



SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall on
Thursday, 21st February, 2013 at 10am

(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

DECLARATION OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 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 - 24TH JANUARY 2013 AND 31ST JANUARY 2013

1 - 8

To confirm as a correct record, the minutes of the meeting held on 24th January 2013 and 31st January 2013.

7

SCRUTINY INQUIRY - MARKETING AND PROMOTION OF THE CITY - SESSION TWO

9 - 20

To receive a report of the Head of Scrutiny and Member Development inquiring into 'marketing and promotion of the city.'

8

RECOMMENDATION TRACKING

21 - 40

To receive a report of the Head of Scrutiny and Member Development updating the Board on any recommendations from previous inquiries which have not yet been completed.

9

WORK PROGRAMME

41 -
60

To receive a report of the Head of Scrutiny and Member Development presenting the Board's work programme and the current Forward Plan relating to the Board's portfolio.

10

DATE AND TIME OF NEXT MEETING

10am, Thursday 21st March 2013. (A pre-meeting will take place half an hour before the commencement of the meeting.)

Agenda Item 6

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

THURSDAY, 24TH JANUARY, 2013

PRESENT: Councillor M Rafique in the Chair

Councillors J Akhtar, D Cohen, M Lyons,
P Wadsworth, M Ingham, J McKenna,
B Urry, J Marjoram and J Illingworth

86 Appeals Against Refusal of Inspection of Documents

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

87 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

88 Late Items

There were no late items submitted to the agenda.

89 Declaration of Disclosable Pecuniary and Other Interests

There were no declarations made at this point or at any other point during the meeting.

90 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor Harington and Councillor Chapman.

Councillor Illingworth was in attendance as substitute for Councillor Harington.

91 Minutes - 20th December 2012

The minutes of the meeting held on 20th December 2012 were approved as a correct record.

92 Scrutiny Inquiry - Marketing and Promotion of the City

The Head of Scrutiny and Member Development submitted a report which introduced the first formal session of the inquiry.

The report submitted by the Director of City Development outlined Leeds and Partners' approach and activity to attract and retain the next tranche of inward investment for the City and how Leeds City Council is working with Leeds and Partners to promote inward investment to Leeds.

Draft minutes to be approved at the meeting
to be held on Thursday 21st February 2013

In attendance to answer Member questions were:

Lurene Joseph – Chief Executive of Leeds and Partners; and
Tom Bridges – Chief Economic Development Officer.

Initially Tom Bridges briefly summarised the position of Leeds in terms of investment and job creation in the city, linking this to the work of Leeds and Partners in increasing these variables.

Subsequently Lurene Joseph informed the Board of her strategy to capitalise on Leeds' strengths and highlighted the key sectors Leeds and Partners would be focusing on, namely:

- Healthcare – Medtech;
- Digital;
- Professional Services; and
- Financial Services.

Members questioned witnesses present about the partners involved with Leeds and Partners and asked about the links that exist with other local authorities within the Leeds City Region. Members were informed about the relationships that are in place with other authorities and also about the other private and public sector organisations that Leeds and Partners work with.

Members stressed the importance that Leeds residents were given every opportunity to apply for and get jobs created in Leeds and that better relationships need to be developed between the schools and colleges and private sector employers.

It was broadly noted by Members that as much work as possible needs to be completed to ensure that Leeds capitalises on the Grand Depart of the Tour De France in 2014.

Members commented that Leeds was 10th out of 12 UK regions for inward investment in 2011. Members debated with witnesses present where it was likely that Leeds would be positioned in terms of inward investment in 5 years' time.

Comment was also made that the focus of Leeds and Partners appeared to be on large companies investing in Leeds but that consideration should be given to promoting smaller businesses at a local level. Members noted the role of City Development in this regard, and particular emphasis was given to the work with manufacturing businesses.

Members asked questions about the makeup of the Leeds and Partners Board and the choice of countries that had been focused on by Leeds and Partners to help contribute to inward investment.

Members sought clarification of the delivery horizon presented to them by the Chief Executive of Leeds and Partners and what quick wins could be achieved within Phase 1 (1-2 years).

Other sectors were also suggested to be made focal points by the Board including construction and manufacturing which are both strong sectors in Leeds. Also questions were asked about the future importance of green technology. At this point the Chief Executive of Leeds and Partners re-iterated the resource issues that she is faced with and that the areas focused on had been carefully selected due to Leeds' unique strengths in these sectors.

Members wished to know what the benefit was for each pound spent by Leeds and Partners.

The Chief Executive of Leeds and Partners offered to return to the Board to present the detailed planning that her organisation has put in place as a framework to promote Leeds. The Chair accepted this offer and suggested that a working group be set up to undertake some more detailed analysis in relation to the benefits of Leeds and Partners and the business planning they have put in place.

RESOLVED –

- (a) That the report be noted; and
- (b) That the Chief Executive of Leeds and Partners attend a working group of the Board to assist analysis of the Leeds and Partners Business Plan.

(Councillor Wadsworth left the meeting at 11:30am during discussion of this item)

93 Request For Scrutiny - West Park Centre

The Head of Scrutiny and Member Development submitted a report which presented a request for scrutiny from the North West (Inner) Area Committee. The accompanying report, presented to the Area Committee in December 2012, provided information about the temporary closure of the West Park Centre on Health and Safety grounds. It provided an update on progress since the Area Committee meeting on 14th November 2012 and outlined the action being taken by Children's Services and Corporate Property Management to mitigate the impact on users.

The Chair invited Councillors Atha and J Bentley, as members of the Area Committee, to address the Board and outline the reasons for requesting scrutiny into the closure of the West Park Centre.

Councillor Atha highlighted that the Centre had been an old school which contained a hall big enough for large groups to rehearse. It was highlighted that the Centre had previously enjoyed a large footfall and was well used by the local community and city-wide groups. It was noted that cross party

support had been obtained against the closure of the centre and that money should be invested to bring the building up to the required standards in terms of its electrical wiring.

Members debated what specifically should be scrutinised and when would be best to undertake scrutiny on this issue. It was noted that a report on the future of the West Park Centre is to be taken to the Executive Board on 15th February 2013, but it would not be feasible to conduct the inquiry prior to the decision being taken by the Executive Board on the 15th Feb. It was agreed that the Board should examine the temporary closure of the Centre in the autumn of 2012 and the deterioration of the Centre's condition leading up to that time. It was further agreed that this piece of work should be undertaken by the full Scrutiny Board, but that this should not take place prior to the decision due to be taken by the Executive Board.

A vote was taken on whether the Board should scrutinise the closure of the West Park Centre on the basis set out above. This was passed unanimously.

The Chair informed Members that any decision made by the Executive Board with regards to the West Park Centre would be open to Call In.

RESOLVED –

- (a) That the contents of the report be noted;
- (b) That the Board examine the temporary closure of the West Park Centre in the autumn of 2012 and the deterioration of the Centre's condition leading up to that time; and
- (c) That this piece of work should be undertaken by the full Scrutiny Board, but that this should not take place prior to the decision due to be taken by the Executive Board.

94 Work Programme

The Board received a report of the Head of Scrutiny and Member Development which considered the Board's work schedule for the forthcoming municipal year.

RESOLVED –

- (a) That the Executive Board minutes and the list of Key Decisions be noted;
- (b) That the date of the April meeting be moved to 23rd April 2013; and
- (c) That the work schedule be noted.

95 Date and time of next meeting

10am, 31st January 2013.

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

THURSDAY, 31ST JANUARY, 2013

PRESENT: Councillor M Rafique in the Chair

Councillors J Akhtar, D Cohen,
P Wadsworth, R Harington, B Urry, D
Collins and J Illingworth

96 Appeals Against Refusal of Inspection of Documents

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

97 Exempt Information - Possible Exclusion of the Press and Public

There were no resolutions to exclude the public.

98 Late Items

There were no late items added to the agenda. However supplementary information in relation to Agenda Item 6 – Scrutiny Inquiry – Bus Services In Leeds – Further Information was admitted by the Chair.

99 Declaration of Disclosable Pecuniary and Other Interests

Councillor Urry declared an interest in Agenda Item 6 – Scrutiny Inquiry – Bus Services in Leeds –as a Member of the Leeds Passenger Consultative Committee.

100 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor Marjoram, Councillor Lyons, Councillor J McKenna, Councillor Ingham and Councillor Chapman.

Councillor Illingworth was in attendance as substitute for Councillor Ingham.

Councillor Collins was in attendance as substitute for Councillor Marjoram.

101 Scrutiny Inquiry - Bus Services in Leeds

The Head of Scrutiny and Member Development submitted a report which introduced the third session of the Scrutiny Inquiry into Bus Services in Leeds. This session involved dialogue with representatives from bus operators and passenger representatives.

