



EXECUTIVE BOARD

Meeting to be held in Civic Hall, Leeds on
Wednesday, 15th October, 2014 at 1.00 pm

MEMBERSHIP

Councillors

K Wakefield (Chair)	A Carter	S Golton
J Blake		
M Dobson		
P Gruen		
R Lewis		
L Mulherin		
A Ogilvie		
L Yeadon		

CONFIDENTIAL AND EXEMPT ITEMS

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

9.0 Confidential information – requirement to exclude public access

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

9.2 Confidential information means

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

10.0 Exempt information – discretion to exclude public access

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

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

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

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

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

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

A G E N D A

Item No K=Key Decision	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 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 15.2, written notice of an appeal must be received 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 within the meaning of Section 100I of the Local Government Act 1972, 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 the recommendation is accepted, to formally pass the following resolution:-</p> <p>RESOLVED – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.</p>	

Item No K=Key Decision	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>MINUTES</p> <p>To confirm as a correct record the minutes of the meeting held on 17th September 2014</p> <p><u>NEIGHBOURHOODS, PLANNING AND PERSONNEL</u></p>	1 - 16
6			<p>UPDATE ON RESPONSE TO LEEDS STUDENTS' UNIONS DEPUTATION OF MARCH 2014</p> <p>To consider the report of the Deputy Chief Executive responding to the deputation presented to full Council on 26th March 2014 regarding "Student Representation at Policy Making Level".</p>	17 - 22

Item No K=Key Decision	Ward	Item Not Open		Page No
7 K		10.4(3) (Appendix A only)	<p><u>CLEANER, STRONGER AND SAFER COMMUNITIES</u></p> <p>LEEDS CITY REGION GREEN DEAL AND ECO SCHEME</p> <p>To consider the report of the Director of Environment and Housing which provides the Board with information on the progress made to date with the procurement of the LCR Green Deal and ECO scheme and seeks approval to call off from the Framework Agreement. The report also details the benefits of the scheme to assist the decision making in respect of call-off.</p> <p>(Please note that Appendix A to this report is recommended to be designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (3))</p> <p><u>DIGITAL & CREATIVE TECHNOLOGIES; CULTURE AND SKILLS</u></p>	23 - 40
8 K			<p>REVIEW OF LIBRARY OPENING HOURS</p> <p>To consider the report of the Director of City Development outlining the outcomes of the consultation undertaken on the review of library opening hours and seeking agreement to implement the resulting proposed hours and deliver required savings</p>	41 - 92

Item No K=Key Decision	Ward	Item Not Open		Page No
9			<p><u>ADULT SOCIAL CARE</u></p> <p>OUT OF THE SHADOWS: TIME TO SHINE</p> <p>To consider the joint report of the Director of Adult Social Services and the Director of Public Health providing a briefing on the vision of the 'Time to Shine' project, the aim of which is to reduce loneliness and isolation by breaking down barriers and building strong communities. The report describes the project's strategy for making better use of existing assets and changing society's attitudes and behaviours towards older people.</p>	93 - 100
10			<p><u>FINANCE AND INEQUALITY</u></p> <p>DISCRETIONARY HOUSING PAYMENTS</p> <p>To consider the report of the Assistant Chief Executive (Citizens and Communities) providing information on Discretionary Housing Payment (DHP) spend and the actions that are being taken to both meet the needs of vulnerable tenants and manage scheme spend within the available budget.</p>	101 - 106
11 K			<p>MEDIUM TERM FINANCIAL STRATEGY 2015/16 - 2016/17</p> <p>To consider the report of the Deputy Chief Executive which sets out the principles and assumptions underlying the proposed financial strategy covering the years 2015/16 to 2016/17. This will provide the framework for the preparation of the 2015/16 initial budget proposals which will be presented to Members in December 2014.</p>	107 - 124

