not commute into the city centre by car. It was stated that travelling by bus was often not as attractive as using park and ride train stations which have proved to be very successful at getting people to refrain from bringing their cars into the city centre. The Board considered the success of bus park and ride schemes in other cities as set out at Appendix A to the report.

Charging Policy for Park and Ride

The potential charging structure was queried. The Board stated that park and ride would need to be an affordable option. It was felt that details of any charging policy and negotiations should be brought back to Scrutiny for discussion.

RESOLVED – The Board resolved to note the contents of the report.

80 Reducing CO2 emissions in the Local Authority Estate

The Head of Corporate Property Management presented a report of the Director of City Development. The report outlined the progress made to date on the reduction of CO2 emissions in the Local Authority Estate. It was noted that the annual 2011/12 figures were not yet available but would be reported with the Quarter 4 Performance Report.

The following officers were in attendance:

Anne Chambers – Head of Corporate Property Management

Jon Andrews - Environment Policy Manager

Philippa Toner - Senior Executive Manager – Project and Technical Management.

The following areas were discussed:

a) targets for improvements to the energy efficiency of buildings occupied by the Council. Members also queried why only a small number of buildings have had photo – voltaic systems installed.

b) temperature control in large Council buildings

c) the number of buildings which have been vacated as detailed in the report and considered that this would make a difference to heating figures which will become apparent in the near future.

d) street lighting - where energy savings could be made both in terms of reducing the number of hours that street lights are left on and also the power of the lights. However Members were keen to stress the importance of maintaining safety and security at all times.

e) environmental performance of our contractors, how they are monitored and targets that are set. The Board were advised that as part of the Transforming Procurement programme environmental performance contract requirements will be reviewed. Work will be completed in the autumn of 2012.

Members requested a further update in this area be scheduled into the work programme in the Autumn.

RESOLVED - The Board resolved to:

- (a) Receive the 2011/12 CO2 annual performance figures when the Quarter 4 Performance Report is presented;
- (b) request a report detailing the work undertaken to review current procurement policies with regard to environmental performance; and
- (c) note the contents of the report.

81 Scrutiny Inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Training Opportunities

The Principal Scrutiny Advisor presented a report of the Head of Scrutiny and Member Development. The report was brought before the Board for their agreement of the final draft before publication following the inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Training Opportunities.

Following consultation, the Principal Scrutiny Advisor informed the Committee that the Chief Planning Officer had been in contact with regards to concerns about recommendation 8 of the inquiry report. Members agreed that further legal advice should be obtained in relation to this.

RESOLVED – The Board resolved to agree the Board’s report following its inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Training Opportunities and legal advice be obtained in relation to recommendation 8 before publication.

82 Scrutiny Inquiry into The Engagement of Young People in Culture, Sporting and Recreational Activities.

The Principal Scrutiny Advisor presented a report of the Head of Scrutiny and Member Development. The report was brought before the Board for their agreement of the final draft before publication following the inquiry into The Engagement of Young People In Culture, Sporting and Recreational Activities.

RESOLVED – The Board resolved to agree the Board’s report following its inquiry into the Engagement of Young People in Culture, Sporting and Recreational Activities.

83 Date and time of next meeting

RESOLVED – The Board resolved to note that the date and times of the next meeting will be agreed by full Council on 23rd May 2012.

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

MONDAY, 23RD APRIL, 2012

PRESENT: Councillor M Rafique in the Chair

Councillors J Akhtar, D Cohen, C Fox,
G Hyde, V Morgan, P Wadsworth,
P Grahame, J Chapman and K Groves

84 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

85 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

86 Late Items

There were no late items.

87 Declarations of Interest

Councillor Groves declared a personal interest in Agenda item 7, Call In - Three Year Grants to Cultural Organisations. Due to her position as a Trustee of Middleton Equestrian Centre. Minute No. 90 refers.

Councillor J Procter, signatory to the Call In, declared a personal interest in Agenda item 7, Call In - Three Year Grants to Cultural Organisations. Due to his position as a Director of the Leeds Grand Theatre Board and Opera House Board of Management and as a Director of Northern Ballet. Minute No. 90 refers.

Councillor Ogilvie, as the Executive Board Member for Leisure, declared a personal interest in Agenda item 7, Call In - Three Year Grants to Cultural Organisations. Due to his position as a Director of the Leeds Grand Theatre Board and Opera House Board of Management and a Board Member of Yorkshire Dance. Minute No. 90 refers.

88 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillors Atkinson, Lyons, Bentley and Mathews.

Councillors Graham, Groves and Chapman were in attendance as substitutes.

89 Call In of Decision - Briefing Paper

The report of the Head of Scrutiny and Member Development informed Members of the Call In arrangements in accordance with the Council's Constitution and the options of action available to the Board. It was reported that the following options were available to the Board:

- Release the decision for implementation; and
- Recommend that the decision be reconsidered.

90 Call In - Three Year Grants to Cultural Organisations

The report of the Head of Scrutiny and Member Development presented the background papers to a decision which had been Called In in accordance with the Council's Constitution. The decision was a Delegated Decision Notice of the Three Year Grants to Voluntary Organisations.

The Chair welcomed the following to the meeting:

- Councillor J Procter – Signatory to the Call In;
- Councillor D Collins – Signatory to the Call In;
- Councillor A Ogilive – Executive Board Member for Leisure;
- Catherine Blanshard – Chief Officer (Libraries, Arts and Heritage);
- Mathew Simms – Arts and Venues Manager.

Councillor Procter outlined the reasons for the Call In of the decision. These included the following:

- The background to grants and the process for allocation agreed last municipal year which attempted to ensure greater transparency about all monies received by external organisations from Leeds City Council;
- The process which has been followed, which did not specify the difference between the arts grants and the recreational grants process;
- Concern around the loss of West Yorkshire Grant and the move the Leeds Inspired Grant, and the effect on funding for cultural organisations;
- Failure of the delegated decision to have regard for the Member Management Committee decision on 1st July 2011 Appointments to Outside Bodies in receipt of Grants (Minute No.13) that asked 'where a significant financial contribution is given to an organisation then the matter of representation on that organisation's management board be considered if it is felt to be appropriate in that particular circumstance'. It was expressed that more elected Member representation was needed on the Boards of organisations spending large amounts of public money.

In response to the concerns raised , officers present raised the following issues:

- That the report and decision in question was not attempting to be an assessment of all funding it was the allocation of the three year grants. It was proposed that at the end of the year a report could be given on performance against funding received.
- The report encompassed two grant schemes the recreation grant scheme which is a long standing scheme that has been allocated on a 3 year basis for a number of years. This scheme is currently on its second of three year cycle and so is reported as an allocation only. The second grant in the report is the new Arts@Leeds scheme which this year introduced a robust new process following discussions at Scrutiny. This implemented a three year grant scheme for the first time and lines up with the Arts Council funding cycle. Overtime it is planned to line up both grant schemes to the same cycle.
- It was discussed and acknowledged that every organisation receiving grants over £100,000 had an elected member on their board either in a formal or personal capacity it would be good to record this to avoid confusion later
- The close working relationship which now exists between the Council and organisations in receipt of grant funding which had previously not been the case, further that all organisations will have the support of an officer;
- The financial difficulties faced by external organisations in the current economic climate and the importance of Leeds City Council funding to their cash flow..

Councillor Ogilvie, Executive Member for Leisure addressed the Board. He expressed that despite the difficult economic conditions the Council had managed to maintain the funding of many organisations. He also informed the Board that Leeds Inspired was not part of the decision being Called In. He also agreed that Elected Members should be represented on organisations in receipt of Council funding. Further reference was also made to the usefulness that an end of year report would bring in assessing grants.

In response to Member comments and questions, the following issues were discussed:

- The concerns about funding and member representation to improve transparency of organisations and contribute towards value for money and how this would be achieved;
- Whether organisations had been directly approached about having Member representation and the difficulties and length of time needed to amend written constitutions of larger organisations to enable this to happen. It was noted that there had been a positive impact and significant benefit of the Executive Member for Leisure and the officers working with chairs and CEO's of companies about their whole board and its make up. Also discussed at this point was the advantage of approaching organisations about board representation before Council funding had been allocated;
- The importance of listening to views of the Citizens Panel when allocating grants.

Councillor Procter was invited to summarise the reasons for calling in the decision and re-iterated his earlier comments with an emphasis on the need for greater transparency when public money is being spent which could be achieved with greater Member involvement in the organisations in receipt of grant funding. Councillor Procter also highlighted a lack of information regarding organisations in receipt of funding.

In summary Members agreed that further work needed to be undertaken with regards to elected Member representation on grant funded bodies and that alongside the assurance given by Councillor Ogilvie to pursue this matter, the appropriate Scrutiny Board makes its own investigations.

Members were asked to consider the options available to them.

91 Outcome of Call In

Following a vote by Members present, it was

RESOLVED –

- (a) to release the decision for implementation;
- (b) to request that the appropriate Scrutiny Board considers Member representation on grant funded bodies and considers the year end report.

92 Date and time of next meeting

The date and time of the next meeting will be confirmed after the Annual meeting of the Council on May 21st 2012.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 28th June 2012

Subject: Changes to the Council's Constitution in relation to Scrutiny

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

Summary of main issues

1. The annual review of Scrutiny identified a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards' Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity.
2. This report summarises the amendments made to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

Recommendation

3. In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council's Constitution outlined in this report.

1.0 Purpose of this report

- 1.1 This report provides the Board with information on recent amendments to the Council's Constitution, as agreed by Council on 21st May 2012, which directly relate to and/or impact on the work of Scrutiny Boards.

2.0 Background information

- 2.1 The annual review of Scrutiny more often than not identifies a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards' Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity.

3.0 Main issues

- 3.1 The more significant amendments made to the Council's Constitution in relation to the Overview and Scrutiny function are summarised below.

Article 6

- 3.2 The Localism Act 2011 has amended statutory provisions relating to scrutiny arrangements within the Local Government Act 2000. Such amendments are now reflected within Article 6 of the Constitution. It has also been updated to reflect the changes made to the Scrutiny Boards this year i.e. the replacement of the Scrutiny Board (Regeneration) with a Scrutiny Board (Housing and Regeneration).

Scrutiny Board Terms of Reference

- 3.3 Five themed Scrutiny Boards were established last year to mirror the Strategic Partnership Boards in order to promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. This approach will continue. However, as part of their terms of reference, the five Scrutiny Boards will no longer be tasked to undertake specific reviews linked to the City Priority Plans of their respective Partnerships. Instead, the Scrutiny Boards are authorised to review or scrutinise the performance of their relevant partnerships. In doing so, they will review outcomes, targets and priorities within the Business Plan and specific "Best City for...." priorities set out within the City Priority Plan.
- 3.4 Decisions made, or actions taken, in connection with the discharge of any functions which are the responsibility of the executive, which do not fall within the terms of reference of the five themed Scrutiny Boards, will continue to be considered by the Scrutiny Board (Resources and Council Services). In addition, this Board will also review or scrutinise the performance of the Leeds Initiative Board.

Scrutiny Board Procedure Rules

- 3.5 The Scrutiny Board Procedure Rules now state that all Scrutiny Boards will act as "critical friend" to the relevant partnership and consider and report on the following areas:

1. What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this?
 2. How successfully the Board's partnership arrangements are working?
 3. To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
- 3.6 The Scrutiny Board Procedure Rules have also been effected by the Localism Act 2011 in relation to "councillor calls to action". Previously, the authority had to make arrangements to enable a Member to refer a 'local government matter' relevant to the scrutiny committee; now arrangements must enable Members to refer "any matter which is relevant to the functions of the committee and is not an excluded matter".
- 3.7 The other principle change following the Localism Act relates to the authority's powers to require a "partner authority" to provide information and also have regard to Scrutiny Board reports and recommendations. Previously, this could only be required if the information requested, or a report or recommendation, related to a local improvement target. Now, this may be required when the information or the report or recommendation relates to functions of a partner authority "so far as exercisable in relation to the authority's area or the inhabitants of that area". The provision is therefore wider and is reflected within the Scrutiny Board Procedure Rules.
- 3.8 Procedures in relation to Call In, which previously resided in the Scrutiny Board Procedure Rules, are now incorporated into the new Executive and Decision Making Procedure Rules within the Constitution to provide clarity. The Call In procedures now reflect the decision made by Council to add Area Committee decisions to the list of decisions exempt from Call In.
- 3.9 A review of the Scrutiny Board Procedure guidance notes has resulted in three of the guidance notes being removed from the Constitution. These relate to inquiry selection criteria; minority reports; and equality and diversity/cohesion and integration issues. Referencing is now made within the Scrutiny Board Procedure Rules to reflect the relevant issues that were set out within these guidance notes.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The annual review of Scrutiny was conducted by the Head of Scrutiny and Member Development in consultation with the Corporate Governance Team and the Head of Leeds Initiative. The proposed changes to the scrutiny arrangements were considered by the General Purposes Committee on 9th May 2012, prior to being formally considered and approved by Council on 21st May 2012.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The amendments made in relation to the work of the Scrutiny Boards will not have an impact on equality and diversity/cohesion and integration matters. However, in line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure

through service review that such issues are considered in decision making and policy formulation.

4.3 Council Policies and City Priorities

4.3.1 The terms of reference of the Scrutiny Boards promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. The Scrutiny Boards are now authorised to review or scrutinise the performance of their relevant Strategic Partnership Board. In doing so, they will review outcomes, targets and priorities within the Business Plan and specific “Best City for.... “ priorities set out within the City Priority Plan.

4.4 Resources and Value for Money

4.4.1 This report has no specific resource and value for money implications.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The amendments made to the scrutiny arrangements are reflective of recent legislative changes and also aim to provide procedural clarity.

4.6 Risk Management

4.6.1 This report has no risk management implications

5.0 Conclusions

5.1 The annual review of Scrutiny identified a number of areas for amendment within Article 6 of the Constitution, the Scrutiny Boards’ Terms of Reference and the Scrutiny Board Procedure Rules. These are either to ensure consistency in wording, to reflect legislative changes or to provide procedural clarity. The more significant amendments made to the Council’s Constitution in relation to the Overview and Scrutiny function are summarised within this report for Members’ information.