In attendance to answer Member questions and provide information to the inquiry were:

David Brady, Vice Chair, Leeds Passenger Consultative Committee;
Georgiana Weatherill, Environmental and Sustainability Manager, Leeds City College;
Councillor James Lewis, Chair of West Yorkshire Integrated Transport Authority;
Keith McNally, Chair of Association of Bus Operators in West Yorkshire (ABOWY);
Dave Alexander, First Bus and ABOWY;
Andrew Stirling, Ross Travel and ABOWY (representing smaller providers);
Colin Newbury, Arriva and ABOWY;
Andrew Hall, Acting Head of Transport Policy; and
Dave Pearson, Assistant Director of Transport Services, Metro.

David Brady proceeded to inform Members of the issues faced by passengers using buses in Leeds. The high cost of bus tickets was discussed and comparisons drawn with rail fares which are generally cheaper for local journeys. The issue of ticketing was also raised as a problem with tickets often not being transferrable between the differing operators, smart cards were identified as a way of resolving this problem. The reliability of services was raised as a key issue alongside the need for more early morning and late evening services. It was also suggested that bus companies might give some consideration to a passenger charter.

Georgiana Wetherill addressed the Board with the issues encountered by staff and students. It was highlighted that ticketing was expensive confusing and lacked options in terms of people who do not work every day. She raised the lack of opportunity to use buses for people who commute to Leeds from outside the Leeds District. Comments were made that more investment needed to be made in introducing more real time displays.

At this point Councillor James Lewis addressed the Board. The Board were informed about the consideration being given to Quality Bus Contracts which had resulted in Bus operators wishing to explore further a Bus Partnership offer, and updated on the latest position of the Integrated Transport Authority (ITA). The implications of changes in the Bus Service Operators' Grant (BSOG) and the proposed Better Bus Areas grant funding were outlined. Members were also informed that as part of the City Deal there will be a regional transport investment fund. Public transport areas for focus could include: ticketing reform; service delivery; and value for money. Comparisons were also drawn with London which receives a much greater subsidy to run buses than West Yorkshire.

Keith McNally addressed the Board. He informed the Committee of the need to grow bus patronage in Leeds and how this could be achieved in a de-regulated environment. The difficulties encountered in operating a bus company were highlighted, specifically, the reduction in the Bus Service Operators Grant which provides some rebate on fuel duty.

Members then asked questions of witnesses present. Members compared the high costs of bus tickets in Leeds to cheaper prices in other northern cities

and asked for the reasons behind the discrepancies, this was explained by the different sizes and densities of cities and the partnership structure in place in some areas.

Members discussed whether changing routes so that they went through more estates would encourage more people to use buses and whether the express services could serve more outer areas of Leeds.

Members also pressed bus operators present to get on with the roll out of smart cards for buses in West Yorkshire which would help make public transport easier to use and quicker.

Members cited criticism of bus services as being infrequent, expensive and unreliable. Further, that too few people were paying a lot for a poor service and that this problem needed to be addressed. Comments were also made that for short journeys there was no incentive for families to use the bus as it was cheaper to get a taxi.

Members went on to comment that the Transport Act of 1985 had hoped to inspire competition however it was noted that smaller operators had been squeezed out of the market or been taken over by the larger corporations in many instances. This had resulted in networks being focused on getting in and out of the city centre rather than routes across the city.

Members suggested more work could be done to spread peak times so that buses were not just full in the morning and evening rush hours but it was acknowledged that this would require city wide promotion. Also raised was the suggestion of using smaller buses on rural routes and estates.

Members gave consideration to a congestion charge for Leeds and asked bus company representatives for their views. Bus company representatives commented that parking was cheap in Leeds which encouraged people to use cars over buses. Members were also informed about the investment being made into vehicles, which is required, so that they meet emission standards; this should ultimately make buses more efficient and affordable. Work has also been done so that bus engines can use less polluting fuels.

Members asked questions about the strategy for the future of bus services across Leeds and whether all traffic hotspots had been identified. However it was put to the Board that all investments in infrastructure for buses needed to be cost effective and that some suburban areas do not justify investment.

It was suggested that closer working with major employers could be undertaken to explore ways of encouraging behaviour change to more sustainable modes of travel. An example was given of shuttle buses operating where staff frequently need to move between sites.

Members asked questions about making travel affordable for people out of work and free for children. Bus representatives welcomed the suggestions in

principle and agreed to consider how they can support them. They also expressed a desire to work in partnership with Metro.

The Chair of the Board welcomed the evidence of greater discussion between those involved and summed up the views of the Board, stating that bus patronage could be increased by the following:

- The introduction of a smart card system to buses in West Yorkshire;
- Improved networks
- Addressing congestion;
- The possibility of a passenger charter;
- Smaller buses in local areas; and
- More competition
- Working with major employers.

Finally the Chair thanked Board Members for their comments and also thanked the witnesses who attended to answer Member questions.

(Councillor Wadsworth left the meeting at 11:50am during discussion of this item. Councillor Akhtar left the meeting during discussion of this item at 12:10pm)

RESOLVED – That the issues raised be noted and that the Board’s final inquiry report be drafted.

102 Date and time of next meeting

10am, Thursday 21st February 2013.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 21 February 2013

Subject: Scrutiny Inquiry – Marketing and promotion of the city

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. At its meeting in June, the Scrutiny Board identified an inquiry into ‘marketing and promotion of the city’ as one of its major pieces of work for this municipal year. In order to assist the Board in deciding the scope of its proposed inquiry, the Chief Executive of Leeds and Partners was invited to make an introductory presentation to the Board in September.
2. Subsequent to this a working group meeting was held in October to scope the inquiry, attended by the Chief Economic Development Officer. Following these inputs, the attached terms of reference for the inquiry were agreed by the Board (Appendix 1).
3. The first formal session of the inquiry took place at the Board’s meeting on 24 January. The second session will take place at this meeting. A report from the Director of City Development is attached providing evidence for this session of the inquiry (Appendix 2) in line with the terms of reference. The Chief Officer Libraries, Arts and Heritage and representatives from a range of arts organisations in the city will be at the meeting to deliver a presentation and respond to members’ questions and comments.
4. At the first session of the inquiry, the Board agreed to schedule an additional working group session in order to discuss the business plans of Leeds and Partners in more detail with the Chief Executive of the organisation. This working group session has now been scheduled for 5 March.

Recommendation

5. The board is requested to consider the issues raised by this session of the inquiry, and to decide whether any further evidence is required before discussing initial conclusions and recommendations to inform the board's final report.

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Scrutiny Board (Sustainable Economy and Culture)

Marketing and promotion of the city

Terms of reference

1.0 Introduction

- 1.1 At the beginning of the year, members of the Sustainable Economy and Culture Scrutiny Board decided that they wished to carry out an inquiry into the marketing and promotion of the city. This fits strongly with the Vision for Leeds 2011 to 2030 ambition for Leeds' economy to be prosperous and sustainable, and with the revised City Priority Plan priorities for 'best city for business'
- 1.2 Before scoping the inquiry, the Board invited the recently appointed Chief Executive of Marketing Leeds, Lurene Joseph, to attend the Board's meeting in September. Lurene set out her initial assessment of the position of Marketing Leeds and the city and the mandate to drive inward investment for the future benefit of the city.
- 1.3 Following this introductory discussion, a working group meeting was held on 11 October with the council's Chief Economic Development Officer to scope the Board's proposed inquiry.
- 1.4 We discussed the importance of all partners working together to develop and grow the city's economy and generate employment opportunities. At the same time we recognise that the city's cultural offer is an important factor in contributing directly to employment opportunities; influencing inward investment decisions; and in making the city an attractive place to live and visit.
- 1.5 We acknowledged the range of significant schemes that are currently in progress in the city (for example the Arena, Trinity, Trolleybus). However, given the long lead in times for development and delivery, and the prospect of ongoing economic recession, we agreed that our key question was "what should we be doing as a city now to attract and retain the next tranche of investment?"
- 1.6 We decided that there would be two strands to our inquiry – economy and culture – and that in both cases we would ask the following set of questions:
 - Where are our strengths and weaknesses?
 - What is our offer?
 - Where shall we target for future growth?
 - How do we compare with other cities?
 - How do we get people on board now?
 - How do we retain what we already have?

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on:
- what we should be doing as a city now to attract and retain the next tranche of investment;
 - Working together to promote inward investment and the cultural offer in Leeds.
- 2.2 The Board hopes that its findings will provide a timely and positive contribution to the achievement of our ambitions to be the best city for business.

3.0 Comments of the relevant director and executive member

- 3.1 Scrutiny Board procedure rules require that the Board consults with the relevant Executive Member and Director on the terms of reference for its inquiries. Any views will be communicated to the Board.

4.0 Timetable for the inquiry

- 4.1 The inquiry will take place in January and February 2013.
- 4.2 The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

5.0 Submission of evidence

5.1 Scrutiny Board meeting – 24 January 2013

The evidence for this session will address the following questions with reference to the economy and inward investment:

- Where are our strengths and weaknesses?
- What is our offer?
- Where shall we target for future growth?
- How do we compare with other cities?
- How do we get people on board now?
- How do we retain what we already have?