Item No K=Key Decision	Ward	Item Not Open		Page No
12			<p>FINANCIAL HEALTH MONITORING 2014/15: MONTH 5</p> <p>To consider the report of the Deputy Chief Executive on the Council's projected financial position for 2014/15 after five months of the financial year</p>	125 - 144
13			<p>CITIZENS@LEEDS:DELIVERING COMMUNITY HUBS ACROSS THE CITY</p> <p>To consider the report of the Assistant Chief Executive (Citizens and Communities) setting out proposals which aim to deliver a sustainable network of Community Hubs across the city. The report outlines the high-level basis upon which a city-wide network of Community Hubs can be developed; building upon the successes and learning from the three pathfinder hubs agreed by Executive Board in November 2013.</p> <p><u>HEALTH AND WELLBEING</u></p>	145 - 162
14			<p>DUE NORTH: REPORT OF THE INQUIRY ON HEALTH EQUITY FOR THE NORTH</p> <p>To consider the report of the Director of Public Health which outlines the key recommendations arising from the report entitled 'Due North', which is the report of the Inquiry on Health Equity for the North. In addition, the report seeks agreement on ways to implement those recommendations through the Leeds City Region.</p> <p><u>TRANSPORT AND THE ECONOMY</u></p>	163 - 190
15 K			<p>ASSET MANAGEMENT PLAN</p> <p>To consider the report of the Director of City Development seeking approval of the Asset Management Plan, as submitted as Appendix 1.</p>	191 - 236

Item No K=Key Decision	Ward	Item Not Open		Page No
16	Otley and Yeadon		<p>LEEDS BRADFORD INTERNATIONAL AIRPORT</p> <p>To consider the report of the Director of City Development setting out the main principles for the development of the Council's policy relating to the growth of Leeds Bradford International Airport. The report considers the Council's approach to enhancing the positive role of Leeds Bradford International Airport in supporting economic and jobs growth and providing international connections. Additionally the report considers the framework for the planned growth and improvement of the airport and its wider supporting infrastructure; and the Council's approach to developing a unified approach across site allocations, transport and economic development and highlights the strategic issues that will need careful consideration.</p> <p><u>CHILDREN AND FAMILIES</u></p>	237 - 252
17			<p>DOMESTIC VIOLENCE AND ABUSE PROGRAMME UPDATE</p> <p>To consider the joint report from the Director of Children's Services, the Director of Environment and Housing and the Director of Public Health providing an update on the progress made in tackling domestic violence and abuse, both in terms of response to Scrutiny Board findings and in the wider programme of work aimed at addressing Domestic Violence and Abuse in Leeds. In addition, the report also seeks support for the approach being adopted to tackle such matters in Leeds.</p>	253 - 298

Item No K=Key Decision	Ward	Item Not Open		Page No
18			<p>INFORMATION ON THE ANNUAL ADMISSIONS ROUND FOR SEPTEMBER 2014 ENTRY AND UPCOMING CONSULTATION FOR 2016 POLICY.</p> <p>To consider the report of the Director of Children’s Services which provides statistical information on the annual admissions round for entry to Reception and Year 7 for September 2014. The report highlights that the rising birth rate has been impacting on entry to Reception particularly since 2009 and the impact on entry to year 7 is now affecting some areas of the City. The report further considers the potential effect of the latest government consultation on changes to the admissions code, and potential for changes within the Leeds City Council admissions policy</p>	299 - 312

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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EXECUTIVE BOARD

WEDNESDAY, 17TH SEPTEMBER, 2014

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, M Dobson, S Golton,
P Gruen, R Lewis, L Mulherin, A Ogilvie
and L Yeadon

55 Chair of the Meeting

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Wakefield, who had submitted his apologies for absence from the meeting, Councillor Blake presided as Chair of the Board for the duration of the meeting.

56 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

Appendix 1 to the report entitled, 'Lease at Less Than Best Consideration: Agreement to Lease 4 Miscellaneous Properties to GIPSIL on a 21 Year Lease Agreement', referred to in Minute No. 68 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix relates to the financial or business affairs of particular persons, or organisations, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is to be used as part of one to one negotiations in respect of the leases of these properties in this report, it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions of other similar properties. It is therefore considered that this element of the report should be treated as exempt under Rule 10.4.3 of the Access to Information Procedure Rules.

57 Late Items

There were no formal late items of business, however, it was noted that Board Members had been provided with correspondence received from the Education Funding Agency in respect of the agenda item entitled, 'Transfer of the Former Fir Tree Primary School to the Khalsa Education Trust' (Minute No. 78 refers).

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58 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Allotment Rental Charges', Councillor A Carter drew the Board's attention to his position as President of the Calverley Horticultural Society.

Regarding the same item, Councillor Golton drew the Board's attention to his position as Vice President of Leeds and District Allotment Gardeners' Federation. Having sought advice at the meeting, it was confirmed to Councillor Golton that his position did not preclude him from participating in the relevant item (Minute No. 70 refers).