6.0 Recommendations

6.1 In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council’s Constitution outlined in this report.

7.0 Background documents¹

- Report of the Head of Scrutiny and Member Development on Constitutional amendments – Scrutiny arrangements. General Purposes Committee, 9th May 2012.
- Council’s Constitution - Scrutiny Board Procedure Rules
- Council’s Constitution – Executive and Decision Making Procedure

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 28th June 2012

Subject: Co-opted Members

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

Summary of main issues

1. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

Recommendation

3. In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

1 Purpose of this report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

Arrangements for appointing specific co-opted members

Education Representatives

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹
- One Roman Catholic diocese representative¹
- Three parent governor representatives²

3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected. Such representatives are then notified to the Scrutiny Board and their appointment confirmed.

3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

Crime and Disorder Committee

3.8 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Safer and Stronger Communities) to act as the Council's crime and disorder committee.

3.9 In its capacity as a crime and disorder committee, the Scrutiny Board (Safer and Stronger Communities) may co-opt additional members to serve on the Board, providing they are not an Executive Member.

3.10 The Scrutiny Board (Safer and Stronger Communities) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.

3.11 Unless the Scrutiny Board (Safer and Stronger Communities) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

Issues to consider when seeking to appoint co-opted members

3.12 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Council's use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.

3.13 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However,

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

co-opted members should not be seen as a replacement to professional advice from officers.

- 3.14 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.15 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.16 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 During 2010/11, the guidance surrounding co-opted members was discussed by the Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and City Priorities

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

- 4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.15 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards. This report therefore sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

7.0 Background documents³

- The Council's Constitution
- Police and Justice Act 2006
- KPMG Scrutiny Review May 2009

³ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report of Assistant Chief Executive (Customer Access and Performance)

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 28th June 2012

Subject: Equality Improvement Priorities 2011- 2015

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

Summary of main issues

1. The Equality Improvement Priorities have been produced to ensure that the council meets its legal duties under the Equality Act 2010.
2. Closer alignment with the Vision for Leeds, the City Priority Plan and the Council Business Plan were built into the development of the priorities and provides the foundations for a move towards a city wide approach to equality.
3. In addition, the council's Equality and Diversity Policy has been revised and updated to reflect the new legal framework.

Recommendations

1. Members are asked to:
 - note the contents of the report
 - consider equality outcomes in performance reports relevant to their Board

1 Purpose of this report

- 1.1 This report brings to Scrutiny Board the new Equality Improvement Priorities and the revised Equality and Diversity Policy.
- 1.2 This new approach sets out the council's continued commitment to equality. It outlines the council's equality objectives, identifies how progress will be measured and how we will continue to improve and further embed the equality agenda.
- 1.3 This work will be developed further over the next two years with a view to move towards a city wide partnership approach to equality. This reflects the ambitions outlined in the City Priority Plan to have key improvement priorities for the city as well as the council.

2 Background information

- 2.1 Leeds City Council has a leading role in the city to promote equality and value diversity. There is considerable work that has taken place to make equality an integral part of our work and in particular in how we deliver services, how we employ people, how we work with our partners and how we make decisions.
- 2.2 Work to date has included strengthening and enhancing equality considerations in the policy, planning and performance management framework, the scrutiny process, employment policies and procedures, service planning and the regulatory framework.
- 2.3 Equality considerations are now an integral part of the decision making process and considerable work has taken place on embedding equality into all aspects of work.

3 Main issues

- 3.1 The Equality Act 2010 provides a new cross-cutting legislative framework and introduced a general public sector duty that requires public bodies to:
 - eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act
 - advance equality of opportunity between different groups
 - foster good relations between different groups
- 3.2 The new legislative framework has also introduced specific duties to:
 - publish accessible information outlining the equality analysis which has taken place to inform equality objectives
 - engage with people who have an interest in furthering the aims of the general equality duty
 - demonstrate progress against equality objectives for both employment and service delivery

- 3.3 To meet our legal duties the Equality Improvement Priorities in Appendix 1 have been produced. The Equality Improvement priorities outline how the council will improve outcomes for different people across the city.
- 3.4 Closer alignment with the Vision for Leeds, the City Priority Plan and the Council Business Plan was built into the development of the approach and has resulted in a more integrated approach to equality in the council's strategic planning framework. The equality outcomes were developed alongside the key priorities for the city as outlined in the City Priority Plan and action plans, and are based on an analysis of the equality perspective.
- 3.5 These have been considered and approved by Executive Board who agreed that they would also be circulated to Area Committees so that all Members are aware of our Equality and Diversity Policy and Improvement Priorities.
- 3.6 Following the Executive Board meeting a further discussion on the Equality Improvement priorities took place with the Member Champions Group. This is a cross party group which has been set up to support and promote the development of the equality agenda for elected members. They have a particular focus on developing corporate policy approaches to equality and diversity including having an overview of the performance management of the equality priorities for the city.
- 3.7 The Member Champions Group also proposed that the Improvement Priorities were circulated to each Scrutiny Board and that equality progress and regular reports against relevant indicators were presented to Scrutiny Boards.
- 3.8 The early approval of the council's Equality Improvement Priorities meant we met the target date set out in equality legislation and also allowed us to finalise the progress reporting arrangements. Although it was agreed that progress against the equality analysis, objectives, activities and measures would be reported through the new Performance Management Framework, which has been agreed for the City Priority Plan and the Council Business Plan, some additional work was required to ensure that separate processes were not developed. In addition it was agreed that an annual report will be produced and published as we will have to show compliance with the Equality Duty, at least annually.
- 3.9 As a result of this the circulation of the Equality Improvement priorities to Area Committee's and Scrutiny Boards was pushed back to the first cycle of meetings in 2012/13. This was to allow for further work that was identified to ensure that a pragmatic approach for reporting progress was developed to avoid duplication of work and synchronised the reporting cycles.
- 3.10 Annual progress will now be reported through the State of the City Report and the Equality and Diversity Position Statement and an annual update on equality and diversity and progress against priorities is to be included within the Business Plan and City Priority Plan performance report.

3.11 In addition the council's Equality and Diversity Policy in Appendix 2 has also been updated to reflect the new legal framework. The key aim of the policy is to ensure that we continue to work towards strengthening our approach to equality.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 During 2010 a review took place which resulted in a number of changes to the city and council planning and partnership framework. In particular, a whole system approach has been sought which ensures the partnership structures, strategic plans and performance management arrangements all dovetail into an effective system for delivering real change across the city.

4.1.2 The Equality Improvement Priorities 2011 to 2015 is part of the city's revised planning framework is integral to it.

4.1.3 Extensive consultation and involvement was undertaken in the development of the city's revised planning framework and the outcome of this has been used to shape and influence the council's equality objectives.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Equality and diversity was considered throughout the development of the new strategic planning framework. This included checking that due regard has been given to equality through the use of equality related evidence in needs assessments, outcomes from consultation and engagement activities, which include:

- The 'What if Leeds...? Campaign'
- The spending challenge consultation
- Equality assurance and impact assessment on the approach to strategic planning

4.2.2 Tackling inequality was a key issue identified through the consultation.

4.2.3 The council's Equality Improvement Priorities have been developed to ensure we meet our legal duties in the Equality Act 2010.

4.3 Council policies and City Priorities

4.3.1 The proposed work will help to shape and deliver future equality priorities contained in and delivered through the Vision for Leeds and the City Priority Plan 2011 to 2015 and help the council to demonstrate how it is addressing the needs of the cities diverse communities.

4.4 Resources and value for money

4.4.2 There are no resource implications arising from this report.

4.5 Legal Implications, Access to Information and Call In

4.5.3 The development of the new approach to improving equality and diversity and setting equality objectives will reinforce the council's commitment to equality and help us meet our legal duties.

4.5.4 This report does not contain any confidential or exempted information and is not subject to call in.

4.6 Risk Management

4.6.1 The risks to the council if it did not have a published approach to equality and diversity would be the failure to meet equality duties outlined in the Equality Act 2010.

5 Conclusions

5.1 The development of the Equality Improvement Priorities 2011 to 2015 will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

6 Recommendations

6.2 Scrutiny Board is recommended to

- Note the contents of this report;
- Consider equality outcomes in performance reports relevant to their Board

7 Background documents¹

7.1 Vision for Leeds 2011 to 2030

7.2 City Priority Plan 2011 to 2015

7.3 Council Business Plan 2011 to 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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The Equality Improvement Priorities 2011 – 2015

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

As a council, we are committed to promoting equality and diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver. Our ambition is to be the best City in the UK. We will only achieve our ambition if as a city we work to reduce disadvantage, discrimination, and inequalities of opportunity. Failure to tackle discrimination and to provide equality of opportunity can have a negative impact on people, undermines society and costs our economy.

We want to inspire pride in our city and all our communities. No one in Leeds should be held back from reaching their potential because of who they are, or where they come from. It is all our responsibility to tackle the causes of inequality and build a stronger, fairer and more cohesive society.

The Equality Improvement Priorities have been developed from the priorities outlined in the City Priority Plan and the Council Business Plan. They provide a summary of our strategic equality analysis and our strategic equality objectives which are supported by specific work across the council. Progress against the Equality Improvement Priorities 2011 – 2015 will be reported on an annual basis.

City Priority Plan - Best cityfor children and young people

Priority - Do well at all levels of learning and have the skills for life
(taken from the Children and Young People's Plan)

Equality focus (objective)	Equality analysis
Support children from all equality communities to be ready for learning	There are lower levels of attainment for some BME communities, people with special educational needs and those from poorer areas

City Priority Plan - Best city for.....communities

Priority - Reduce crime levels and their impact across Leeds

Equality focus (objective)	Equality analysis
Address the impact of burglary on Vulnerable Communities	There is an identified need to better assess the impact of burglary on emerging communities.
Tackle domestic violence and protect and support the most vulnerable young people.	The overwhelming majority of domestic violence is perpetrated by men against women and children.
Improve citywide approaches to dealing with hate crime	Disability, race, homophobic and transphobic hate crime is experienced by many people

Priority - Increase a sense of belonging that builds cohesive and harmonious communities

Equality focus (objective)	Equality analysis
There is a sense of belonging that builds cohesive and harmonious communities	In 2010/11 a small but concerning trend in youth related anti-social behaviour and damage which suggest deliberate targeting of vulnerable victims (adults with learning disabilities, BME residents in predominantly White British neighbourhoods, gay or lesbian couples) was recognised.

City Priority Plan - Best city to live

Priority - Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods

Equality focus (objective)	Equality analysis
Ensure that housing and regeneration investment meets the changing needs of individuals and communities.	Households headed by women with children, BME groups and those living in the social rented sector are more likely to live in overcrowded or substandard housing. There are also significantly higher numbers of BME people and people with disabilities who are unemployed

Priority - Improve housing conditions and energy efficiency

Equality focus (objective)	Equality analysis
Improve energy efficiency	Many households containing people recovering from long term illness, disabled people, and pensioners can not afford to heat their homes

City Priority Plan - Best city.....for health and wellbeing

Priority - Give people choice and control over their health and social care services

Equality focus (objective)	Equality analysis
We will support individuals from all communities to access social care through personalised budgets and direct payments	The equality analysis of access to personalised budgets and direct payments is ongoing.

Priority - Support more people to live safely in their own homes

Equality focus (objective)	Equality analysis
To support adults whose circumstances make them vulnerable to live safe and independent lives	The group with the largest proportion of safeguarding investigations in 2010/2011 were service users with learning disabilities

Priority - Make sure that people who are the poorest improve their health the fastest

Equality focus (objective)	Equality analysis
All universal social care services are equally accessible to members of all communities	The equality analysis of access to universal social care services is ongoing.
To commission targeted adult social care services for specific equality communities and to ensure these services are effective	Equality analysis from specific reviews is used to inform future commissioning (or de-commissioning) of services at both a service and sector wide level
New migrant communities effectively access appropriate health and social care services	Some groups eg Eritrean women, and people whose cultures prevent mental health issues being explicitly recognized, do not effectively access health and social care.

City Priority Plan - Best cityfor business

Priorities - Create more jobs and Improve skills

Equality focus (objective)	Equality analysis
Increase access to employment opportunities and up-skill the workforce	There are lower levels of skills and employment amongst some communities in particular some BME groups, and disabled people.

Priority - Support the sustainable growth of the Leeds' economy

Equality focus (objective)	Equality analysis
Improve financial inclusion	Lack of access to financial services disproportionately affects lone parents (typically female) disabled people, people with mental health illness, and those living in poorer areas.

Priority - Improve journey times and the reliability of public transport

Equality focus (objective)	Equality analysis
Enable access for all to local services, education and employment centres by public transport	Disabled and elderly people have specific concerns in accessing transport

Priority - Get more people involved in the city's cultural opportunities

Equality focus (objective)	Equality analysis
Ensure the continuing development of the council's cultural offer, including the successful transition to the new arrangements for sport and libraries	People from poorer areas, BME people and disabled people do not access sport services as much as others. Low numbers of disabled people access libraries
Enhance the quality of Leeds' Parks	Disabled people, those from a BME background, and men tend to visit parks less than other groups

Council Business Plan

The Council Business Plan draws together aspects of the City Priority Plan with those areas and priorities specific to the council itself. There are a number of cross cutting equality objectives included in the Council Business Plan which provide the building blocks for ensuring that equality is embedded in all our service delivery and as an employer. They are outlined here:

Equality Performance Area - Understanding our communities. Leeds communities are changing and it is vital that we have a clear understanding of who our citizens are in order to provide appropriate services in the most appropriate way.