Scrutiny Board meeting – 21 February 2013

The evidence for this session will address the following questions with reference to promotion of the city's cultural offer:

- Where are our strengths and weaknesses?
- What is our offer?
- Where shall we target for future growth?
- How do we compare with other cities?
- How do we get people on board now?
- How do we retain what we already have?

The board will then consider emerging conclusions and recommendations to inform the production of the final inquiry report.

5.3 Witnesses

The inquiry will be supported by officers from the City Development Directorate. Other witnesses will be invited as appropriate, for example from Leeds and Partners (formerly Marketing Leeds), Welcome to Yorkshire, the universities and other local authorities.

6.0 **Equality, Diversity and Cohesion and Integration Issues**

6.1 Where appropriate, all terms of reference for work undertaken by the 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, and on the council's Cohesion and Integration Priorities and Delivery Plan.

6.2 The objectives of this inquiry particularly reflect the following equality focus from the council's Equality Improvement priorities:

Increase access to employment opportunities and up-skill the workforce

7.0 **Monitoring Arrangements**

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

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

8.0 **Measures of success**

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

8.2 The Board will look to publish practical recommendations.

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Report of The Director of City Development and Arts organisations across the city

Report to the Sustainable Economy and Culture Scrutiny Board

Date: 21st February 2013

Subject: Marketing Culture

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes	<input 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. Individual Cultural organisations have strong marketing approaches to both sell their programme and continually develop their audiences. This results in 72% of the people in Leeds attending some form of cultural activity in a year
2. The strength of the cultural offer¹ in Leeds is in its breadth and depth from the fast moving community arts scene through the iconic dance programme to the monumental performance of works such as Wagner's Ring Cycle by Opera North. The weakness of this, however, is telling a single coherent story. Culture in Leeds is more than one iconic event or organisation. There is no brand for culture in Leeds. Leeds Inspired has begun to make a difference providing one place for everyone to go and see what is on. We need to celebrate the diversity of the cultural offer, encourage increased and more targeted marketing to attract the 28% not yet reached. In Newcastle they have identified that for every £1 invested there is a £4 return to the City while London estimate the value culture adds £225m per year. In Leeds the average secondary spend of someone attending a city centre cultural event is £25.

Recommendation

3. To explore how the arts organisations currently communicate their cultural offer and investigate the issue and opportunities marketing offers the sector.

¹ For this paper we are using Culture to include Performing and Visual Arts, Film, Music, Dance, Libraries, Museums, Creative industries, digital media.

1 Purpose of this report

- 1.1 To outline how organisations go about marketing Culture in the city, why it is so vital and how it contributes to The Vision for Leeds.

2 Background information

- 2.1 In its Vision for Leeds 2030 the city outline its ambition to work to become the 'Best City in the UK'. If the city is to achieve this for children, businesses and communities, improve health and well being and be the best place to live, then a strong vibrant cultural offer which is well marketed, is vital.
- 2.2 The Vision for Leeds is supported by the simple cultural strategy
- To spot, nurture and retain talent
 - To remove barriers
 - To demonstrate the distinctiveness of culture and tell the story better
 - To inspire the city and be inspired by it
- 2.3 The city is in the early stages of developing robust data on the impact and value of the cultural offer. Both the Arts Council and Leeds City Council require data to be returned on impact and value from grant aided organisations. Council run cultural activity also has a wide range of data available. As data collection improves and a consistent approach implemented, this data will become much more useful. Support in this area is forthcoming from the two universities both of whom have specialists in this field.
- 2.4 From 2010/2011 data, we know that 90% of the audiences of the 63 arts organisations are from Leeds and that 72% of the population take part. 21,000 activities were organised with 37% of them targeted to children. 3,459 people volunteer in culture and 42,083 creators were involved. £1.67 is the subsidy per audience member.
- 2.5 The most quoted figure in the UK for impact of culture is that for every £1 spend there is a return of £4. £25 is the average secondary spend of someone attending a major show or event in Leeds. There are almost 21,000 people employed in the creative and digital industries and 3% of businesses in Leeds are from the cultural sector.
- 2.6 Just this headline data shows the importance of the cultural sector in Leeds and why marketing it is vital. We are yet to tap the full depth of data available so this is only a very conservative estimate of impact in the city.

3 Marketing culture

- 3.1 The focus of marketing is two fold; to market the arts to the city and to market the city through its cultural offer. There is a significant story to tell as Leeds has a unique mix of national and internationally recognised organisations and events coupled with a vibrant, fast moving DIY scene with a lot going on in communities.

High profile, quality creators have originated in the city and are also attracted to the city. As a result it is a city buzzing with diverse cultural activity contributing to the city's economy.

- 3.2 Marketing focuses on two areas selling tickets and developing audiences. A strong market place attracts the best shows and artists and enables a quality offer. To achieve this there constantly needs to be a focus on the audience, to raise awareness as to what is available, to listen to what they want and need. Organisations continually seek to identify new audiences and help them engage with culture and through associated programmes explore their own creativity. Audiences are very loyal to an organisation or even a venue. For example Northern Ballet have found the audience for their shows at The Grand and WYP are very different.

4 The process of marketing

- 4.1 There is a common approach to marketing which works for culture as well as all other activities. The cultural programme of an organisation is developed considering a range of issues related to the organisation and its environs. These include economic, social, technical and environmental issues. Activity needs to be relevant to the city, likely to attract public interest, be cost effective even if free to engage with and deliverable in the location and with the people available. The puppets recently part of Liverpool's commemoration of the maiden voyage of the Titanic were relevant because the Titanic sailed from Liverpool, the puppeteers told the story of Liverpool children and the event was timed for the centenary of the voyage. The event would not have had any relevance if in Leeds.

5 Marketing channels

- 5.1 A combination of channels need to be used to engage with the maximum number of people. Traditional methods – printed material in the form of leaflets, posters and postcards are still useful as are radio and TV campaigns. Of increasing significance, particularly for marketing culture is the use of modern technology. Welcome to Yorkshire mobilised over 2,000 cycling enthusiasts to stand outside Leeds Town Hall for the Tour de France announcement in less than a week just through e-flyers and Twitter.
- 5.2 The use of social media and the internet has changed the face of marketing. Opera North, for example, have seen 50% of their audience now book online and their mobile traffic has increased 530% in the last two years. Many of those interested in culture whether the DIY scene or the programme of the major organisations use Twitter to share and discuss in great detail. The introduction of Leeds Inspired the city's website, which shares with the world the cultural programme of the city, has seen a significant growth in use in its first nine months. One of the benefits of this approach is that organisations can support each other by retweeting, reciprocal adverts etc.
- 5.3 Meanwhile Joshua Bell's own experience graphically shows the difference. When marketing an event with an average price of \$100 a ticket his concert in Boston sold out within minutes, while a gig on the subway with no marketing earned him \$32!

6 The value of a strong marketing campaign

- 6.1 To explain the impact of a strong marketing campaign a good example, from many available, is Annie at West Yorkshire Playhouse. TV advertising for the production was seen by 1.5million people in the Yorkshire region. As a result 50,000 people went to see the production and 55% of these were new to the Playhouse, and 30% of these were from South Leeds. The total box office income was £893,020, the highest in the company's history.

7 Partnership approach

- 7.1 Marketing culture in Leeds is a partnership approach. Individual organisations market their own programmes; cultural communicators such as Culture Vultures re-tweet and comment on the programmes through articles and blogs; Leeds City Council promotes its own cultural activity but also works across organisations through Leeds Inspired to give coherence and ease of access. The Arts Council and Welcome to Yorkshire market to broader audiences and tell the story across the region and Leeds and Partners are looking to help tell the story better in the UK and world wide.

8 Summary of the cultural offer

- 8.1 Leeds is unique in the breadth and depth of its cultural offer. It has a number of iconic elements: The Leeds International Piano Competition has a huge reputation outside the city but little understood within it. Leeds is the only city outside London with its own resident Ballet and Opera companies, it is the best city for dance and has the fourth largest producing theatre. It has the largest local authority music programme in the UK in the Leeds International Concert Season. It has a cultural infrastructure the envy of all and the addition of the Arena will complete that offer. Leeds has the best contemporary art collection outside London, has a unique grant scheme, is the birthplace of internationally renowned talent and is training the future through some of the best further and higher education. So Leeds has much to be proud of and a strong story to market.

9 Main Issues

- 9.1 The impressive offer does, however, create marketing challenges. Up to now the focus has been on marketing individual organisations and activity. This marketing has been strong and activity such as Canvas and Leeds Inspired are trying to change this but there is no collective brand identity for culture.
- 9.2 Leeds is much richer than one iconic story, the strength is in the depth of the offer and this encourages the development of creativity across many artforms. However it makes the collective city story harder and so far marketing agencies have failed to tell it. There is also a reluctance by some to see the benefits of new marketing channels and techniques using modern technology and people's current interest in

sharing. The impact and benefit of using more channels is clear but not everyone encourages their use. At the same time there is no proposal to substitute technology for print as this would disadvantage certain audience groups. As the economic and social impact of the cultural offer is better understood by analysing the marketing data there will be greater understanding and value of culture in the city.