Equality focus (objective)	Council Value
There is good evidence of the equalities profile of Leeds, based on national and local data, which is regularly reviewed	Working with communities

Equality Performance Area - Showing leadership and working in partnership. We will give due consideration to equality and diversity when we develop policies and make decisions. We will ensure that we fully understand the impacts of changed funding on different communities, and take this into account when making decisions

Equality focus (objective)	Council Value
Councillors and Officers have a reputation for championing equality issues and ensure that the equality issues relevant to Leeds are taken into account when making major decisions	Being open, honest and trusted

Equality Performance Area - Involving our communities - We will ensure communities are effectively able to influence what we do

Equality focus (objective)	Council Value
Equality groups are integrally involved in consultation and engagement activities	Working with communities

Equality Performance Area - A modern and diverse workforce – We will understand the make up of our workforce and work to ensure it is representative of the population of Leeds

Equality focus (objective)	Council Value
To make LCC an ‘employer of choice’ for people from groups in our communities whose diverse backgrounds are not yet fully represented in our workforce	Treating people fairly
To demonstrate increased engagement, year on year, for staff from groups whose diversity is not yet fully represented in our workforce.	
To improve opportunities for progression to senior levels in the organisation particularly for black, and minority ethnic and disabled staff	

Further detail is in supporting documentation which is available on the council website, and includes:

- Consultation and Involvement in Developing Equality Objectives
- Equality and Diversity Position Statement 2011
- Equality Analysis, Objectives and Activities 2011 - 2015
- Equality and Diversity Policy 2011 - 2015
- Approach to Embedding Equality 2011 - 2015

For enquiries about Leeds City Council’s equality improvement priorities 2011 - 2015 please contact the Equality Team:

By telephone: 0113 2474190

By text: 07891 270162

By email: equalityteam@leeds.gov.uk

Website: www.leeds.gov.uk/equality

By post:

Equality Team
 Ground Floor,
 Civic Hall
 Calverley Street
 Leeds
 LS1 1UR

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Equality and Diversity Policy

2011 - 2015



Leeds City Council has adopted the Equalities Review 2007 definition of an equal society which strengthens our approach to equality and diversity. The definition is:

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

The council is committed to:

- eliminating unlawful discrimination, harassment and victimisation;
- advancing equality of opportunity; and
- fostering good relations within and between our communities with a view to building good community relations

The Policy is in line with Leeds City Council’s duties and responsibilities under the Equality Act 2010.

Our aims are that:

- all our existing and potential service users are treated with dignity and respect;
- our partnership and contract arrangements promote equality of opportunity;
- we will work with and between communities to help develop and strengthen relationships;
- our workforce will be reflective of all sections of society; and
- each employee feels respected and able to give of their best.

We will treat everyone with the same attention, courtesy and respect regardless of:

- Age,
- Disability,
- Race or racial group (including colour, nationality and ethnic origin or national origins),
- Religion or belief,
- Sex
- Marriage and Civil Partnership,
- Gender reassignment,
- Pregnancy and maternity
- Sexual orientation,
- Caring responsibilities,
- Social class, or
- Trade union activity.

We will take all reasonable steps to ensure that we do not unlawfully discriminate.

Our commitment is to create an environment both for staff and people of Leeds:

- that promotes dignity and respect for all;
- where people are treated fairly and according to their needs;
- where no form of intimidation, bullying or harassment is tolerated; and
- in which individual differences and the contributions of all are recognised and valued.

This policy applies to:

- all council Members;
- all service users and those applying to access services;
- all contractors and sub contractors; and
- all employees, whether part-time, full-time or temporary, and all job applicants.

Roles and responsibilities

We all have a right to be treated fairly and with dignity and respect. For this to happen we have a responsibility to ensure that our own actions and behaviours are equally fair and that we respect the dignity of others.

Less favourable treatment should be challenged directly, either by the recipient or by any witnesses. Where this is not possible, for whatever reason, then the complaints procedure can be used.

Good practice

In **all** our activities we will:

- give due regard to equality and diversity when reviewing existing and developing new strategies/ policies and services/ functions to ensure that we
 - secure flexible and fair working practices,
 - provide excellent services and
 - fairly award contracts, and commission services
- engage and involve interested groups and individuals (both internal and external to the council) with our decision making processes
- deal with all complaints of discrimination, harassment or victimisation promptly and with sensitivity to all those involved
- take all opportunities to advance equality of opportunity and foster good relations within and between our communities.

In delivering our services we will:

- assess the needs of our existing and potential service users and ensure fair access to our services. This includes making reasonable adjustments to enable disabled people to use our services;
- ensure the availability of appropriate support services. This includes translation and interpretation and making key information available in a range of alternative formats,
- provide access points for reporting hate crimes.

In employment, learning and development we will:

- provide increased opportunities in areas of under-representation. This could include school placements, supported trainee schemes or mentoring;
- continue to progress equal pay;
- assess the needs of our existing and potential disabled employees and provide appropriate reasonable adjustments, and
- take appropriate positive action in recruitment and selection.

Support to implement the policy

All our policies and practices are supported by appropriate training or briefing sessions and guidance. For the equality and diversity policy:

- general and bespoke equality and diversity training is available through Human Resources, and
- advice and guidance is also available from the Equality Team.

Monitoring

All our policies contribute to our overall aims around equality. Key policies – such as those relating to employment, service delivery, community engagement, commissioning and procurement - are specifically designed to promote equality of opportunity and protect people against unlawful discrimination, harassment and victimisation. We collect and analyse data relating to these areas of policy, to identify trends and areas of inequality, and then take appropriate action.

Communications

The equality and diversity policy is available on the intranet and our external website. We will use all opportunities to promote the policy. This includes key messages, induction events for new staff, and specific equality and diversity events.

Responsibility for reviewing this document

The Head of Equality will be responsible for the bi-annual review and update of this policy.

For enquiries about this policy please contact the Equality Team:

By email: equalityteam@leeds.gov.uk

By telephone: 0113 2474190

By text: 07891 270162

Website: www.leeds.gov.uk/equality

By post:
Equality Team
Ground Floor,
Civic Hall
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Arabic:

إن كنت لا تتحدث باللغة الإنجليزية وتحتاج لمساعدة لفهم هذا المستند؛ الرجاء الاتصال بالهاتف على الرقم أدناه، واذكر اسم لغتك. حينئذ، سوف نطلب منك أن تنتظر على الخط حتى نتصل بمترجم.

Bengali:

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে নিচের নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Hindi:

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद चाहिए, तो कृपया नीचे दिए गए नंबर पर फ़ोन करें और अपनी भाषा का नाम बोलें। उसके बाद जब तक हम किसी दुभाषिण (इंटरप्रिटर) से संपर्क करेंगे, हम आपको होल्ड पर रखेंगे।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਫੇਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰਿਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Kurdish:

گەر زمانى ئینگلیزى نازانیت و بیویستت به هاوکاریه له تیگه یشتنی ئەم به لگه نامه یه دا، تکایه ته له فۆن بۆ ژماره که ی خواره وه بکه و زمانى ئاخاوتنى خۆت بلێ. ئیمه ش تۆ راده گرین له سه ره ته له فۆنه که تا وه رگێرکی زمانت بۆ دابین ده که یین.

Tigrinya:

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Urdu:

اگر آپ انگریزی نہیں بولتے ہیں اور اس دستاویز کو سمجھنے کیلئے آپ کو مدد کی ضرورت ہے تو براہ مہربانی نیچے دیئے گئے نمبر پر ٹیلی فون کریں اور اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ سے انتظار کرنے کا کہہ کر آپ کیلئے کسی ترجمان سے رابطہ کریں گے۔

Czech:

Jestliže nemluvíte anglicky a potřebujete, aby vám někdo pomohl vysvětlit tento dokument, prosím zavolejte na níže uvedené číslo a uveďte svůj jazyk. Potom vás požádáme, abyste nepokládal(-a) telefon a mezitím zkontaktujeme tlumočnicka.

French:

Si vous ne parlez pas anglais et que vous avez besoin d'aide pour comprendre ce document, veuillez téléphoner au numéro ci-dessous et indiquez votre langue. Nous vous demanderons d'attendre pendant que nous contactons un(e) interprète.

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Jeżeli nie mówią Państwo po angielsku i potrzebują pomocy w zrozumieniu tego dokumentu, prosimy zadzwonić pod poniższy numer telefonu. Po podaniu nazwy swojego ojczystego języka prosimy poczekać – w tym czasie będziemy kontaktować się z tłumaczem.

Slovak:

Ak nehovoríte anglicky a potrebujete, aby vám niekto pomohol vysvetliť tento dokument, prosím zavolajte na nižšie uvedené číslo a uveďte svoj jazyk. Potom vás požiadame, aby ste nepokladali telefón a medzitým skontaktujeme tlmočníka.

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Report author: Heather Pinches
Tel: 274638

Report of Assistant Chief Executive (Customer Access and Performance)

Report to Sustainable Economy and Culture Scrutiny Board

Date: 28th June 2012

Subject: 2011/12 Q4 Performance Report and Refresh of the Council Business Plan 2011-15

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

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council and city related to Sustainable Economy and Culture Scrutiny Board.

Recommendations

2. Members are recommended to
 - Note the Q4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
 - Provide challenge and feedback on the proposed changes to the Council Business Plan to ensure that this plan remains both challenging but also realistic and achievable.

1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter four (year end) performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15. The Board will note that this is the end of the first year of delivery of these four year plans. This report also brings proposed changes to the Council Business Plan for Scrutiny to consider prior to sign of by Executive Board in July

2 Background information

- 2.2 The City Priority Plan 2011 to 2015 is the city-wide partnership plan which sets out the key outcomes and priorities to be delivered by the council and its partners. There are 21 priorities which are split across the 5 strategic partnerships who are responsible for ensuring the delivery of these agreed priorities.
- 2.3 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.
- 2.4 Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report provides an overview of the performance relating to both plans enabling Executive Board to directly challenge the council's performance as well as seeking to influence and challenge partners contributions through existing partnership arrangements.
- 2.5 This report includes 3 appendices:
- Appendix 1a – Performance Reports for the City Priority Plan Priorities relevant to the board
 - Appendix 1b – Directorate Priorities and Indicators relevant to the Board
 - Appendix 2 – Proposed changes to the Council Business Plan relevant to the Board

3 Main issues

Quarter 4 Performance Summary

City Priority Plan

- 3.1 There are 7 priorities in the City Priority Plan relevant to Sustainable Economy and Culture Board and of these 6 are assessed as amber and 1 is green. The amber priorities are:
- Create more jobs
 - Improve Skills
 - Support the sustainable growth of the Leeds' economy
 - Improve journey times and reliability of public transport
 - Improve the environment through reduced carbon emissions
 - Raise the profile of Leeds nationally and internationally

- 3.2 **Economic Growth:** The economic climate in Leeds and nationally remains difficult, with inflation above target and the country back in recession. This continues to have an impact across a range of priorities in the city. This is reflected in the most recent figures which show unemployment rising from 8.6% to 8.8%. After a period of stability, the overall claimant count has also risen with over 25,000 people (or 4.7%) claiming benefits in Mar 2012. The new system of funding local government and the local retention of business rates from 2013/14 will mean that our future funding will be largely based upon our ability to grow our local economies. The delivery of the Leeds Growth Strategy is an area the Council and partners will need to continue to prioritise and monitor closely.
- 3.3 The SEC Partnership have established a Performance Steering Group to provide proactive performance management support to help them to consider progress against the relevant outcomes in the City Priority Plan. Following future quarterly reviews of the performance reports, the Group will provide the SEC Board with a highlight report which will include key success messages for Board members to disseminate and any issues, risks or opportunities that it feels need to be drawn to the Board's attention. All performance reports will be included on the Board's agenda as background information.

Council Business Plan

- 3.4 **Directorate Priorities and Indicators** – there are currently 8 directorate priorities relevant to the Board and 3 are assessed as green and 5 are amber. The amber priorities are:
- Deliver the Sustainable Economy and Culture Board City Priority Plan,
 - Produce a new Local Development Framework that identifies targets for new housing and supports their delivery,
 - Market and promote the city,
 - Support people to improve skills and move into jobs, and
 - Provide, manage and maintain a safe and efficient transport network for the city.
- 3.5 In terms of performance indicators 3 are green, 2 are amber and 2 are red. Red indicators are:
- Processing Major Planning Applications: this ended the year at 56% against a target of 70% with the on-going problem being due to difficulties in signing off the section 106 agreements with developers. In the current economic climate, the negotiation of section 106 agreements is becoming more challenging. This issue is also being seen nationally. The Planning Service is continuing to work closely with developers including establishing early dialogue and confirming s106 expectations and timescales. In addition, an 'Outcomes Based Accountability' workshop was held in May to review and refine processing applications to determine how these might be improved. Participants included; Town and Parish Councillors, Developers,

City representatives, Members and Officers. The session was very positive and suggested next steps will be fed back to stakeholders in June / July.

- Number of enquires from businesses seeking to locate in Leeds also ended the year below target with the most significant factor being the reduction in enquiries from start-up businesses.

Changes to the Council Business Plan

3.6 It is important that our plans remain live and up to date and continue to reflect our most important priorities. Therefore a light-touch refresh of the Council Business Plan has been undertaken at Q4 with the aim of:

- adding any targets for 2012-13 which were missing when it was agreed last year;
- revise any other targets where performance has been particularly good and a further stretch is needed; and
- revise targets where there has been a significant policy or funding change or where changing circumstances means the target is no longer realistic.

3.7 The changes to the Council Business Plan which are relevant to the Sustainable Economy and Culture Board are shown in appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities.

4.3 Council policies and City Priorities

4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

5 Conclusions

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to Sustainable Economy and Culture Scrutiny Board.

6 Recommendations

- 6.1 Members are recommended to:

- Note the Q4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- Provide challenge and feedback on the proposed changes to the Council Business Plan to ensure that this plan remains both challenging but also realistic and achievable.

7 Background documents¹

- 7.1 City Priority Plan 2011 to 2015
- 7.2 Council Business Plan 2011 to 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Meeting: Sustainable Economy and Culture Board

Outcome: All the people of Leeds lead prosperous lives.

Population: All people in Leeds
Priority: Create more jobs.

Why and where is this a priority: Creating more jobs across Leeds is crucial for providing a wide variety of employment opportunities and helping to reduce the unemployment and poverty levels within the city. In particular, supporting local residents in deprived communities to access new job opportunities is a fundamental part of achieving this outcome.

Story behind the baseline

Leeds figures available throughout the last three months reveal unemployment rose to a rate of 8.8% from 8.6% in the previous quarter while employment fell to 68.6%. After being stable at 4.3% in August-November 2011, the claimant proportion rose month on month to 4.7% from December 2011 to February 2012. These figures were announced against a national picture of high inflation and no growth with GDP contracting to -0.3% in Q4 2011.

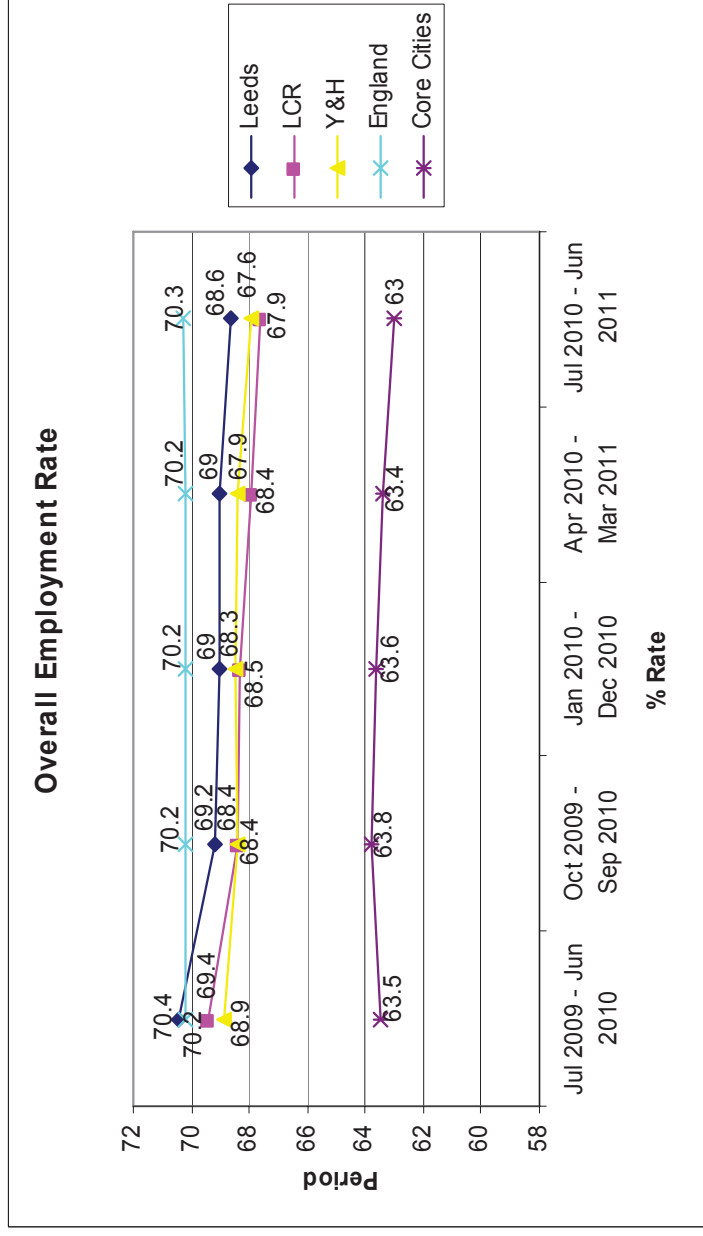
All key project milestones relating to the Aire Valley (AV) have been achieved to date. The AV Enterprise Zone was established on April 1st 2012 providing businesses with relaxed planning conditions, business rates relief and super-fast broadband to encourage business growth and investment in the area. Executive Board (EB) have also agreed funding to bring part of the EZ into production to help facilitate development however, some schemes within the AV have not progressed as quickly as anticipated due to the prevailing difficult economic conditions.

Both the Arena and Trinity Leeds developments, still on-track to complete in spring 2013, are anticipated to create 5000 jobs.

What do key stakeholders think

The 2010 Spending Challenge consultation revealed that 90% of citizen's panel respondents felt the Council should work to get local jobs, for local people, and 89% felt new developments should be allowed provided new jobs are created. A new Economic Growth Strategy has been developed which focuses on key sectors (Health and Medical, Financial and Business Services, Low Carbon Manufacturing, Digital and Creative, Retail, Housing and Construction, Social Enterprise and the Third Sector) for Leeds in terms of both existing jobs and new job opportunities. The Sustainable Economy and Culture (SEC) Board gave consideration to this proposed approach and were supportive at their meeting in October 2011.

Supporting Indicator: Overall Employment Rate



This measures the proportion of the working age population (16-64 for females and 16-64 for males) who are in employment according to the International Labour Organisation (ILO) definition. Results are accurate to within +/- 5%.



<p>What we did</p> <p>Developments</p> <ul style="list-style-type: none"> • <u>Aire Valley (AV)</u>: Legislation enacted for the AV Enterprise Zone (EZ) to commence 1st April 2012. ○ AV EZ successfully launched at MIPIM in Mar 2012 ○ Executive Board approval given to establish the EZ and provide funding support to bring the Logic Leeds site into production. Extensions of time were approved for Temple Green and Logic Leeds drainage channel planning applications. ○ AV business engagement pilot commenced • <u>Arena</u>: Construction on schedule with over 75% of steel frame erected. ○ Safeguarded over 88 local jobs, created 26 new jobs, 16 apprentices recruited, 89 health and safety passes, 60 Leeds businesses engaged, and a further 35 Yorkshire businesses engaged. 7 new graduate level roles have been recruited, and 88 weeks of work experience have been completed ○ Hosted a visit from the French Chamber of Commerce and French Ambassador ○ Developed in further detail the Leeds Arena Quarter master-plan, with associated developments progressing and a new hotel now open as a result of the development. • <u>Trinity Now</u> 57.8% pre-let with a further 7.9% with firm commitment. Confirmed occupants include; Marks & Spencer, BHS, H&M, Boots, Primark, Topshop/Topman, River Island, Next, Hollister and Cult. <p>Local Enterprise Growth Initiative (LEGI) Legacy</p> <ul style="list-style-type: none"> • 36 Business Growth Fund applications received to date, and 30 offers made. Total paid out to date is £71,386 (18 grants), supporting the creation of 42 new jobs and £698,493 in private sector investment. Of the 42 new jobs, 17 young people have secured work of whom 13 were previously unemployed. <p>Enterprise Support</p> <ul style="list-style-type: none"> • ERDF business engagement bid submitted • ‘Leap into Action’ business support event held at Leeds Central Library on 29th Feb 2012. 	<p>New Actions</p> <p>Developments</p> <ul style="list-style-type: none"> • <u>AV</u>: Hold partner meetings to coordinate marketing activity of the AV EZ ○ Hold stakeholder meetings with UK Trade and Investment and the Manufacturing Advisory Service. • <u>Arena</u>: Continue to support the recruitment of new jobs and training opportunities throughout the construction stages ○ Construction to reach the stage whereby the building is ‘watertight’ and host a topping out ceremony ○ Continue to develop the arena quarter master-plan ○ Work with the operators (SMG) in preparing for the opening of the Arena in 2013 <p>Enterprise Support</p> <ul style="list-style-type: none"> • Submit Regional Growth Fund bid to enable a grant fund for small to medium sized enterprises to be established. <p>Health Hub</p> <ul style="list-style-type: none"> • Identify site for advanced medical technology park by end of Dec 2012.
<p>What worked locally /Case study of impact</p> <ul style="list-style-type: none"> • Leeds-based Inline Health and Beauty has invested over £75,000 in relocating to a 26,000 sq ft unit in Cross Green that has doubled their manufacturing space and created four new jobs. The company are planning a further nine new recruits. The move has been supported by a £10,000 grant from Leeds City Council’s business growth fund. 	<p>Data Development</p> <ul style="list-style-type: none"> • Headline Indicator - Work to be undertaken in 2012/13 to develop a more robust and suitable indicator which measures the number of local jobs created and Leeds residents accessing those jobs.
<p>Risks and Challenges</p> <p><u>Aire Valley</u>: Significant challenges converting business interests in moving to the EZ into confirmed projects</p> <p><u>Arena</u>: Set backs in construction may delay the benefits the project is expected to bring in supporting the economic growth within the city. The economic climate is having a severe effect on the construction sector, and some sub-contractors may not be able to achieve employment and training requirements</p>	

2011/12 QUARTER 4

CITY PRIORITY PLAN REPORT CARD

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: businesses are supported to start up, innovate thrive and grow

Priority: Improve Skills

Why and where is this a priority

Apprenticeships are the government's primary workforce development tool for existing employees and new recruits, with a particular focus on young people. A larger and broader mix of Leeds employers need to be engaged in Apprenticeships in order to grow the city's skills base, increase employment and improve business productivity.

Story behind the baseline

It has not been possible to ensure the provision of reliable data on employer engagement with Apprenticeships. Discussions are ongoing with the National Apprenticeship Service (NAS) on the provision of information on the employer count, therefore the RAG rating is Amber. Other measures will continue to be used to monitor progress and the effectiveness of interventions to promote the expansion of Apprenticeships.

Performance is measured in academic years, August to July. The latest available data covers the period from August 2010 to October 2011. The Leeds' Apprenticeship success rate for all ages in the 2010/11 academic year was 77%. The regional rate was 77% and the national rate was 76%.

The total number of Apprenticeship starts from August 2011 to October 2011 were: 861 for 16-18 year olds; 633 for 19-24 year olds; and 784 for 25+. This gives a total of 2,278 Apprenticeship starts in the current academic year, compared with 1,730 in the same period the previous year, a yearly increase of 32%.

The following frameworks have the largest number of 16-18 year olds apprentices: Customer Service; IT & Telecoms; and Beauty Therapy.

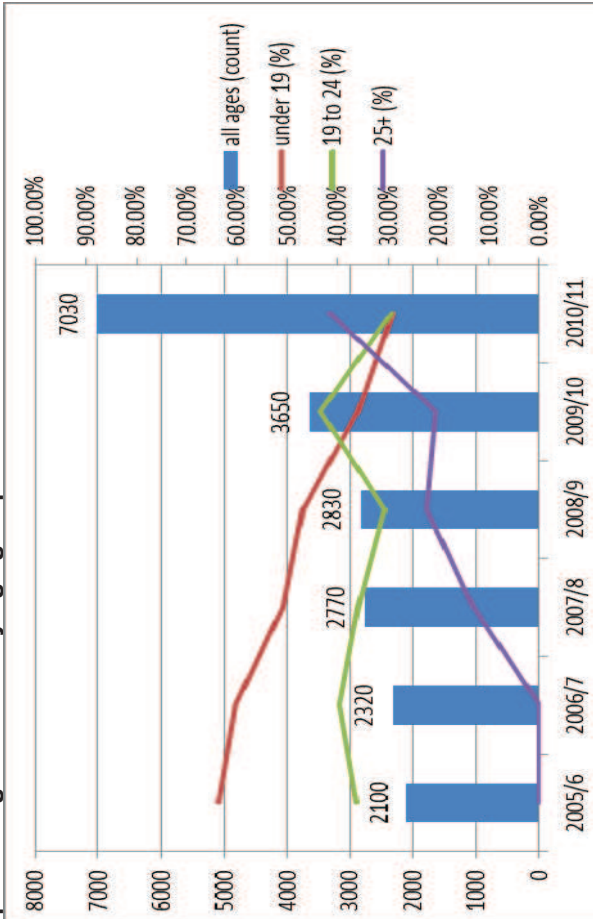
For 19-24 year olds the most common frameworks were Retail; Customer Service; and Hospitality & Catering. For those over 25 years old, the largest number of apprentices were in Retail; Customer Service; and Health & Social Care.

66% of apprentice starts by 16-18 year olds are at an intermediate level, 34% are at an advanced level. 67% of starts by 19-24 year olds are at an intermediate level, 31% are at an advanced level and 2% are at a higher level. For Apprenticeships starts for all ages there has been a 46% annual increase on intermediate level starts, an 8.4% increase on advanced level starts, and a 11% decrease in higher level starts. 34% of apprentices aged 16-18 are female and 66% are male. 49% of apprentices aged 19-24 are female and 51% are male. 58% of apprentices aged 25+ are female and 42% are male. 8% of 16-18 year olds are identified as disabled, 6% of 19-24 year olds are identified as disabled

What do key stakeholders think

NAS is currently analysing the findings of a questionnaire to learners and employers. The outcomes of this will be available later in the year and will be used to inform ongoing work to promote Apprenticeships to employers and to support learners to take up these opportunities in Leeds.

Supporting Indicator: Full year apprenticeship starts 2005-2011 and percentage of starts by age group



What we did

- Over 760 Apprentices in total have participated in the Council's apprentice programme, the scheme is now one of the largest local authority programmes in the country.
- Employment Leeds, the council's support to employers in the city, supports the recruitment of apprentices. It has worked with employers to identify 227 new Apprenticeship opportunities, 98 of which have been filled to date.
- A central careers fair for young people in Leeds, took place on 22 and 23 November at the Royal Armouries, Leeds. A total of 1,629 pupils from 26 schools attended across both days. Participation was higher than in the previous year (1222). Work between Prospects and partners is now underway to consider the detailed feedback and make adjustments for next year's event.
- Leeds City Council worked with West Yorkshire Learning Providers, the National Apprenticeship Service and businesses to deliver an Apprenticeship Information Evening at the Leeds Town Hall on 14 March 2012. This year's event had an additional focus on Level 4 Apprenticeships and progression routes to higher education. Initial estimates are that over 800 young people and their parents/carers attended. An evaluation is currently being undertaken by Children's Services to inform follow up work with schools/academies and IAG providers.
- The Civic Hall hosted the inaugural Leeds Apprenticeship Awards in February, to coincide with National Apprenticeship Week 2012. Over 220 people attended to celebrate the work of apprentices, businesses and learning providers in the city. The winners of the Leeds Apprenticeship Awards are listed at www.leeds.gov.uk/awards.
- Additional Apprenticeship Ambassadors have been identified within the city to include a key developer in the city through Land Securities.

What worked locally /Case study of impact

The Leeds Apprenticeship Awards provided a platform for celebrating the achievements of everyone in the city who has contributed to raising the profile and importance of Apprenticeships. Ten award categories recognised apprentices, employers, learning providers and schools. The event generated a wide range of media interest which served to further promote Apprenticeships with the city. In addition the event gained recognition as a model of good practice by the National Apprenticeship Service in the promotion and celebration of Apprenticeships in Leeds.