- 9.3 There are some significant challenges to marketing culture in Leeds. Transport is a real challenge whether it is the public feeling safe getting to and leaving events, enabling young people and low income earners to access culture or getting critics back to London after the show all impact on the marketing effort. The Concert Season has overcome this by organising bus transport to and from Leeds Town Hall on a Saturday night.

28% of the people of Leeds have yet to be attracted to a grant funded cultural activity. Marketing to these non-attendees is particularly challenging and requires significant consideration and cost. Strong marketing and large audiences attracts further funding and as a significant proportion of an arts organisation's budget comes from sponsorship, grants and external funding marketing the offer is vital.

10. Corporate Considerations

10.1 Consultation and Engagement

- 10.1.1 This report has been produced in consultation with the major arts organisations in the city.

10.2 Equality and Diversity / Cohesion and Integration

- 10.2.1 A diverse audience is vital to the health of the sector. The arts organisations constantly consult with and canvas opinion across the city to not just inform new marketing but also their programme. Attracting new audiences is vital and each programme is assessed to define target audience and potential reach. This report is not about Council provision and so an Equality Impact assessment has not been done. However LCC has offered to help Arts Organisations assess new audiences against their current systems like Mosaic to better understand breakdown.

10.3 Council policies and City Priorities

- 10.3.1 Increasing participation in cultural activity is a core priority for the city.

10.4 Resources and value for money

- 10.4.1 This report does not have any financial implications.

10.5 Legal Implications, Access to Information and Call In

- 10.5.1 This report is an information report and has no legal implications.

11 Conclusion

- 11.1 The city has a strong cultural offer which responds to both local and regional demand. Each organisation targets each element of their programme to specific audiences. The breadth of the offer creates some challenge at demonstrating a single story or iconic offer and there is therefore no single brand for culture in the city.

12 Recommendations

- 12.1 The Scrutiny Board explores how the major organisations market culture and the impact of their work and encourages them to work together to tell better the story of culture in Leeds and demonstrate its distinctiveness.

13 Background documents²

- 13.1 None

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 21 February 2013

Subject: Recommendation Tracking

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. Each Scrutiny Board receives regular reports on any recommendations from previous inquiries which have not yet been completed.
2. This allows the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
3. A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
4. Attached as Appendix 2 is a report on enabling every child to have a Breeze card. This report is a follow-up response to recommendation 2 of the board's inquiry report on young people's engagement in cultural, sporting and recreational activities, following the last report in October 2012:
That the Director of City Development and Director of Children's Services investigate by September 2012 a mechanism for the automatic issue of a Breeze Card to children and young people to enable opportunities for participation in Breeze activities.
Subject to the board's support for the proposals in the report, it is suggested that the Board signs off this recommendation as complete.

5. Attached as Appendix 3 is a report on progress against the recommendations in the board's inquiry into maximising powers to promote, influence and create local employment and skills opportunities.
6. For each recommendation in the original inquiry report, a progress update is provided in the table accompanying the report. To assist board members, the Principal Scrutiny Adviser has proposed a draft status for each recommendation. The board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
7. In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

Next Steps

8. The next recommendation tracking report is due to be presented to the Scrutiny Board in April 2013 and will cover the remaining recommendations from the inquiry on young people's engagement in cultural, sporting and recreational activities, enabling the board to judge progress against outstanding recommendations.

Recommendations

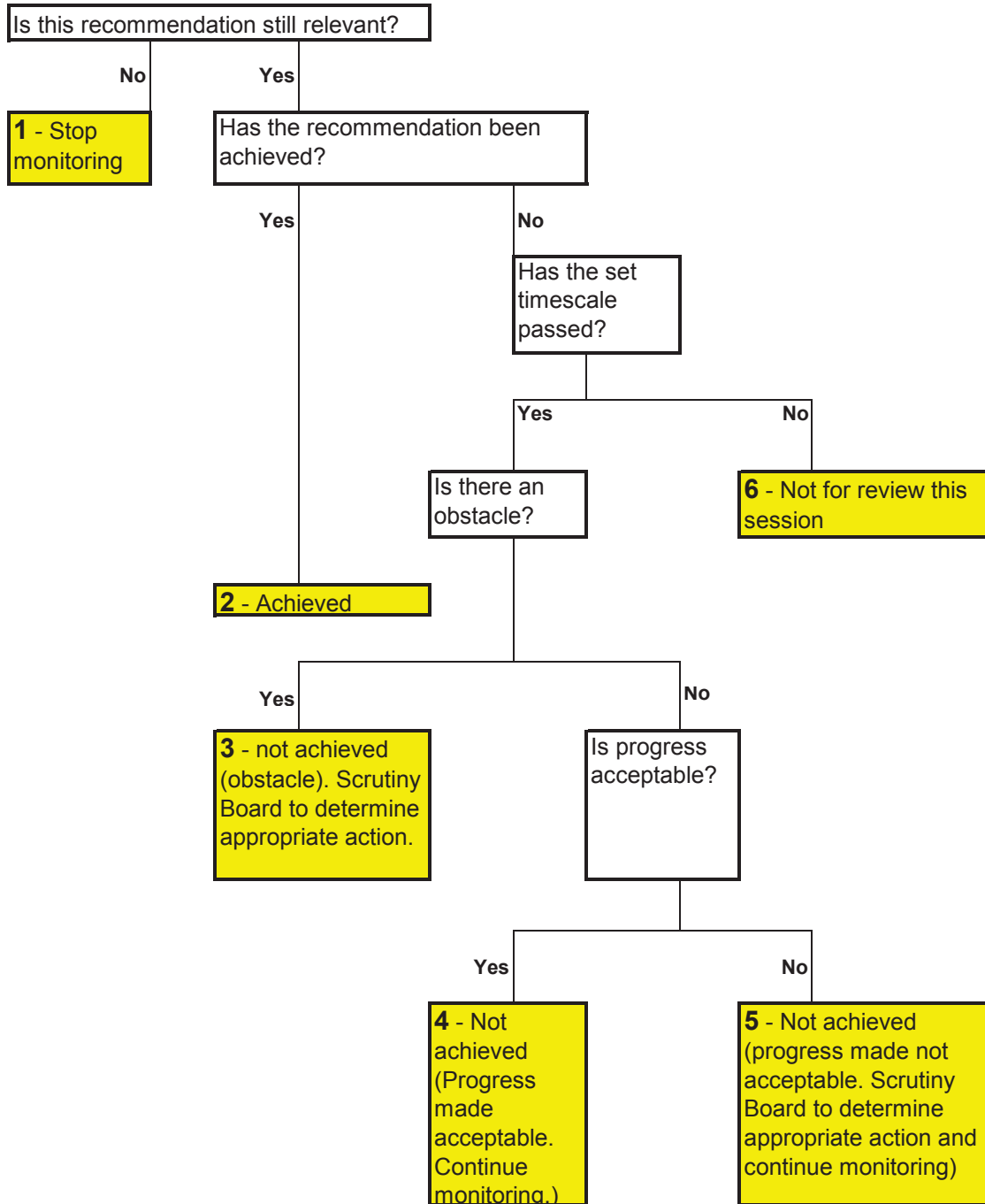
9. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the board wishes to take as a result.

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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



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Report of Chief Libraries Arts and Heritage Office

Report to Scrutiny Board Sustainable Economy and Culture

Date: 21st February 2013

Subject: Enabling every child to have a Breeze card

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. To avoid any issues of data sharing it is proposed to give all children who entered school since 2010 a Breezecard in the summer term in preparation for the summer activities.
2. It is estimated this will cost £4,000.
3. As the computer systems become more sophisticated and people can apply online via the council network it is planned to enable a child to receive a Breezecard at their 9 month health check as part of the Bookstart scheme. The cost of this is £6,000 p.a.

Recommendation

4. Scrutiny Board are asked to approve the distribution of Breezecard to children who have entered school since 2010 in preparation for the summer activities and to support the introduction of Breezecard distribution as part of Bookstart.

1 Purpose of this report

- 1.1 To outline how the Breeze card could move from an opt in card to one which is given to all children in Leeds.

2 Background information

- 2.1 The Breezecard, which is also a Library Card, has been available to all children for a number of years and they obtain the card by applying at such events as Breeze on Tour or when they join the library. The card gives young people reduced cost access to some services, discounts from some outlets on the high street and leisure venues and it can offer differential pricing (for example, looked after children). In 2010 all children of school age were given a card as part of government funding. In late 2012 Sport Services automated their systems and now a Breezecard can give improved access to sports services via online bookings.

3 Proposal

- 3.1 The intention is to make Breeze card an entitlement for all children born and living in Leeds.
- 3.2 The long term ambition is to give one to each child at their nine month health check as part of Bookstart. The parent or carer would then take it to the library or sports centre to validate it.
- 3.3 In the short term it is proposed to give a card to all those children who have gone to school since 2010 and who have not got a Breeze card. The cost of this is approximately £4,000.
- 3.4 Once it is possible to move to a Breeze card being included in the nine month health check at a cost of £6,000 a year it is planned to introduce new pricing policies and attract more offers and discounts to give more value to keeping the card.