Risks and Challenges Ensuring the learning providers can respond to changing employer needs and match provision to local growth sectors. Ensuring young learners are provided with appropriate Information, Advice and Guidance on the wide and growing range of apprenticeships opportunities through targeted activity and interventions with learners, parents and carers, and schools.

New Actions

- The Council is working closely with schools and academies to further develop and tailor National Apprenticeship resources to provide young people with information on Apprenticeships, where to find information and how to apply for vacancies on line.
- The Council has undertaken work to develop an Apprenticeship Engagement Strategy targeted at supporting schools and academies to discharge their new Information, Advice and Guidance responsibilities from April 2012. This aims to provide up-to-date information and practical support to staff and will be launched April to June 2012.
- The Council is seeking support from the government through the City Deal initiative announced by the Deputy Prime Minister in November to support an accelerated programme of support to SMEs to take on apprentices in Leeds and across the Leeds City Region.
- Employment Leeds in partnership with Jobcentre Plus and Leeds City College has developed a pre-Apprenticeship programme to support individuals looking to secure an Apprenticeship with the Leeds NHS Trust. The pilot cohort of learners have all secured an interview for an Apprenticeship with the Trust.

Data Development

The National Apprenticeship Service (NAS) has validated the Data Sharing Agreement. There has been an improvement in the level of data provided on Apprenticeship Starts, however this is now received less frequently and with greater time lags. Discussions are ongoing to identify an appropriate measure and reliable data source to reflect employer engagement. NAS is not able to provide data on the ethnicity of apprentices. The Council is seeking to agree a separate data sharing agreement with NAS for data on unsuccessful candidates from the Apprenticeships On-line System to better support candidates and improve application success rates.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people in Leeds have a high quality standard of living

Priority: Support the sustainable growth of the Leeds' economy.

Why and where is this a priority Ensuring Leeds has a strong and sustainable economy is important to the quality of its citizen's lives and their well-being. Attracting investment and supporting businesses to start up and grow will support the creation of new job opportunities which is vital in achieving this priority.



Story behind the baseline

Data is based on a quarterly survey, carried out by Leeds, York & North Yorkshire Chamber of Commerce, of owners or senior managers within businesses across these areas. As part of this survey businesses are asked how confident they are that their turnover will increase over the next 12 months. There were 770 respondents in Q1 2012.

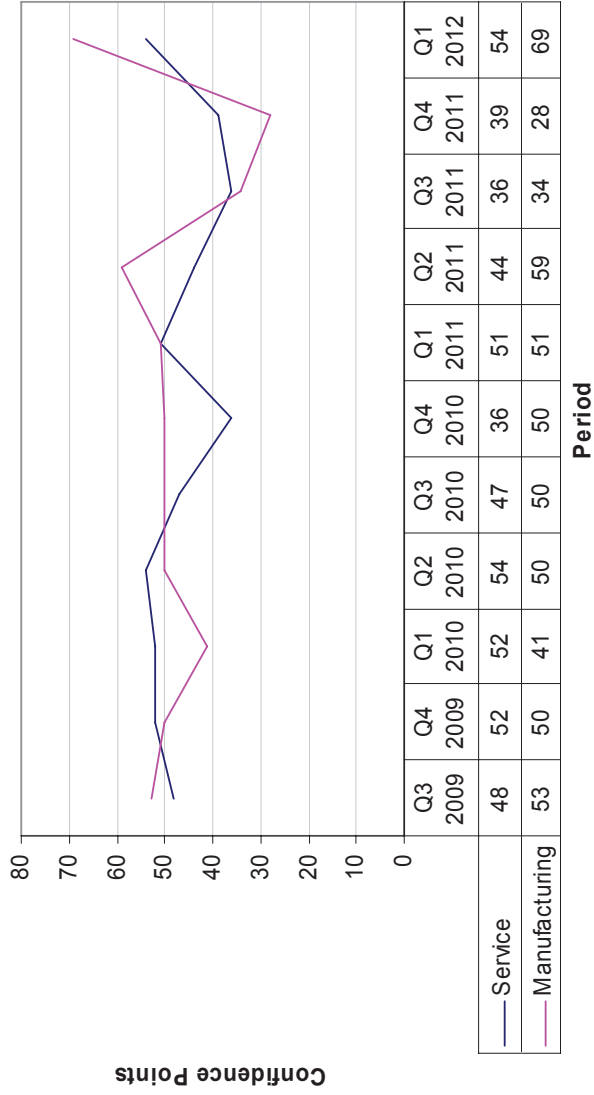
Confidence amongst manufacturers has soared this quarter to its highest point in over four and half years and there has been an annual increase of +9% between Q1 2011 and Q1 2012. Confidence amongst service businesses has also improved noticeably, returning to levels similar to that at the start of 2010 when UK GDP growth was in positive territory. However, when comparing turnover expectations with previous quarters the data shows how volatile the economy is and that it is still far too soon to expect this improvement to be sustained.

In addition, large businesses are the least confident about both their turnover and profit expectations, despite reporting the strongest UK and overseas sales.

There is real evidence to suggest however, that the manufacturing sector is beginning to emerge from the recession and is now entering a period of sustainable growth as almost one in three report that their current turnover is either slightly or significantly higher than at the start of the recession. This compares to 42% of services, which although they trail behind manufacturers, is still encouraging and there is a definite upward trend beginning to emerge within the sector.

Supporting Indicator: Leeds, York & North Yorkshire Business Confidence (Turnover)

Leeds, York & North Yorkshire Business Confidence (Turnover)



Data for the headline indicator *Increase number of businesses registering for Value Added Tax (VAT)* is reported annually. The 2010 result was reported at Q3 2011/12 and data for 2011/12 is not due until Dec 2012. As such, the Leeds, York and North Yorkshire Business Confidence (Turnover) is being used as a proxy.

What do key stakeholders think

According to the Spending Challenge consultation in 2010 working to 'get local jobs, for local people' was most commonly seen as important by Spending Challenge and panel respondents, with related aspects such as development and transport improvements close behind. Transport infrastructure was especially important to younger respondents and those with a disability. Please see BUS5 Performance Report for update on Transport infrastructure developments.

<p><u>What we did</u></p> <p><u>Developments & Projects</u></p> <ul style="list-style-type: none"> • 252.2 hectares of brownfield land was under redevelopment in 2011/12 • <u>Large Casino</u> The amended gambling policy to include 'statement of licensing principles' for the granting of the licence was approved by full Council ○ Application pack approved by Licensing Committee; Commenced marketing and opened application stage 1 for the licence • <u>Eastgate Executive Board (EB)</u> approved revised commercial agreement with the developer to facilitate development ○ Workshop with developer and the John Lewis Partnership (JLP) held to ensure the development fully integrates into Leeds' existing retail core; design competition held to select the JLP store architect • <u>Kirkgate Market EB</u> approval given to commission specialists to undertake feasibility and design work. • <u>South Leeds Investment Partnership (SLIP)</u> Private sector presented revised proposals to the Council leader, its Chief Executive and other senior councillors identifying potential sites for future development. <p><u>Infrastructure</u></p> <ul style="list-style-type: none"> • Flood Alleviation Scheme (FAS): Approval given by EB to expenditure of £500k on further work to support a bid for funding for the FAS. • Leeds Station South Entrance (LSSE) Construction anticipated to commence in Summer 2013 and opening scheduled in late 2014 <p><u>Financial Inclusion</u></p> <ul style="list-style-type: none"> • Continued funding for the LCCU branch network agreed • Funding for face to face debt advice set to continue until Sept 2013. <p><u>What worked locally /Case study of impact</u></p> <p><u>Super-Connected Cities</u> Leeds and Bradford successfully became two of the first super connected cities in the UK receiving Government funding of up to £15 million to support the roll-out of ultra-fast broadband (100mb+) to 88,000 homes and over 16,000 businesses, and to develop full wireless coverage within both city centres and along key transport corridors between both cities.</p>	<p><u>New Actions</u></p> <p><u>Developments & Projects</u></p> <ul style="list-style-type: none"> • <u>City Centre Park (CCP)</u> Prepare tender to appoint consultants, to develop the Outline Business Case for the creation of a new City Centre Park, for appointment in April 2012. • <u>Large Casino</u> Develop proposals for social inclusion fund to embed programmes which reduce social and economic exclusion in Leeds; ○ Develop proposals for monitoring potential harmful effects ○ Receive stage 1 applications and stage 1 licensing process • <u>Eastgate</u> Provide current information on Compulsory Purchase Order (CPO) to all parties with land interests. • <u>Kirkgate Market</u> Commission specialists to undertake consultation and commence feasibility • <u>SLIP</u> Review composition of investment partnership to reflect wider investor and member involvement to maintain current balance between parties. <p><u>Infrastructure</u></p> <ul style="list-style-type: none"> • <u>FAS</u> Submit funding bid to Communities and Local Government • <u>NGT</u> Bid decision due in May 2012 • <u>LSSE</u> Metro to produce a new Transport & Works Act in May 2012 <p><u>Financial Inclusion</u></p> <ul style="list-style-type: none"> • Lobby Government to continue funding debt advice services beyond Sept 2013 • Deliver a 'Passion4Fashion' event, aimed to help unemployed tenants manage their budgets and access employment and training opportunities <p><u>Data Development</u></p> <p>None</p>
	<p><u>Risks and Challenges</u></p> <p><u>CCP</u> Delivering and financing the long term vision for a CCP and the regeneration of Leeds South Bank that includes land and developments not wholly the responsibility of the Council.</p> <p><u>Large Casino</u> Non delivery of a large casino in the city may result in Leeds not realising the socio-economic benefits of the scheme.</p> <p><u>Eastgate</u> Delivery of the scheme in the current economic climate</p> <p><u>SLIP</u> No defined timescales for the private sector to bring forward proposals.</p>

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people of Leeds will benefit from a world-class cultural offer

Priority: Get more people involved in the city's cultural opportunities.

Why and where is this priority A creative accessible cultural programme which engages local people is a vital component of a healthy, inclusive, high profile city, and contributes strong links to the city's economy both directly and through encouraging business to relocate/stay in the city. The 2011 results from the annual Cushman and Wakefield survey show that 16% of respondents stated that the quality of life for employees was an absolutely essential factor when considering relocation to an area



Story behind the baseline

Despite an 8% drop in capacity to achieve £2m of budget reductions, Sport and Active Recreation have exceeded their target for 2011/12 with 4,207,268 visits to Council leisure centres, an increase on last year of 8,108. When looking at the number of non-participants from the Sport England Active People survey, split into target groups, a marked improvement can be seen across all categories, with the exception of 16 – 25yrs:

Indicator	Year	All	Male	Female	Non-white	Disability	16 - 25 yrs	26 - 54yrs
0 days /yr	2005/06	49.90	42.20	56.90	58.80	72.20	30.20	46.10
Page	2009/11	44.90	41.10	48.60	48.80	63.60	32.30	39.20
% change		5.00	1.10	8.30	10.00	8.60	-2.10	6.90

Leeds Museums and Galleries will be one of the Arts Council's 16 Major Museum Partners receiving major funding of £5.05m over the next three years which is an affirmation of the success of the service over recent years (e.g. increase in visits from 334k in 2004 to over 1.1m in 2011). The award will enable Leeds Museums and Galleries to continue to focus on delivering excellence, developing audiences, becoming more sustainable, resilient and innovative, offering leadership and workforce development and ensuring every child and young person has the opportunity to experience the richness of museums.

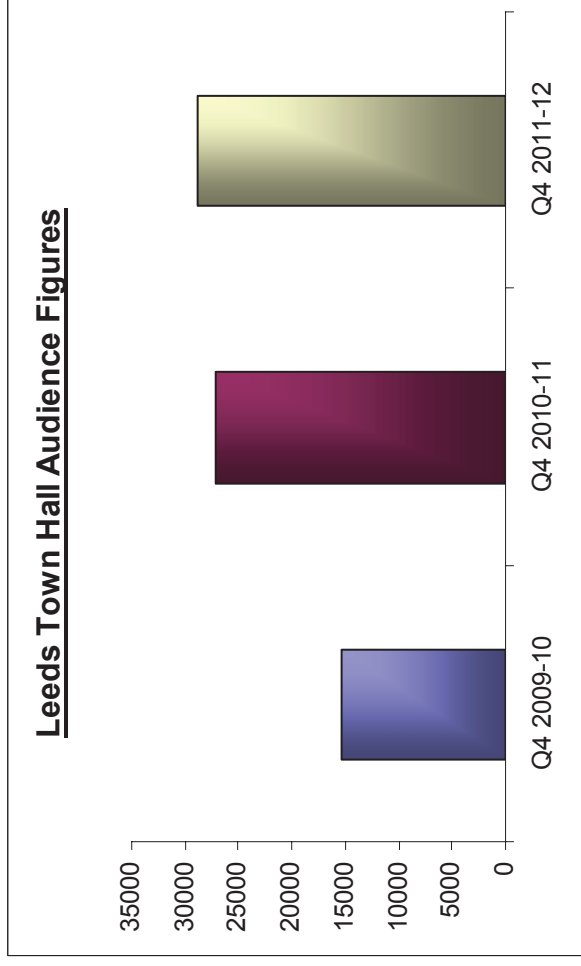
Leeds Education Authority has 266 schools and over the last three years, Leeds Museums and Galleries have seen 99% (227/229) of primary schools and 97% (36/37) of secondary schools participate in workshops, self led visits and outreach work. 86% of primary schools and 72% of secondary schools visited at least one Leeds Museums and Galleries site; 97 of these schools are located in deprived areas.

What do key stakeholders think The Citizens Panel participated in a survey earlier this year to help shape the Cultural Programme, with a higher than expected response rate of 75%. The results have been used to help inform the 2012 Cultural Programme for Leeds. Parks and Countryside will also be using the Citizens Panel for their survey in July 2012.