4 Main Issues

- 4.1 All children at school were issued a Breezecard in the summer of 2010. Most families were happy to accept the named card for their child however some refused with one family taking their complaint to the Ombudsman claiming their personal data had been shared.
- 4.2 It is estimated that to give children who have joined since 2010 a Breezecard will cost £4,000 this is because 46% already have a Breezecard.
- 4.3 To avoid any issues of data sharing it is proposed that children in Reception and Year 1 be given Breezecards after the Easter break. They could then validate their card for use at a Library, Leisure Centre or at Breeze on Tour.

- 4.4 There are still challenges with the computer system behind the Breezecard as online applications cannot be made. Once the issues is resolved it is proposed to include a Breezecard application process in the 9 month health check as part of the bookstart pack.
- 4.5 The emphasis is not just to give out cards but to make them useful and give people a reason to keep them. Children's Services are keen to work towards Breezecard being an opt out rather than the current opt in service. Inner South and North East areas both want to pilot greater use of Breezecard data to develop a more targeted and relevant activity programme.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 Young People are consulted with each Summer as part of the Breeze on Tour events and in 2012 were also consulted as part of the youth review. Breeze is a very popular brand with young people and they are very supportive of the card. They would like to see more benefits attached to the card.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 An equality screening has taken place for the introduction of Leedsactive and Breeze in general. The greater benefit of Breezecard is that it provides the data to enable targeting of activity, communication and marketing to specific groups. Two Areas are particularly keen to pilot detailed investigation of take up as part of this summer's programme. Breezecard enables services to target specific groups of young people such as looked after children.

5.3 Council policies and City Priorities

- 5.3.1 Breezecard is a vital component in creating a Child Friendly City as it enables young people to get relevant information, access benefits and discounts and for services to respond to their wants and needs.

5.4 Resources and value for money

- 5.4.1 To give all Reception and Year 1 children a Breezecard will cost the Council an additional £4,000. This is a modest amount and will be found within budget. The challenge is greater with moving forward and getting the balance right between making it easy for everyone to have a card and avoiding unnecessary cost and wastage. Cards are relatively cheap to produce and have to be activated to work. Although this is an easy process it would mean the computer system sitting behind the card is clogged up with approximately 10,000 empty records and allocated numbers until they were activated. Any unactivated numbers could not be reused. A better process may be to enable parents who wish to register to go online at the 9 month health check to gain a card. Then as the child enters school there would be a check and any child without a card who would like one could be given one via the school. This would keep costs down and ensure the card is more likely to be used.

5.5 Legal Implications, Access to Information and Call In

5.5.1 This proposal does not require access to school held data and so no legal issues are needed.

5.6 Risk Management

5.6.1 Issues of data sharing have been avoided through these proposals.

6 Conclusion

6.1 School age children can be given a card through school this summer and there is a longer term plan to introduce the card to all at their 9 month health check.

7 Recommendations

7.1 Scrutiny Board are asked to approve the distribution of Breezecard to children who have entered School since 2010 in preparation for the summer activities and to support the introduction of Breezecard distribution as part of Bookstart.

8.0 Background Documents¹

8.1 None.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Report of the Director of City Development and the Director of Resources

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 21 February 2013

Subject: Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities

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. This report provides an update on actions taken to respond to the recommendations of the Board's inquiry into Maximising Powers to Promote, Influence and Create Local Employment and skills opportunities
2. The Scrutiny Board inquiry provided an opportunity to strengthen and build on existing approaches to secure employment, skills and supply chain opportunities through the procurement and planning functions of the Council. Systems have been reviewed and revised and information and guidance has been widely disseminated to support a consistent approach and to maximise impact.
3. There is greater awareness of the opportunity to deliver employment and training activity through the Council's Planning and Procurement functions and improved working across services to support this. Over 500 people have been supported to access jobs and apprenticeships to date. At this stage outputs reported are relatively modest due to the lengthy lead time on activity delivered through this process. This number is expected to grow as the increasing number of contracts and developments in the pipeline commence.

Recommendations

Members of the Scrutiny Board are asked to note the progress made to implement the recommendations of the inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities.

Members are asked to agree that a further report providing detailed information be prepared following the annual review of implementation in the summer.

1 Purpose of this report

- 1.1 This report provides an update on the action taken to implement the recommendations made by the Scrutiny Board's inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities
- 1.2 The report provides information an update on the monitoring and review framework that underpins the implementation and delivery of the employment and skills obligations through the procurement and planning functions of the Council.

2 Background information

- 2.1 The Scrutiny Board established an inquiry into how the Council uses its procurement and planning functions as an enabler of locally driven, sustainable economic growth that benefits both local people and businesses. The inquiry Recommendations were approved 28 June 2012.
- 2.2 Progress on implementing the individual recommendations is detailed in the tracking template attached at appendix 1

3 Key Issues

- 3.1 Following the Scrutiny Board Inquiry into employment and skills obligations, the work to implement changes to target particular developments and contracts; revise processes to support closer working; and put in place effective monitoring systems has largely been completed.
- 3.2 Guidance documents for officers, developers and contractors have been produced. The guidance is available to planning applicants and those tendering for Council Contracts setting out the Council's aims and objectives and how to comply with the policy and process along with examples of good practice. The guidance also includes information on the support available through the Employment and Skills service to co-ordinate local skills and employability support to individuals and align this activity to meet employers needs.
- 3.3 Systems have been developed to monitor the implementation of the Employment and Skills Plans agreed with developers and contractors and capture the outcomes. This will enable regular updates to be provided to the relevant Executive Members, Scrutiny Board and Chief Officers. The opportunity exists to review progress and the approach to ensure that it continues to contribute to the achievement of policy objectives through Scrutiny Board and key stakeholder fora.
- 3.4 Action taken to implement the recommendations has supported closer working between services and it can be demonstrated that employment and skills obligations are being requested through planning and procurement processes. This has provided the opportunity for an earlier dialogue with developers and those engaged to date have indicated the support from the service has been beneficial and provided access to a range of additional resources within the city they were previously not aware of.
- 3.5 To date employment and skills obligations have been included in 15 S106 Planning Agreements against which 6 Employment and Skills plans have been developed detailing the delivery of local people into jobs, apprenticeships and supply chain opportunities. Where construction has commenced 300 jobs and 32

apprenticeships have been generated to date. Further work is required to detail the likely job outputs on the remaining sites as the Employment and Skills Plans are developed by the developer and the service. 5 contracts let by the Council have included obligations to date and have so far generated 110 jobs and 91 apprenticeships. A further 4 contract specifications have included employment and skills obligations and are currently being tendered.

- 3.6 However, the inclusion of these obligations is the first step in a process that can play out over a considerable period of time. The lead in time from the grant of planning consent to development starting on site can be up to 3 years and can be delayed further in the current economic climate, a matter outside of the control of the Council. The process of developing a tender specification, seeking and evaluating tenders on high value contracts will usually take more than 6 months. At this stage outputs reported are relatively modest due to the lengthy lead time on activity delivered through this process. Over 500 people have been supported to access jobs and apprenticeships to date and this number is expected to grow as the increasing number of contracts and developments in the pipeline commence.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Leeds Planning and Developers Forum were consulted and the Council's network of contractors were surveyed and interviewed on the development of the proposed policy framework through the inquiry process. It is also proposed that these stakeholders are provided with information and engaged in the review process on annual basis.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An Equality Impact Assessment screening was undertaken in 2012 to inform the revisions to the Council's procurement policy. Low skill levels and unemployment disproportionately impact on inner city neighbourhoods. Opportunity to access targeted support to enable individuals seeking skills training and paid work will reduce the benefit claim period, help local people develop the skills to secure, stay and progress in work and improve their lives. Employment and skills obligations will include minimum levels to be achieved and be targeted to specific communities and claimant groups as well as cohorts of young people engaged in employability and skills programmes.

4.3 Council policies and City Priorities

- 4.3.1 The existing activity and proposed approach will contribute to the achievement of targets in both the Sustainable Economy and Culture Partnership and the Children and Young People's City Priority Plans. The proposed activity will contribute to increasing the skill levels of local people required by businesses in the City and by increasing the number of people in employment, apprenticeships and learning.

4.4 Resources and value for money

- 4.4.1 The policy framework and toolkit were developed within the Council's existing resources. Support offered to developers and contractors to implement their obligations will include access to a range of existing publicly funded programmes.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Activity to secure employment and skills obligations must comply with the Public Contract Regulations 2006 and not contravene the legislative framework and guidance issued by the Secretary of State on the use of Planning Obligations. This report has no legal implications.

4.6 Risk Management

- 4.6.1 The impact of introducing employment and skills obligations on developers will need to be considered over the short, medium and long term and in the context of prevailing economic conditions; the strength of targeted sectors within the economy; and the need to balance any gains with the need to encourage continued investment in Leeds. These issues will be fully considered through the annual review process.