Supporting Indicator:

Leeds Town Hall Audience Figures, the annual attendance for cultural events based at the Town Hall has doubled over the last two years. Part of the Arts and Venues vision has been to open up the Town Hall to the people of Leeds by offering a wider variety of programmes, increasing footfall and revenue. The programme was first extended for the Autumn of 2010, and it now includes comedy nights, lighter/popular music, tours of the building and more community events.

Leeds Town Hall Audience Figures



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What we did

- Work commenced on site in February 2012 for a £30m PFI Scheme Holt Park Active which replaces the current leisure centre and provides facilities for use by Adult Social Care Learning Difficulties Service.
- The Olympic Torch route through Leeds, names of Torch bearers and a major event at Temple Newsam on 25 June have been announced.
- The installation of the new screen in Millennium Square was completed in February and it will be used to broadcast coverage of the Olympic and Paralympic Games, the Queen's Diamond Jubilee, Euro 2012 and Wimbledon.
- In March we launched Leeds Inspired, the new Cultural website. The site is in Beta Testing stage until May 2012 and has already attracted over 500 events. Early feedback from the user group has been constructive and positive.
- Successful transfer of gymnastics provisions to a social enterprise, Leeds Gymnastics Club, was completed in February 2012.
- It was announced in March that Leeds will host the New Zealand and Italian Rugby teams for the Rugby League World Cup in 2013.
- Overall visitor numbers to Leeds Museums and Galleries are at an all time high. This is partially due to the 'Pharaoh: King of Egypt' exhibition, which is on loan to us from the British Museum until 17 June 2012.
- A single site charge was introduced for Lotherton Estate in January 2012 and, since opening in March, the Hall has seen visitor numbers increase 187% on the same period last year.
- Improvements continue at Middleton Park with over 60 events having been held, more than 800 school children have visited and over 4500 trees and shrubs have been planted. Alongside this, 70 volunteer activities have been undertaken.

New Actions

- A wide range of cultural events across all services are being planned to celebrate the Queen's Diamond Jubilee including an exhibition by Cecil Beaton of iconic photographs of the Queen, which will run from 5th May to 24th June
- Work continues on planning the Leeds Loves Sport Festival, 18th June – 8th July 2012. Leeds Libraries' summer reading challenge will have an Olympic theme.
- A Disability Sports event will be held at John Charles Centre for Sport in August including events around the Paralympics.
- Business plans in support of community asset transfers at Garforth and Bramley Leisure Centres have been evaluated. Awaiting feedback from community groups.
- Work continues on the future of Rawdon, Shadwell, Cow Close and Drighlington Libraries.
- Following the successful application for Inspired Facilities funding to further improve the new community facility at Middleton Leisure Centre tendering will begin in May 2012, with an aim to build by Feb 2013

Data Development

- Development of the Leisure Management System continues with a trial site to be developed summer 2012.
- Development a coordinated approach to data collection relating to the Breeze Programme across the Council, in the first instance, enabling non sensitive data sharing. Need to work with partners to develop the best way to enable them to collect data
- Development of the headline indicator is continuing with an update expected in Q2 2012/13
- Data will be gathered for Lotherton Estate over the next 12 months to provide comparisons to previous activity.

What worked locally /case study of impact

Precious Cargo, a 2012 Cultural Olympiad project, has a consultation group from Children's Services, Artforms, Libraries, Breeze, the Grand Theatre and the Carriageworks. The project has transformed the way in which Museums and Galleries work with young people (aged 14-24) and will result in an exhibition in Leeds City Museum, which will be designed and interpreted by young curators and open in July 2012. One of the build-up projects has been Mok's Box, which was decorated by a group of vulnerable young women from across the city working with local street artists, and which toured Leeds as part of Breeze on Tour during summer 2011 engaging with over 2000 families and young people

Risks and Challenges

- Ensuring the smooth operation of a programme of events and activity throughout the summer to support London 2012.
- New changes to HR procedures regarding Agency staff will place restrictions on service delivery and therefore a solution is being sought.
- Maintaining income and the ability to introduce improvements to services in response to the public's changing use in the current economic climate.
- Recession and reduced consumption could either improve or worsen health inequalities depending on the choices people make. We need to be encouraging healthier, more sustainable choices i.e. freezing sport prices on the discounted LeedsCard Extra prices for a third year.
- The need to sustain the marketing strategy and public visibility of visitor attractions and services.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people in Leeds can access services as required

Priority: Improve journey times and the reliability of public transport.

Why and where is this a priority

Improving vehicle journey times and the reliability of public transport is a priority for both the business community¹ and residents of Leeds². Each day over 750,000 vehicles cross the Leeds central cordon at peak times and the transport system within Leeds supports around 120,000 commuters into the city centre. A key challenge for the authority in the long term is addressing the issues of congestion and over crowding on public transport in a sustainable way.

Story behind the baseline

As reported previously the headline indicator agreed for this priority is ineffective in measuring progress. Whilst work is ongoing with Metro to develop a more appropriate measure (see Data Development section) an alternative 'supporting indicator' has been provided which measures satisfaction with bus services in Leeds. The graph shows satisfaction in terms of reliability of the services and overall satisfaction based on 12 factors including; frequency, reliability, quality of the vehicle and cost of journey.

Data for 2011 is expected shortly.

The on-going implementation of the Traffic Light Priority (TLP) programme has contributed to the overall improvement in reliability since 2006. The scheme utilises the Automatic Vehicle Location technology on board the buses to alter the timings at a junction as the bus approaches to ensure delays are minimised. Also, the introduction of individual bus priority schemes on Chapeltown Road, Dewsbury Road and Roundhay Road have had a marked effect on individual routes and corridors and will contribute towards the overall city wide improvement.

The improvements in journey time reliability also need to be set against the general reduction in traffic flows across the districts.

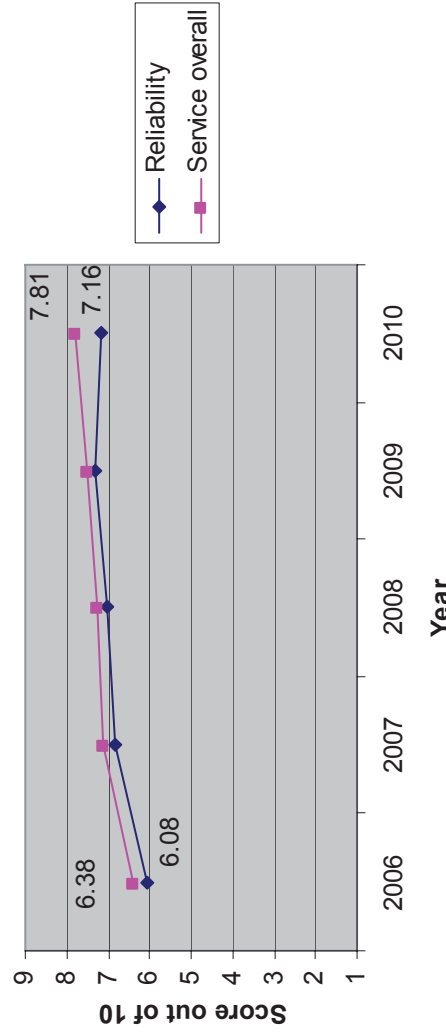
What do key stakeholders think

The 2009 Residents Survey indicated that 26% of residents believed that public transport was one of the most important things in making their neighbourhood a good place to live.

Metro conducts a customer satisfaction survey each year. Results up until 2010 can be seen above. The 2011 survey has been conducted but more detailed analysis is required. This will be undertaken in Q1 of 2012/13.

Supporting Indicator: Customer Satisfaction with Bus Services in Leeds

Customer Satisfaction with Bus Services in Leeds



¹ Cushman & Wakefield Study 2011 – 20% of businesses stated that ease of travelling around the city was an absolutely essential factor when deciding where to locate a business.

² Results of the 2009 Residents Survey: 45% of respondents stated that a spending priority should be to improve getting around the area safely and easily without using a car.

<p>What we did</p> <ul style="list-style-type: none"> • Funding – A revised Best and Final Funding Offer has been submitted to DfT for NGT. Better Bus Area funding worth £5m has been obtained for West Yorkshire. Arriva have received £600k as part of the Green Bus Fund. • Leeds Bus Partnership (LBP) - Work on the A65 Kirkstall Road Bus Corridor is on track for early completion. A647 Canal Street is on site. • Park & Ride (P&R) Strategy – Report on the P&R Strategy was taken to Exec Board in April. • Bus Lane Enforcement (BLE) –Report presented to Exec Board in March. Approval in principle granted for roll out across the City. • High Speed Rail (HSR) – Announcement made by the Secretary of State in March of her intention to consider the options relating to the preferred route and stations with a view to making recommendations in Autumn 2012. • Leeds Station Master Plan - Objectives have been confirmed and a number of Officer Working Groups have been established to progress the different areas • Leeds Station Southern Entrance – Following public consultation, Metro is drawing up the Transport & Works Act. Funding shortfall identified still needs to be resolved. • Rail Growth Package – Once internal approvals have been gained, the projects at both Kirkstall Forge and Apperley Bridge will move into the detailed design stage end of April. • Rail Carriages – Leeds received an additional 1600 seats on trains arriving in Leeds (0700-1000) and 1300 departing Leeds (1600-1900) each weekday in Dec. The majority of these are through the provision of 3 new am and pm services. • Permit Scheme for Roads & Street Works- Approval received from DfT in March. 	<p>New Actions</p> <ul style="list-style-type: none"> • Funding – Subject to further questions from DfT, a decision on NGT is expected in May. • LBP– A65 Kirkstall Road due for completion in July. A647 Canal Street due for completion end of April. Report on Roundhay Road due at Highways & Transportation Board end of April. • Park & Ride Strategy – Report on a proposed scheme at Elland Road to be presented to Exec Board in August. • BLE–Develop the approach to further roll out of BLE on sites across the city. • HSR – Secretary of State to identify preferred route and station location in the autumn. • Permit Scheme for Roads & Street Works- Implementation planned for mid June. • UTMC – Building works on Control Room to be completed by June. <p>Data Development</p> <ul style="list-style-type: none"> • Headline indicator –Discussions with Metro are ongoing with regard to the formal request for an indicator which measures service shrinkage. Metro and LCC are considering using a similar indicator to that used by Transport for London, namely the ‘Public Transport Accessibility Level (PTAL) which considers the quality of bus services in terms of access and frequency. • Rail data – Rail patronage figures have been verified and are now available.
<p>What worked locally /Case study of impact.</p> <p>Transport Policy are reviewing their approach to consultation to increase local involvement. After identifying that residents near to a scheme in Harehills had low levels of car ownership (2004 stats on Gipton & Harehills ward showed 56.2% of residents didn't have a car) the service extended its consultation to include pedestrians, cyclists and bus users rather than just car users. The service also held events in a local Bangladeshi Community Centre and Compton Road Library to encourage involvement from the local community. Results from this trial will be analysed and used to inform future consultations.</p>	<p>Risks and Challenges</p> <ul style="list-style-type: none"> • NGT - Proposals for NGT not approved. It is expected that the continued delay is costing the authority £1 million per month. • Quality Bus Contracts (QBC) Metro's ability to progress with plans for greater regulation of bus services through QBC is delayed further as result of the Association of Bus Operators proposals on alternatives. • Leeds Station Southern Entrance - Funding issues to be resolved.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: We all benefit from a low carbon economy

Priority: Improve the environment through reduced carbon emissions.

Why and where is this a priority Our way of life in Leeds relies on a temperate climate which is finely balanced and small changes to it can have dramatic impacts on our lives. Climate change will alter this balance, threatening the health of our citizens, damaging our natural environment and disrupting the supply chain that our economy relies on. The council, the health sector, colleges and universities, voluntary organisations and businesses are working together to find ways to speed up carbon reductions through the use of energy efficiency and low carbon technologies, energy management, staff engagement and procurement of low carbon goods.



Story behind the baseline

- Emissions levels for 2005 and 2009 were obtained from the DECC report 'Local and Regional CO2 Emissions estimates for 2005-9' and used to generate the percentage reduction between the baseline year of 2005 and 2009.
- Leeds City Council's (LCC) target is to reduce gross emissions by 40% between 2005-2020 i.e. a 2.67% reduction is required every year against the 2005 baseline.
- The 2009 result of 14.40% is excellent performance, but as noted last year, 2009 and 2010 data is likely to be significantly lower than the long term trends due to the impact of the recession however, Leeds is showing good progress when compared with comparator authorities. Sheffield achieved a reduction of 12.8%, Bradford 9.3% and Kirklees 9.1%. Birmingham reduced emissions by 11.1%.
- In Leeds, industry and commerce has had the biggest reduction (16%) closely followed by housing (15%) with road transport achieving a 10% reduction.
- West Yorkshire Fire and Rescue Service (WYFRS) managed a reduction of 3.79% in electricity and 11.61% in gas consumption during 2011/12 compared with 2010/11.
- A total of 143,582kgs was recycled by WYFRS via recycling banks during Apr-Nov 2011 raising £18,248 for charity and saving it from landfill. Figures not yet available for the full year 2011/12 but they are on target to exceed 2010/11's total of £20,143.42 (183,493kgs)
- West Yorkshire Transport Passenger Executive (WYTPE) LED lighting installations have reduced electricity usage by around 10% on the previous year.

Headline Indicator: Reduce carbon emissions



The graph shows absolute emissions reduction from all sectors, compared to 2005 baseline. Data is only available 2 years in arrears.

What do key stakeholders think

- Investors in the Aire Valley (AV) are keen to support the low carbon economy however, concerns remain about the cost of measures to reduce carbon emissions and the impact this has on the viability of development.
- The Leeds Climate Change Strategy has been reviewed by the Climate Change Partnership and is to be submitted to Executive Board (EB) in June 2012.