5 Conclusions

- 5.1 There has been an increased number of opportunities to apply employment and skills obligations to contracts and planning agreements and work will continue to more effectively target the approach to those developments with significant employment generating potential during construction and in end uses. This will be achieved through close working between services and early engagement with developers. However, given the lengthy lead time on activity delivered through this process, there are a limited number of outcomes to report at this time. It is proposed that a fuller report be prepared for Scrutiny Board following a review of implementation in the summer.

6.0 Recommendations

- 6.1 Members of Scrutiny Board are asked to note the progress made to implement the recommendations of the inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities.

7.0 Background documents

- 7.1 There are no background documents.

Scrutiny Board (Sustainable Economy and Culture) Report published May 2012 Update February 2013

	Recommendations	Stage	Complete
1	<p>The Director of City Development works in collaboration with the Director of Resources to produce and implement a Policy Framework and Charter for Employment and Skills opportunities. To be presented to the Executive Board no later than September 2012</p> <p>At its meeting in November 2012, the Executive Board agreed the policy for the inclusion of employment and skills obligations to be considered in all Council contracts where the value of the contract is over £100k and where it is shown to offer appropriate value for money. No policy changes were required to include employment and skills obligations within S106 Planning Agreements.</p>	<p>2 (Achieved)</p>	
2	<p>The Director of Development works in collaboration with the Director of Resources to produce supporting policy guidance by September 2012 setting out compliance information for planning applicants and those entering the contracting process.</p> <p>The policy has been underpinned by the production and dissemination of guidance and template documentation to all stakeholders including Planning and Procurement officers of the Council, developers and contractors. These set out the policy aims and objectives of the Council and provide detailed guidance on implementation and monitoring requirements and on the support available from the Employment and Skills service to enable implementation.</p>	<p>2 (Achieved)</p>	

Scrutiny Board (Sustainable Economy and Culture) Report published May 2012 Update February 2013

	Recommendations	Stage	Complete
3	<p>That the Director of City Development sets the following threshold to trigger S106 employment and skills obligations -</p> <ul style="list-style-type: none"> • Retail Developments of over 2000m2, • Residential developments of over 100 units, • All developments over 10,000m2 <p>The Director of Development implemented the recommended thresholds and established an automatic e-mail notification system to request a consultation response on applications that meet the thresholds from the Employment and Skills service.</p> <p>During the period January 2012 to November 2012, 15 planning consents were granted with S106 agreement including employment and skills obligations. An additional 2 planning consents included planning conditions relating to employment and skills provision. A number of these developments have received outline consent or have yet to commence and therefore the employment and skills outputs cannot be evidenced at this stage.</p> <p>The service has already engaged with developers and their contractors on 4 of the above developments including the construction of a high school, a police station, housing and building refurbishment for college provision. To date three Employment and Skills plans have been agreed for the delivery of activity which to date have generated employment for 19 people and safeguarded 2 posts and provided 2 work experience placements. The impact will need to be assessed over a longer time period given that the lead time on developments will not deliver the outcomes immediately.</p>	<p style="text-align: center;">2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
4	<p>That the Director of Resources sets the following threshold to trigger the assessment of Employment and Skills requirements within the procurement process – contracts that are valued at £100k and above.</p> <p>At its meeting in November 2012, the Executive Board approved the policy for employment and skills obligations to be considered on all Council contracts over £100k in value where it is shown to offer appropriate value for money. To date, 3 construction contracts with an estimated value of £25m have been identified as suitable for the inclusion of employment and skills obligations and these are proceeding to tender.</p>	<p style="text-align: center;">2 (Achieved)</p>	

	Recommendations	Stage	Complete
5	<p>The Director of City Development works in collaboration with the Director of Resources to undertake annual consultation with Stakeholders to be reported back to the Scrutiny Board in July 2013.</p> <p>The review process will include a review of the evidence base to include the number of contracts and planning agreements that have included obligations, the employment and skills outputs delivered as well as seeking the views of key stakeholders.</p> <p>The review of the evidence base would identify the number of contracts and planning agreements</p> <ul style="list-style-type: none"> • within the scope of the policy framework • that included obligations • that included obligations that were delivered at 100% of target / between 75 and 99% of target/ between 50% and 75% of target • that included obligations that were not delivered or delivered at less than 50% of target <p>The above information would be examined to ascertain whether there is any correlation between the type, nature and scale of the contracted activity / development.</p> <p>Stakeholder views will be sought on how the policy framework to secure employment, skills and supply chain benefits is being implemented. This would seek views through survey and discussions on the support and advice provided; compliance with the requirements including the provision of information for monitoring purposes; the benefits secured for their business including meeting corporate social responsibility objectives, up-skilling their workforce, public relations and publicity. It would seek information on any difficulties encountered and the changes or support required to overcome these.</p> <p>The review process will enable service managers to develop recommendations for changes to the policy framework and way in which it is applied. This periodic review would enable the policy to be amended to reflect changing economic circumstances including local and sectoral changes; changes in employment and skills policy and publicly funded provision; and that additional guidance and support is made available to officers, developers and contractors where appropriate.</p> <p>The outcomes of the review will be reported to the relevant services and Scrutiny Board.</p>	<p>6 (Not for review this time – next review due July 2013)</p>	

Scrutiny Board (Sustainable Economy and Culture) Report published May 2012 Update February 2013

	Recommendations	Stage	Complete
6	<p>That the Directors of City Development and Resources conduct a review of operational procedures in Planning and Procurement Services to ensure that there is a process flow which demonstrates that Employment and Skills Service has been alerted to each and every opportunity that meets the defined criteria at the earliest possible stage, including planning pre-application meetings where appropriate.</p> <p>Operational procedures have been mapped and reviewed to ensure that the opportunities to introduce employment and skills obligations are maximised. Procedures are currently working effectively across all areas. These arrangements will be reviewed after 12 months as outlined above to ensure that all relevant applications and contracts are being picked up within this system.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
7	<p>That the Directors of City Development and Resources collaborate to produce a toolkit by September 2012 as an aid to officers which will promote consistency in operational procedures and practice.</p> <p>The Employment and Skills, Planning and Procurement services have developed practical guides for officers. These underpin the policy and procedures and include named officers and their contact details for further information and guidance.</p> <p>A number of consultation sessions were held with key officers in the Procurement and Planning services to test the robustness of the systems and guidance documentation and process flow charts.</p> <p>Over 100 commissioning officers from all directorates across the Council attended a Master Class to raise awareness of the requirements and explain how these will be applied and the support available to implement them. The toolkit and associated documentation is available on the intranet. .</p>	<p>2 (Achieved)</p>	

	Recommendations	Stage	Complete
8	<p>That the Director of City Development ensures that employment and skills plans are provided for planning applications meeting defined criteria, which are due to be considered by Plans Panels. Where planning legislation permits, such plans must provide a summary of obligations imposed in the past which have not been fulfilled.</p> <p>Officer reports to Plans Panel include a section where the recommendation is set out. The recommendation will usually be subject to specified conditions and the completion of a legal agreement (where required), and detail the specific obligations. Details of any employment and skills obligations will be included in this section.</p> <p>The main body of the officer's report will draw attention to the need for an employment and skills obligation. The report will show that the applicant has agreed to enter into the development of an employment and skills plan and provide the basic details of what has been agreed, in terms of seeking to employ people from specific geographical areas, numbers and the types of opportunities available.</p> <p>Details of obligations on earlier permissions on the same site can be included in the "relevant planning history" section of the report, for background information. However, the information is not a material planning consideration and if the obligation has not been met in the past, this cannot be used as a reason for seeking to refuse the current application on the same site.</p>	<p>2 (Achieved)</p>	
9	<p>That the Director for City Development ensures that Employment and Skills packages specify minimum target levels for young people who are NEET and the long term unemployed.</p> <p>Employment and Skills Plans agreed with contractors and developers specify minimum targets for all employment and skills obligations. The majority of opportunities are focused on entry level positions and include jobs, apprenticeships, work placements and experience in addition to skills training for the existing workforce. Dependent on the nature of the opportunities, minimum targets for young people identified as NEET and or the long term unemployed will be included where appropriate. All Employment and Skills plans agreed to date have included provision for this target group.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	

	Recommendations	Stage	Complete
10	<p>That the Directors of City Development and Resources collaborate to ensure robust monitoring procedures are in place for planning obligations and contracts. Where requirements are not being met early intervention is taken to rectify this.</p> <p>When employment and skills and supply chain obligations are introduced these are detailed in an Employment and Skills Plan. The plan will be drawn up in conjunction with the Employment and Skills service to reflect the nature and phasing of the contracted activity / development and agreed with the contractor or developer. The plan will include a schedule that will detail the agreed output targets against a timeline.</p> <p>The Employment and Skills Plan includes a method statement from the contractor / developer identifying the roles, responsibilities and contributions to be made by named parties. It includes a named individual responsible for managing the delivery of the plan and sets out how the targets will be delivered and the monthly or quarterly reporting requirements.</p> <p>The Employment and Skills service has established a performance reporting framework to enable the close monitoring of the delivery across all contracts and developments where obligations have been agreed to ensure that they are being met and remedial action is taken where required.</p> <p>The performance reporting framework for both planning and contracting obligations will capture the projected contract / development outputs and these will be reviewed against the agreed targets. Performance on individual contracts and S106 agreements will be aggregated and reported on a six monthly basis to the relevant Chief Officers. These reports can be made available to Scrutiny Board as required.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
11	<p>That the Director of Resources investigates the potential to implement a financial bond system with further information regarding its viability being presented to Scrutiny Board when the Director provides his formal response to the recommendations</p> <p>Addressed through the Director’s formal response to the inquiry recommendations.</p>	<p>1 (Stop monitoring)</p>	