What we did

- AV Local Development Order (LDO) approved permitting installation of thermal or photovoltaic solar panels without planning permission; AV Urban Eco Settlement (UES) concept embedded into draft Leeds Core Strategy document as a spatial policy; Hunslet Riverside master-plan draft completed
- LCC completed initial feasibility work with public sector partners for implementation of combined heat and power (CHP) in its buildings.
- Wrap Up Leeds (providing free insulation) launched in Jan 2012 with 1,421 insulation measures completed in first 2 months.
- BCTV installed a wood pellet boiler likely to save it c.8 tonnes of CO2 per annum.
- NHS improved energy efficiency through NHS boiler heating system replacement programme and lighting modifications; domestic landfill waste reduced; continued work with supply chain to increase sustainable procurement and re-use of surplus equipment; and business travel reduced through estates rationalisation
- Leeds City College launched its Carbon Management Plan developed in collaboration with the Carbon Trust
- Travel to school data shows this year car-use reduced to 25.7% from 28.4%
- Leeds East North East Homes now operating their own gas powered vehicles in the Leeds district through access to LCC's station
- WY Local Sustainable Transport Fund 'Getting Transport to Work' project delivery commenced with high-profile core cycle network route promotion and events.
- High profile car club promotion campaign (30,000 leaflets) and return of car club cars to communities which were previously removed due to difficult trading conditions
- WYFRS introduced re-cycling facilities and energy efficient automatic lighting controls.
- WYTPE introduced water-saving measures in bus stations and fuel spills procedures.
- Leeds Sustainable School Framework (LSSF) launched climate week which involved 15 participating schools (4500 pupils); recruited 3 new schools; and 14 cohort 1, year 2 sustainable school support visits held

What worked locally /Case study of impact

- Wrap Up Leeds successfully promoted. In Burmantofts and Richmond Hill, over 80% of suitable properties targeted have been insulated.
- One Road Many Users School Tour successfully delivered to promote safe and sustainable travel to school; developed by LCC, delivered by Amelix and part sponsored by music industry and endorsed by JLS pop group.
- Public cycle maintenance voucher scheme oversubscribed by 18%

Risks and Challenges

- NHS Leeds to ensure sustainable development requirements and carbon reduction plans are embedded in transitional plans in new organisational structures.
- Changes to education sector and significant challenges faced by schools, has impacted on the rate at which the LSSF is being extended to Leeds schools.
- Progressing LCC fleet business cases due to uncertainty of future fuel costs; Government funding initiatives incentivise low carbon vehicle procurement although very few fuel stations exist to support them.

New Actions

- Adopt AV Enterprise Zone LDO, continue to advance the AV UES concept and integrate into the draft AV Area Action Plan; apply UES principles through preparation of East Bank master-plan.
- Consider Civic CHP feasibility findings in development of planned changes to LCC's energy infrastructure.
- LCC to launch a new private sector energy forum in May 2012 to develop a bid to European Local Energy Assistance (ELENA) to commercialise major low carbon energy infrastructure projects
- NHS to review its carbon management plan to reflect future transfer of commissioning responsibilities to Clinical Commissioning Groups (CCG), NHS Commissioning Board, Public Health England and LCC; Support three CCG's to develop sustainable development work programmes.
- Leeds Metropolitan University to launch its 5 year green Travel Strategy.
- LSTF 'Access to Education' final bid to be submitted to the Department for Transport (DFT) proposing an increase in cycling numbers to 4 large secondary schools; outcome Jun 2012
- LCC to fund a project to increase pupils travelling to a school by cycle.
- WTFRS purchase and build of new appliances using co-polymer toughened plastic; complete construction of 2 fire stations incorporating solar panels, rainwater collection, efficient lighting, heating and energy management controls.
- WYTPE Continue to replace LED lights to more places of operation
- LSSF to be extended to 40 Leeds schools from April; Partnership developed with Npower to offer 10 Climate Cop academy days, 5 energy audits and 1 No power hour weekend roadshow.

Data Development

- From 1 April 2011 NHS Leeds separated from its provider arm Leeds Community Healthcare. Once ownership has transferred work will be required to more accurately calculate NHS Leeds' carbon emissions.
- Data regarding future LCC vehicle use to be explored to inform procurement and station provision decisions.
- Leeds City College to cross reference data used to produce DEC reports with annual utility consumption data from purchasing consortium.
- LCC is working to develop links with the private sector to better monitor their contribution to CO2 emissions.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: Leeds is a place where people want to live, work and visit

Priority: Raise the profile of Leeds nationally and internationally.

Why and where is this a priority Raising the profile of Leeds will attract new investment and skilled workers into the city. This supports Leeds' existing businesses and workforces to grow which is fundamental to the city's prosperity.



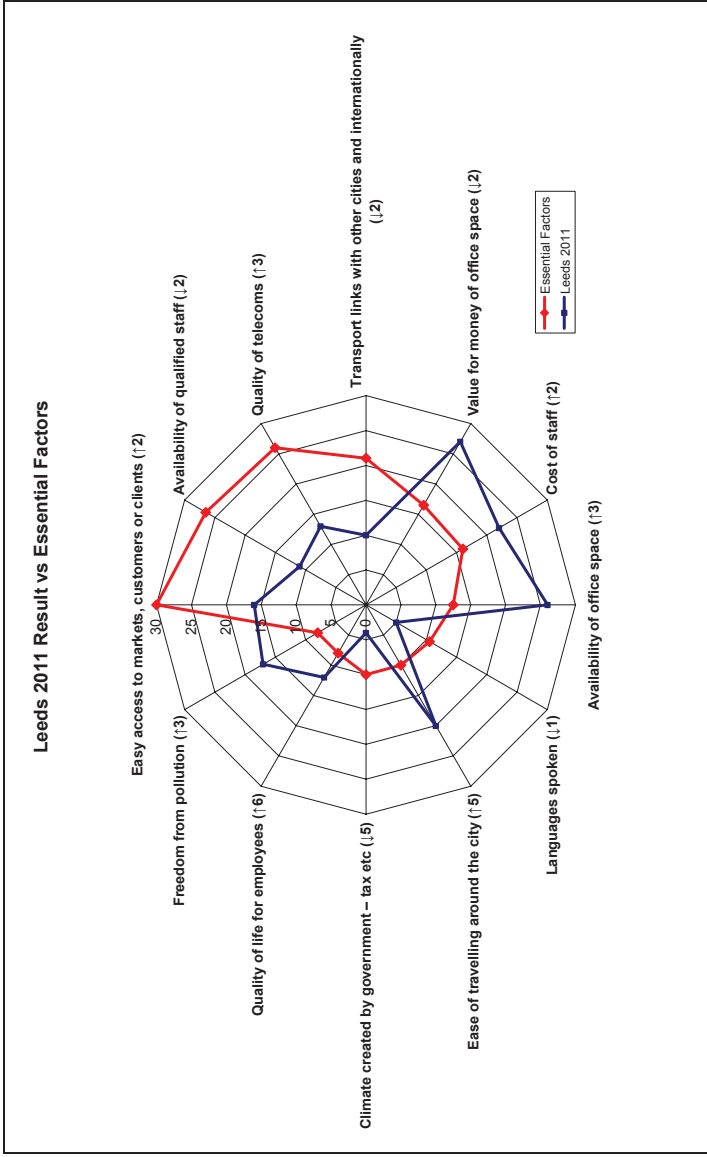
Story behind the baseline

Data is based on the Cushman and Wakefield Annual European Cities Monitor which, published annually, shows business confidence and awareness of Leeds as a good place to invest. Data is based on a survey of board directors/senior managers from 500 of Europe's largest companies across 9 European countries. As part of this, companies clarified which factors they consider important when deciding where to locate their business

Gaps exist between Leeds' performance in the survey vs what businesses felt the most essential factors for locating their business are. (E.g. access to markets, availability of qualified staff, quality of telecoms and transport links with other cities and internationally)

However, the following successes should help Leeds to close these gaps. Leeds and Bradford received Government funding of up to £15 million to support the roll-out of ultra-fast broadband (100mb+) to 88,000 homes and over 16,000 businesses. The Secretary of State confirmed the High Speed Rail scheme with the link to Leeds and a decision to electrify the Transpennine route between Leeds and Manchester was agreed. In addition, until recently the city's business take up of apprenticeships had been below the regional average of 7%. However, there have been encouraging results from the National Apprenticeship Service which show that there has been an increase of 93% in apprenticeship starts in Leeds in the 12 months to July 2011

Headline Indicator: Improve our position in the European survey of best cities in which to do business.



*Items in brackets shows the number of places Leeds has risen or fallen in the survey rankings against each essential factor since 2010 result. **Leeds 2011 Result ranking key:** Rank 1 = Outside line of diagram - Rank 30 = Centre point of diagram. **Essential Factors key:** Highest = Outside line of diagram - Lowest = Centre point of diagram

What do key stakeholders think

The recent 'Impact of City Centre Public Realm Improvements' ad-hoc survey of businesses and city centre users determined how they felt the Councils public realm refurbishments had impacted on business trade and the physical environment. The majority of respondents felt that the city centre's retail core has substantially benefited in terms of uplift in quality, increase in trade and general enjoyment of being in the city centre. Anecdotally, businesses still feel Leeds doesn't undertake sufficient marketing and promotion of the city.

<p><u>What we did</u></p> <p><u>Partnership Events & Festivals Programme</u></p> <ul style="list-style-type: none"> • Successfully promoted Leeds city region at MIPIM 2012 in partnership with Marketing Leeds, private sector and city region partners. • £700K of Regional Growth Funding (RGF) over 3 years secured for tourism • Achieved £1.2m of conference business delivered through the conference desk against a target of £1m • Achieved £106K at the Leeds Visitor Centre against target of £100K • New features added to Locate in Leeds website contributing to a 13% increase in web traffic in Q4 2011/12 compared to same period in 2011. • Locate in Leeds represented at local and national conferences (City Week, IOF/SSON conferences and Yorkshire Mafia conference) • Leeds Architecture Awards successfully delivered. • Successfully promoted events focused on the manufacturing sector in partnership with UK trade and investment, Bradford & Airedale Manufacturing Alliance and Yorkshire Business Insider • North of England Education Conference event held in Jan 2012 • British Geriatrics Association conference held in Feb 2012 <p><u>Legible Leeds</u></p> <ul style="list-style-type: none"> • Installation of the city centre solar powered sign-posting maps has commenced <p><u>Rugby World Cup 2013</u></p> <ul style="list-style-type: none"> • Leeds will host the reigning World Cup champions, New Zealand, and host Italy. Headingley Carnegie will host a high profile group game and the highest profile game in Yorkshire, as the only city with a quarter final game; Leeds was one of just four bids submitted nationwide considered “outstanding” and received regional and national media coverage 	<p><u>New Actions</u></p> <p><u>Partnership Events & Festivals Programme</u></p> <ul style="list-style-type: none"> • Deliver Leeds Loves Food event on 25th - 27th May 2012. • Work in partnership with Chamber and property agents to organise Unfold 2 to promote Leeds and city region as a location for business and investment • Develop events programme in conjunction with the Royal Institute of British Architects (RIBA) in the run up to Love Architecture Festival • Deliver Conference & Hospitality show events on the 26th April 2012 <p><u>Marketing Leeds</u></p> <ul style="list-style-type: none"> • Complete merger with Council business and tourism services. <p><u>Legible Leeds</u></p> <ul style="list-style-type: none"> • Complete installation of solar powered sign-posting maps in the city centre <p><u>Data Development</u></p> <p>None</p>
<p><u>What worked locally /Case study of impact</u></p> <p><u>Legible Leeds</u></p> <ul style="list-style-type: none"> • Successfully launched the signage systems of Legible Leeds crucial in supporting the Trinity and Arena developments. A full scale installation of the brand new signs has now begun and a formal launch was hosted by the developers of Trinity (Land Securities) which was attended by key dignitaries. This success was commended by key private sector partners. 	<p><u>Risks and Challenges</u></p> <p><u>Marketing Leeds</u></p> <p>Effective integration of staff & activities of Marketing Leeds, Locate in Leeds, Visit Leeds, Leeds Visitor Centre and Conference Leeds</p> <p><u>Partnership Events & Festivals Programme</u></p> <p>Ensuring maximum benefits from major events are gained</p>

2011/12 Directorate Priorities

Reporting Period :

Quarter 4 2011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Create the environment for effective partnership working	The second meeting of the SEC Board took place on 30th January 2012. At this meeting the board agreed to establish a Performance Steering Group consisting of a small number of members from the SEC board. The next meeting of the SEC Board will take place on 30th April and the agenda will include: proposals for the Leeds Health Hub; a new investment fund for Yorkshire's creative and digital industries and the Mini-Stem report.	↔	None applicable				
Deliver the Sustainable Economy and Culture Board City Priority Plan	The Performance Steering Group held their inaugural meeting on 16th March 2012 where the group received an overview of OBA. The minutes from the groups meeting will be shared with the SEC board and include a proposal for future reporting on performance to be trialed at Q1 2012/13.	↔	None applicable				
Market and promote the city	Leeds fell 5 places in the European cities monitor 2011. The supporting measure result is 21.4% lower than targeted due mostly to a reduction of 42.9% in the number of enquiries being received from start-up businesses in 2011/12 (529 enquiries) compared to 2010/11 (925 enquiries) Enquiries from established businesses however, remain relatively static year on year. Despite this significant progress has been made; £700K of RGF funding was successfully secured for the tourism service. £1.2m of bookings were taken via the conference desk against a target of 1m. The Leeds City Region was successfully promoted by the Council and key partners at MIPIM 2012. A full scale installation of solar panel signs within the city centre has now begun and a formal launch was hosted by the developers of Trinity (Land Securities) and attended by key dignitaries. A success which was commended by key private sector partners. In addition, the new Marketing Leeds chief officer will be in post from April 2012 which will further strengthen and coordinate Leeds' marketing activity.	↔	Number of enquiries received from businesses seeking to locate in Leeds* (Annual Target - 1,800)	325	708	1033	1415
Develop the council's cultural events and facilities including changes to sport centres and Libraries	The Lotherton Hall development plan has been fully consulted on and is currently being implemented including; the single site charge, developments within the house and early work on the road. Since opening in March 2012 the Hall has seen an increase in visitors of 187% on the same time period year, successfully maintaining visitor numbers and meeting budget income targets for both culture and recreation despite staff reductions and the current economic climate. It has been agreed that Leeds Cards will now be issued at Council sites other than Great George Street which includes leisure centres and some libraries. Work will commence on a programme to identify suitable sites for late Summer 2012. Work on the proposed Community Asset Transfers of Bramley Baths, Rawdon and Shadwell Libraries are being finalised and a report is to be presented at Exec Board in May 2012.	↔	Maintain number of visits to leisure centres* (Annual Target - 4,200,000)	1063070	2062059	3,06,7008	4207268
	Small inaccuracies have been discovered on the figures reported in previous quarters for the indicator 'maintain the level of use of libraries'. Errors arose not from the data collection but from data selection which included libraries which have now closed and also from discontinued services which were excluded from the baseline. The full year figure includes corrections from the previous quarters.		Maintain the level of use of libraries (including for example book lending and e-lending)* (Annual Target - 3,049,119)	720,515	1524567	2309140	3031522

<p>Provide, manage and maintain a safe and efficient transport network for the city</p>	<p>In 2011 we achieved our target for KSI reduction. Within these figures it is important to note that the number of fatalities has increased compared to 2010 (lowest result recorded) but overall, the figures continue to show a downward trend and, as part of the West Yorkshire Local Transport Plan we have committed to a further 40% reduction in fatalities by 2026. In terms of maintenance on the road network although we haven't hit our target, due to tolerance intervals applied to this result the 8% achieved means that there is no material difference in the condition of the network compared to last year. All planned maintenance schemes that were scheduled to be completed were by the year end and any schemes carried forward will be completed early in 2012-13. The key issue moving forward is the lack of certainty over funding for schemes such as New Generation Transport and the Cities Deal announcement. Announcements are expected by end of May, possibly early June.</p>	↑	<p>Reduce percentage of non-main roads where maintenance may be needed (Annual Target - 7%)</p>	Annually Reported at Q4				8%	
			<p>Reduce number of people killed or seriously injured on the roads (Based on a 5 year rolling average)* (Annual Target - 344)</p>	74	157	220	296		
<p>Deliver major projects and make sure these help to deliver the city's priorities; – Arena: Eastgate; Trinity; City Park & South Bank; New Generation Transport; Flood Alleviation Scheme; Aire Valley; South Leeds; Leeds-Bradford corridor; Kirkgate Market</p>	<p>All major projects continue to progress well. All key milestones within the Aire Valley (AV) have been achieved to date and Executive board (EB) agreed to establish the AV Enterprise Zone (EZ) as well as provide funding to bring part of the zone (Logic Leeds site) into production to help facilitate development. Progress hasn't been made as anticipated on a small number of schemes which were expected to create jobs however, the 1st user of the AV EZ will be signed up by autumn and work on the site preparation package for the Logic Leeds site will commence in autumn. This will bring forward 92 hectares of development for new jobs.</p> <p>Both the Arena and Trinity Leeds developments are still on-track to complete in spring 2013 creating 1000's of jobs. EB have also approved a revised commercial agreement with the developer of Eastgate to facilitate development and, agreed expenditure of £500k on further work to support a bid for further funding for the FAS. A tender process has commenced to appoint consultants to develop an outline business case for a new City Centre Park now that the South Bank Planning Statement has been formally adopted by EB. Kirkgate Market has been given EB approval to commission specialists to conduct feasibility and design work on its future.</p>	↔	<p>Increase the number of new jobs</p>	Data in development. Expected in 2012/13					
<p>Produce a new Local Development Framework that identifies targets for new housing and supports their delivery *</p>	<p>Work is continuing across several workstreams concurrently in progressing development plan documents and other related documents through their various statutory stages. A number of key milestones have been achieved including agreement of changes to the Natural Resources and Waste DPD and completion of public consultation of the Core Strategy. Delays in the core strategy timetable are anticipated however, as a result of policy changes arising from the National Planning Policy Framework which may result in further public consultation. Leeds has been successful in securing £80k funding towards Piloting Neighbourhood Planning in four areas in Leeds (Boston Spa, Holbeck, Kippax and Otley).</p> <p>The processing of major planning applications has not met the target again this quarter, mainly because of the impact of the economic situation which has led to delays in applicants completing legal agreements (s106) causing planning applications to go 'out of time'. The Planning Service is continuing to work closely with developers including establishing early dialogue and confirming s106 expectations and timescales. In addition, an 'Outcome Based Accountability' workshop will be held to review and refine processing of applications to determine how these might be improved.</p>	↔	<p>Increase percentage of major and minor planning applications that are completed on time</p>	Majors* (Annual Target - 70%)	60.53%	56.76%	56.65%	56.33%	
					Minors* (Annual Target - 75%)	78.95%	78.27%	76.01%	76.91%
<p>Support people to improve skills and move into jobs (Service realigned from Environment & Neighbourhoods)</p>	<p>The number of apprenticeships starts over 2010-11 compared to last year increased by 93%. The most current data available for 2011-12 is for the period August to July, this data shows a yearly increase on the same period in 2010-11 of 32%. Actions to support increased business engagement and apprenticeship starts include an apprenticeship information evening held in Leeds Town Hall which was attended by over 800 young people and their parents; Employment Leeds continues to engage with businesses, contractors and developers to promote and support the delivery of apprenticeships; the Leeds Apprenticeship Awards ceremony was held in February ten award categories recognised apprentices, employers, learning providers and schools and the event generated a wide range of media interest. Currently in dialogue with NAS re data quality & availability to verify the impact of implemented strategies this year with employers Target 7.2%</p>	↑ Amber (from Green to reflect data issue)	<p>Increase the number of employers offering apprenticeships</p>	6.1% April 2011 Latest available	6.1% April 2011 Latest available	6.1% April 2011 Latest available	6.1% April 2011 Latest available		

* This priority is shared with the Housing and Regeneration Scrutiny Board

Appendix 2 Directorate Priorities and Performance Measures

- Create the environment for effective partnership working
- Deliver the Sustainable Economy and Culture Board City Priority Plan
- Market and promote the city
- Produce a new Local Development Framework and Core Strategy – **AMENDED** wording and split from Housing delivery
- Develop the council's cultural events and facilities including changes to sport centres and Libraries
- Support people to improve skills and move into jobs
- Provide, manage and maintain a safe and efficient transport network for the city
- Deliver major projects and make sure these help to deliver the city's priorities;
 - Arena; Eastgate/Harewood; Trinity; City Park & South Bank; New Generation Transport; Flood Alleviation Scheme; Aire Valley; South Leeds; Leeds /Bradford corridor/Kirkgate Market

Performance Measure		Baseline (2010-11 year end result unless otherwise)	Result	Target
			2011/12	2012/13
Number of enquiries received from businesses seeking to locate in Leeds		1,817	1,415	1,800 1,400
Increase percentage of major and minor planning applications that are completed on time	Major	64.82%	56.33%	75% 65%
	Minor	76.61%	76.91%	80%
Maintain number of visits to Leisure Centres		4,199,160	4,207,268	4,200,000
Maintain the level of use of libraries (including lending for example book lending and e-lending)		3,018,930	3,031,522	3,079,309
Maintain percentage of non main roads where maintenance is needed		8%	8%	8%
Reduce number of people killed or seriously injured on the roads		347 (2006-10 average) 356 (2005-09 average)	297	327 331
Number of new jobs created through the planned major projects in the		N/A - new indicator		95%

Performance Measure	Baseline (2010-11 year end result unless otherwise)	Result	Target
		2011/12	2012/13
city REPLACE with % major projects key milestones delivered on time			
Increase the number of employers offering apprenticeships – DELETED as data has not been forthcoming to be replaced by 3 indicator below	1744 (projection based on mid-academic year figure)	Not reported	2300
Number of additional apprenticeship starts for young people (16-24 yrs) - NEW	N/A - new indicator	N/A - new indicator	1000 (by April 2013)
Number of people supported into work - NEW	N/A - new indicator	N/A - new indicator	1800 (by April 2013)
Number of additional businesses supported to take on apprentices - NEW	N/A - new indicator	N/A - new indicator	300 (by April 2013)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 28th June 2012

Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Director(s), Executive Board Member(s) and Partnership Chair, the Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

Recommendation

3. Members are requested to use the attached information and the discussion with those present at the meeting to:
 - (i) confirm the areas of Scrutiny for the forthcoming municipal year
 - (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
- 2.2 The alignment of the Scrutiny Boards to the Strategic Partnership Boards continues to promote a more strategic and outward looking scrutiny function that focuses on the City Priorities, as set out within the City Priority Plan 2011 to 2015.
- 2.3 The City Priority Plan was established to replace the Leeds Strategic Plan. This city-wide partnership plan summarises the key outcomes and priorities to be delivered by the Council, and its partners, over the next 4 years. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed action plans as the partnerships sees fit.

3.0 Main issues

Alignment with the Strategic Partnership Boards

- 3.1 As set out within its terms of reference, this Scrutiny Board is authorised to review or scrutinise the performance of the Sustainable Economy and Culture Board.
- 3.2 The Scrutiny Board will also act as 'critical friend' to the Sustainable Economy and Culture Board. In line with this approach, the Scrutiny Board will assess how well the Board is working in practice, with particular focus on how well it has increased the pace of change in relation to a specific priority area and also more generally in terms of tackling poverty and addressing inequality within Leeds.
- 3.3 In determining items of scrutiny work this year, the Scrutiny Board is also encouraged to explore how it can add value to the work of the Board in delivering on the city priorities.
- 3.4 To assist the Scrutiny Board, a copy of the Board's transformational projects 2011 - 2030 is attached as appendix 1.

Other sources of Scrutiny work

- 3.5 As well as the focus on partnership scrutiny, Scrutiny Boards have and will continue to challenge service directorates. The Scrutiny Boards' terms of reference are determined by reference to Directors' delegations.
- 3.6 The Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate. Such pieces of work may arise from the Scrutiny Board's performance monitoring role. Members will note a previous item

on performance on this agenda. Other common sources include requests for scrutiny and other corporate referrals.

Areas of Scrutiny work brought forward from the previous year

3.7 At its meeting on 19th April, it was agreed that the Board's work on transport would continue in to this municipal year.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Director(s) and Executive Board Member(s) holding the relevant portfolios and also the Chair of the Sustainable Economy and Culture Chair.

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and City Priorities

4.3.1 The terms of reference of the Scrutiny Boards promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. As set out in paragraph 3.1 above, this particular Scrutiny Board is authorised to review or scrutinise the performance of the Sustainable Economy and Culture Board.

4.4 Resources and Value for Money

4.4.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time. This view was echoed within the findings of the KPMG external audit report 2009 on the Scrutiny function in Leeds.

4.4.2 Before deciding to undertake an inquiry, the Scrutiny Board is advised to consider the current workload of the Scrutiny Board and the available resources to carry out the work.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. The Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to use the attached information and the discussion with those present at the meeting to:

- (i) confirm the areas of Scrutiny for the forthcoming municipal year
- (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

7.0 Background papers¹

- City Priority Plan 2011 – 2015

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

Transformational projects 2011-2030

Project / Development	Key Delivery Partners	City Priority Plan period to 2015				Long term 2015 to 2030					The 7 Priorities
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/30	
PR and Communications plan for Leeds	Marketing Leeds SEC Board		Merge Mktg Lds, Locate in Lds, LFSI & New Business Plan development		Complete Legible Leeds					Top International city	Profile of Best City to do business
Low Carbon City Sustainable Strategy – become a leader in UK	Climate Change Partnership	Leeds Climate Change Strategy	Revise upwards ambition of climate change strategy	Green Deal for Leeds agreed	Deliver ELENA	All projects low carbon	District Heating (RERC) AV		Achieve 40% at worst	Exceed 40% target	Environment/ Jobs
Improve arrival into and moving around the City	Network Rail Metro LBIA	Improve station as a gateway to Leeds Leeds Station Masterplan	Gov decision NGT HS 2 Rail A65 Quality Bus LCR sign off City Deal LBIA transport improvements	Integrate ITA into Combined Authority Explore carbon neutral transport systems other cities Options transport to/from LBIA	Rail growth package Deliver transport to/ from LBIA	Seek ways to implement carbon neutral transport system				HS2 Rail Interim by 2026/ Full 2032 Integrated Transport System by 2030	Transport/ Env
Innovation	SEC Board and entrepreneur businesses		Support SY CDI Yorkshire Content Fund Pilot Design Institute	HC: Phase 1 Establish Medical Park Deliver super fast broadband Leeds city centre	HC: Phase 2 Establish Health Campus	HC: Phase 3 Low Carbon Manufacturing	HC: Market driven devs	HC: Market driven devs	HC: Market driven devs		Sustainable Economy/ Jobs
Aire Valley Enterprise Zone	Local Enterprise Partnership LCR		AV Sites 1 & 2 Live 1st April	AV Site 3 operational	AV Site 4 operational	Deliver Park and Ride AV to city centre AV Eligibility ends					Sustainable Economy/ Jobs
Access to Jobs for Local Residents	Employment Leeds		Business case for Kirkgate Market Develop Leeds Retail Hub LCR sign off City Deal 5:3:1	LCR est Apprenticeship Academy Trinity opens May 2013 Plan improvements Lower Kirkgate Eastgate Quarter – John Lewis signs agreement	Start improvements to Lower Kirkgate	Eastgate Shopping Quarter due to open					Jobs and Skills for local residents
Become the sporting, cultural and events capital of the North	Cultural Partnerships	Prep Leeds Gold	Deliver Leeds Gold Deliver Leeds Inspired Dev HLF Bids New Cultural Projects Dev Bid 2016 Tour De France	Open Leeds Arena, May Deliver Rugby World Cup Host City Re-launch Light Night Attract higher profile events to city Support redevelopment Elland Road Start reporting ec & soc impact of culture	Legacies of War 4 year commemoration Plan New Conference Facilities	Plan ground breaking world class architectural bldg	Refresh Arena Offer Deliver Tour de France			Sporting and cultural capital of the north with great quality of life	Culture/ Participation
South Bank and City Centre Park	LCC (currently)		Outline business case for park	Tetley Site alternative uses Continue to develop FAS plans	Agree Developer proposals	Market driven devs	Market driven devs	Market driven devs	Market driven devs	Sustainable Environment & Economy	Economy/ Environment/ Jobs

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