<p>Page 39</p>	<p>12 That the Director of Development and the Director of Resources collaborate to present a report to the Scrutiny Board in January 2013 on the delivery of opportunities in accordance with an agreed policy, an officer toolkit (with associated training) and robust operational monitoring systems</p> <p>The Directors of City Development and Resources undertake to produce a report by the agreed deadline detailing the number and type of employment and skills obligations applied and delivered, the use of the toolkit and guidance materials and monitoring systems.</p> <p>To date employment and skills obligations have been included in 15 S106 Planning Agreements, 6 have been progressed to develop an Employment and Skills plan detailing the delivery of opportunities. 300 people have been supported into jobs and 32 apprenticeships created to date. Further work is required to detail the outputs on the remaining sites as Employment and Skills Plans are developed by the developer and the service. 5 contracts have included obligations and delivered 110 jobs and 91 apprenticeships and a further 4 contract specifications have included employment and skills obligations and are currently being tendered.</p> <p>Given the lead time on development and contracting activity, it is not yet possible to report in detail on outcomes delivered.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
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References to the Director of Environment and Neighbourhoods have been deleted and replaced with the Director of City Development to reflect the revised delegations for Employment and Skills activity.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 21 February 2013

Subject: Work Schedule

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 Board's current work schedule is attached as appendix 1. The work schedule reflects decisions made at the Board's meetings in January. It will be subject to change throughout the municipal year.
2. Also attached as appendix 2 is the Council's current List of Key Decisions relating to this Board's portfolio.

Recommendations

3. Members are asked to:
 - a) Consider the work schedule and make amendments as appropriate.
 - b) Note the List of Key Decisions

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
Marketing and promotion of the City			
Bus services in Leeds			Draft terms of reference WG 2/8/12
The role of Leisure and Culture in promoting public Health			Draft terms of reference WG 30/8/12
Transport			
Annual review of Partnership			
Requests for Scrutiny		Call In (Hackney Carriages in bus lanes) SB 12/7/12	
Briefings	Equality Indicators SB 28/6/12		
Budget & Policy Framework Plans			
Flood Risk Management			
Recommendation Tracking		<ul style="list-style-type: none"> • Young People's engagement in cultural, sporting and recreational activities • Maximising Powers to Promote, Influence and create Local Employment and Skills Opportunities SB 12/7/12	
Performance Monitoring	Quarter 4 performance report SB 28/6/12		

Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
Marketing and promotion of the City	Introduction from Marketing Leeds SB 20/9/12	Draft terms of reference WG 11/10/12	
Bus services in Leeds	Agree terms of reference SB 20/9/12		Session 1 SB 22/11/12
The role of Leisure & Culture in promoting public Health		Agree terms of reference SB 18/10/12	
Transport	Evidence gathering (Continuation of work commenced in 2011/12) SB 20/9/12		
Requests for Scrutiny			
Briefings		Visit to Arena 16/10/12 Report requested by Board April 2012 with regard to ensuring our contractors are set CO ₂ targets which are monitored SB 18/10/12	
Budget & Policy Framework Plans			Core Strategy SB 1/11/12
Flood Risk Management		Report on current position SB 18/10/12	Agree terms of reference SB 22/11/12
Recommendation Tracking		Young People's engagement in cultural, sporting and recreational activities SB 18/10/12	
Performance Monitoring	Quarter 1 performance report SB 20/9/12		

Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
Marketing and promotion of the City		Session 1 SB 24/1/13	Session 2 SB 21/2/13
Bus services in Leeds	Session 2 SB 20/12/12	Session 3 SB 31/1/13	
The role of Leisure & Culture in promoting public Health	Briefing on Sport England bid SB 20/12/13		
M62 roadworks		WG 30/1/13	WG Date TBC
Annual review of Partnership			
Requests for Scrutiny		West Park Centre SB 24/1/13	
Budget & Policy Framework Plans	Local Development Framework – Natural Resources & Waste Development Plan Document SB 20/12/13 Initial budget proposals SB 20/12/13		
Flood Risk Management			
Recommendation Tracking			Maximising Powers to Promote Influence and Create Local Employment and Skills Opportunities SB 21/2/13 Young People's engagement in cultural, sporting and recreational activities - further report on recommendation 2 SB 21/2/13
Performance Monitoring	Quarter 2 performance report SB 20/12/12		

Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	2013/14
Marketing and promotion of the City	WG 5/3/13		
Bus services in Leeds			
The role of Leisure & Culture in promoting public Health	Session 1 SB 21/3/13		WG Date TBC Session 2 SB Date TBC
Flood Risk Management		Session 1 and 2 SB 23/4/13	
Annual review of Partnership	To undertake "critical friend" challenge SB 21/3/13		
West Park Centre	SB Date TBC		
Requests for Scrutiny Briefings		To consider how S106 obligations are monitored and tracked, the current position with outstanding/overdue obligations and the arrears of S106 funding SB 23/4/13	
Budget & Policy Framework Plans			Aire Valley Action Plan Development Plan Document SB June 2013 (TBC)
Recommendation Tracking		Young People's engagement in cultural, sporting and recreational activities SB 23/4/13	
Performance Monitoring	Quarter 3 performance report SB 21/3/13		

Key: SB – Scrutiny Board (Sustainable Economy and Culture) Meeting

WG – Working Group Meeting

LIST OF FORTHCOMING KEY DECISIONS

(Extract relating to Sustainable Economy and Culture Scrutiny Board)

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Exercise of Option to Purchase Agreement - Land at Freely Lane, Bramham</p> <p>Approval is sought to:</p> <ol style="list-style-type: none"> 1) Trigger an option to purchase agreement to acquire third party owned land to support the sale and redevelopment of Bramham House, a Council owned property; and 2) Give authority to incur expenditure of approx £270k in connection with the land purchase. 	<p>Director of City Development</p>	<p>1/2/13</p>	<p>Executive Member for Development and the Economy, Ward Members, and Bramham Parish Council have already been consulted.</p>	<p>Design and Cost Report</p>	<p>Martin Blackett, Senior Surveyor</p> <p>martin.blackett@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Highway Maintenance vehicle replacement programme To approve the replacement of 21 vehicles operated by the Highway Maintenance Operational DSO</p>	Director of City Development	1/2/13	Executive Member for Development and the Economy, Director of Resources	Design and Cost Report	<p>Russell Martin, Highway Maintenance Manager - Ring Road Middleton</p> <p>Russell.martin@leeds.gov.uk</p>
<p>Leeds Local Implementation Plan supporting document for the West Yorkshire Local Transport Team Report requesting authority for approval of the supporting document for Leeds setting out details of the strategy and implementation proposals for Leeds included in the West Yorkshire Local Transport Plan.</p>	Chief Officer (Highways and Transportation)	1/2/13	The document sets out issues and proposals that have been consulted on as part of the Local Transport Plan preparation process which has included Members and stakeholders	Delegated decision report	<p>Andrew Hall, Acting Head of Transportation Services</p> <p>andrew.hall@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance.</p>	<p>Chief Planning Officer</p>	<p>1/2/13</p>	<p>Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and Other bodies</p>	<p>Report and Morley Conservation Area Appraisal and Management Plan</p>	<p>Philip Ward, Conservation Officer phil.ward@leeds.gov.uk</p>
<p>New Farnley Village Design Statement (VDS) Approval of the New Farnley Village Design statement so that it can be formally adopted as a Supplementary Planning Document (SPD) within the Leeds Development Framework.</p>	<p>Chief Planning Officer</p>	<p>1/2/13</p>	<p>The document has undergone significant local consultation which had shaped the aspirations within it. A representations statement and EIA will be published alongside the VDS.</p>	<p>New Farnley VDS</p>	<p>Gareth Read, Planning Assistant gareth.read@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Oulton and Woodlesford Design Statement (NDS) Approval of the Oulton and Woodlesford Design Statement (NDS) to enable it to be formally adopted as a Supplementary Planning Document (SPD) within the Leeds Development Framework.	Chief Planning Officer	1/2/13	The document has undergone significant local consultation which has shaped the aspirations within it. A representations statement and EIA will be published alongside the NDS.	Oulton and Woodlesford NDS	Steven Wilkinson, Senior Planner FPI steven.wilkinson@leeds.gov.uk tel: 0113 3978078
Roundhay Road Highway Improvements Following extensive consultation in 2011, approval of TRO proposals and scheme to be implemented.	Chief Officer (Highways and Transportation)	1/2/13	Gipton & Harehills Ward Members, members of the public, local businesses and residents whose frontages are impacted by the proposals.	Delegated Decision report	Lisa Martin, Trainee Engineer Lisa.S.Martin@leeds.gov.uk
Rugby Union World Cup 2015 To approve the contract with Rugby Union World Cup 2015 to act as host city.	Director of City Development	1/2/13	Executive Member for Leisure.	Delegated decision report	Catherine Blanshard, Chief Libraries, Arts and Heritage Officer, Learning and Leisure catherine.blanshard@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Travel Plan SPD Approve Travel Plan Supplementary Planning Document as adopted part of the Local Development Framework.	Chief Planning Officer	1/2/13	The draft SPD has gone through significant internal consultation and a full statutory external consultation. Amendments have been made to the SPD as a result of these conditions.	The report to be issued to the decision maker with the agenda for the meeting	Nathan Huntley, Senior Highways Engineer nathan.huntley@leeds.gov.uk
Community Infrastructure Levy - Preliminary Draft Charging Schedule. Approval of CIL Preliminary Draft Charging Schedule for public consultation.	Executive Board Portfolio: Development and the Economy	15/2/13	Request to consult – March 2013 (6 Weeks)	The report to be issued to the decision maker with the agenda for the meeting	Lora Hughes, Principal Planner lora.hughes@leeds.gov.uk, 0113 3950714
Extension of Pedestrianized Hours in Leeds City Centre Agree to extend the pedestrianized hours in the city centre to facilitate growth in the retail sector and night-time economy.	Executive Board Portfolio: Development and the Economy	15/2/13	Formal Traffic Regulation Order consultation plus city centre business consultation already undertaken.	The report to be issued to the decision maker with the agenda for the meeting	Cath Follin, Head of City Centre Management cath.follin@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Older People's Housing & Care To consider and agree investment proposals for Older People's residential accommodation including extra care housing.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	15/2/13	<p>Detailed consultation will take place with Ward Members, residents and the wider communities through the planning and design process.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Margaret Gjessing, Housing Investment Manager maggie.gjessing@leeds.gov.uk</p>
<p>West Park Centre Options Appraisal To consider the various options for the future of the West Park Centre.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	15/2/13	<p>Community and user consultation has taken place.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Neil Charlesworth, Community Asset Officer neil.charlesworth@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Annual Pedestrian Crossing Review 2013 Chief Officer of Highways and Transportation to approve the proposals made in the report as the basis for the 2013/14 programme for introducing new pedestrian crossings.	Chief Officer (Highways and Transportation)	19/2/13	Local members are advised of the progress made with their requests by the Traffic Section and notified of the final outcome of the review. One approved, each individual scheme is then taken forward for a separate delegated decision for detailed design and construction – this includes consultations with ward members and affected frontages	Design and Cost Report: Annual Pedestrian Crossing Review 2013	Kasia Speakman, Access and Mobility Officer katarzyna.speakman@leeds.gov.uk, 0113 2476312
Reinstatement works following fire damage at Temple Newsam Farm Authority to spend from insurance fund.	Director of City Development	1/3/13	Corporate Procurement Unit, Insurance Section, Ward Members, Executive Member for Leisure	Design and Cost Report	Anne Chambers, Head of Corporate Property Management anne.chambers@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Sport Prices 2013/14 To approve a pricing schedule for Sport and Active Lifestyle Service 2013/14	Chief Officer Resources and Strategy	4/3/13	Executive Member, You Choose online budget survey.	Delegated Decision Report	Mark Allman, Head of Sport and Active Recreation mark.allman@leeds.gov.uk
Outdoor advertising on Council Land Tender To seek approval to extend the existing billboard licence agreement by 24 months from the expiry on 31 March 2012 to 31 March 2014.	Director of City Development	8/3/13	Executive Member for Development and the Economy.	Report	Stephen Jefferys, Senior Surveyor stephen.jeffreys@leeds.gov.uk
Holt Park District Centre 1) Approval to the Draft Informal Planning Statement as a guide to future development proposals for this site. 2) Approval to commence public consultation on the draft Informal Planning Statement	Executive Board Portfolio: Development and the Economy	13/3/13	Executive Member for Development and the Economy and Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Ben Middleton, Senior Surveyor ben.middleton@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>A58(M) Woodhouse Tunnel Strengthening Works Following, and subject to full approval being granted by the Department for Transport,</p> <p>(i) Approve the implementation of the A58(M) Woodhouse Tunnel Strengthening Works; and</p> <p>(ii) Give authority to incur expenditure of £20 million.</p>	Executive Board Portfolio: Development and the Economy	13/3/13	On such a key part of the highway network, an extensive consultation programme is being developed. This will include all ward Members and key stakeholders. Findings will be included in the Executive Board report.	The report to be issued to the decision maker with the agenda for the meeting	Paul Russell, Principal Engineer paul.russell@leeds.gov.uk, 0113 24 76171
City Centre Water Features Future management of water features in City Centre.	Executive Board portfolio: Development and the Economy	13/3/13	Local Ward Members (City & Hunslet) and businesses who may be effected by the decision taken.	The report to be issued to the decision maker with the agenda for the meeting	Roy Coello, Head Of Engineering Service roy.coello@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>Kirkgate Market Strategy To approve outline proposals for the refurbishment and future management approach for Kirkgate Market.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>13/3/13</p>	<p>Stakeholder engagement with the Labour, Conservative, Liberal Democrat, Independent and Green Groups, Kirkgate Market Staff & traders, Citizens Panel, City Centre Partnership Board, Leeds Retail Association, Hammersons, Public Kirkgate Quarter Stakeholder Group, Civic Trust, Equality Hub, Friends of Leeds Kirkgate Market and Youth Representatives. Engagement has also taken place with the Executive Member for Development and the Economy, Lead Member & Markets Champion, Kirkgate Project Board, CLT and LMT.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Susan Burgess, Manager, Leeds Markets susan.burgess@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Local Development Framework (LDF) Authority Monitoring Report (AMR) 2012 To agree the 2012 Authority Monitoring Report	Executive Board Portfolio: Development and the Economy	13/3/13	Legal Services / Executive Member	The report to be issued to the decision maker with the agenda for the meeting	Martin Elliot, Data Team Leader martin.elliott@leeds.gov.uk
Strategic Housing Land Availability Assessment (SHLAA) 2012 Update To agree the 2012 update and revised membership of the SHLAA Partnership.	Executive Board Portfolio: Development and the Economy	13/3/13	Legal Services/ Executive Member	The report to be issued to the decision maker with the agenda for the meeting	Robin Coghlan, Policy Team Leader robin.coghlan@leeds.gov.uk Tel: 0113 2478131
Transfer of cleared sites in Holbeck to Unity Housing Association To transfer cleared sites in Holbeck to Unity Housing at less than best consideration to facilitate the development of new affordable homes.	Executive Board Portfolio: Development and the Economy	13/3/13	Executive Member for Development and the Economy. Consultation regarding the proposed development has been undertaken with the Local Resident Forum and Ward Members in December 2012.	The report to be issued to the decision maker with the agenda for the meeting	James Kilroy, Project Officer, Regeneration Service 0113 24 74491

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
<p>The promotion by Leeds City Council and Metro of a Transport & works Act Order for the New Generation Transport Scheme</p> <p>Executive Board to recommend to Full Council that it authorises the joint promotion with the West Yorkshire Passenger Transport Executive of a Transport and Works Act Order for the New Generation Transport Scheme. To approve further funding of the development costs for the scheme. To approve entering into a Joint Venture Agreement with Metro to develop and progress the scheme.</p>	<p>Executive Board Portfolio: Development and the Economy</p>	<p>13/3/13</p>	<p>On-going consultation with Ward Members, Community Groups and Businesses.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Andrew Wheeler, Highway Design and Construction / NGT Manager</p> <p>andrew.wheeler@leeds.gov.uk</p>
<p>Tower Works</p> <p>Approval to land assembly proposals at Tower Works between Leeds City Council and Holmes and Communities Agency.</p>	<p>Executive Board Portfolio: Development and Economy</p>	<p>13/3/13</p>	<p>Executive Member Development & Economy, and City & Hunslet Ward Members.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Edward Rowland, Principal Surveyor</p> <p>edward.roland@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer
Asset Management Plan (including Community Asset Strategy and Carbon and Water Management Plan) Approval Required	Executive Board Portfolio: Development and the Economy	24/4/13	Equality Impact Assessment	The report to be issued to the decision maker with the agenda for the meeting	Colin Mawhinney, Head of Economic Policy and Programmes colin.mawhinney@leeds.gov.uk
Leeds Let's Get Active Acknowledge receipt of funding from Sport England and Public Health, and note commencement of the project to increase access to leisure facilities.	Executive Board Portfolio: Leisure and Skills	24/4/13	None	The report to be issued to the decision maker with the agenda for the meeting	Mark Allman, Head of Sport and Active Recreation mark.allman@leeds.gov.uk