59 Minutes

RESOLVED – That the minutes of the previous meeting held on 16th July 2014 be approved as a correct record.

ADULT SOCIAL CARE

60 Safeguarding Adults Annual Report 2013/2014 and Business Plan 2014/2015

The Director of Adult Social Services submitted a report which introduced the Leeds Safeguarding Adults Board Annual Report for 2013/2014, presented the Board's Business Plan for 2014/2015 and provided an update on the ongoing work of the Board.

Board Members were provided at the meeting with information packs which accompanied the submitted the report.

Dr Paul Kingston, Independent Chair of the Leeds Safeguarding Adults Board, was in attendance to introduce the key issues arising from the 2013/14 Annual Report, together with the Business Plan for 2014/15.

Members welcomed the report and received assurances in respect of the ongoing work and initiatives that continued to be undertaken and developed in this area of safeguarding.

In conclusion, the Board thanked the Chair together with the members of the Safeguarding Adults Board for their continued work in this field.

RESOLVED – That the contents of the submitted report, together with the appended 2013/14 Annual Report be noted, and that the 2014/15 work programme of the Safeguarding Adults Board be endorsed.

CHILDREN AND FAMILIES

61 Leeds Safeguarding Children Board (LSCB) Annual Report 2013/2014 Evaluating the Effectiveness of Safeguarding Arrangements in Leeds

The Independent Chair of the Leeds Safeguarding Children Board (LSCB) submitted a report which presented the LSCB Annual Report for 2013/2014.

Jane Held, Independent Chair of the Leeds Safeguarding Children Board, was in attendance to introduce the 2013/14 Annual Report and the key themes arising from it.

Members welcomed the report together with the partnership approach being taken across a number of agencies in this field.

The Chief Executive provided the Board with details of the ongoing work being undertaken to review and monitor the provision of safeguarding in Leeds, together with partnership working which continued on a regional and city regional basis.

Responding to a Member's enquiry, officers provided the Board with details regarding the actions being taken by the Council to ensure that any drivers, employed by companies who transported vulnerable individuals on the Council's behalf had been subject to the required Disclosure and Barring Service (DBS) checks.

The Board thanked the Chair together with the members of the Safeguarding Children Board for their continued work in this field.

RESOLVED – That the key issues from the LSCB Annual Report for 2013/2014 be noted, specifically:

- The evaluation of the effectiveness of safeguarding arrangements in Leeds;
- The challenges identified for strategic bodies in 2014/15; and
- The implications for the work of Leeds City Council.

62 The Children and Families Act 2014: SEN and Disability Reforms

The Director of Children's Services submitted a report which provided an update on the Special Educational Needs and Disabilities reforms within the Children and Families Act 2014 that came into effect on the 1st September 2014. The report highlighted the implications of the reforms on Children's Services and partners, particularly the financial impact, and identified the opportunities that the Act offered to maximise the Council's resources in order to have a positive lifelong impact, to actively engage young people at risk of disenfranchisement and prepare them for adulthood and active citizenship.

RESOLVED –

- (a) That the progress made to implement the Special Educational Needs and Disabilities reforms as outlined in the Children and Families Act 2014 be noted;
- (b) That the progress made to develop and maintain high levels of engagement with partners, children, young people and families affected by the changes, be noted;
- (c) That the impact of the proposed changes on Council services and the resource implications, which will be kept under review (as detailed in sections 4.4.3 to 4.4.14 of the submitted report), be noted;
- (d) That it be noted that the Department for Education has made grant available to support the implementation;
- (e) That it be noted that the longer term financial implications, following

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the implementation of the Act will not be fully known in the short term, but that these will be kept under review;

- (f) That it be noted that the lead officer for these reforms is the Head of Complex Needs, Children's Services.

63 Basic Need Programme

Further to Minute No. 53, 17th July 2013, the Deputy Chief Executive, the Director of Children's Services and the Director of City Development submitted a joint report which sought approval to the proposed delegations necessary to adopt a programme approach to the delivery of school places under the basic need programme.

Members emphasised the importance of cross-departmental working on such matters and highlighted the significant scale of the programme across the city.

Responding to an enquiry regarding Member engagement in the proposed delegated decision making process, officers assured the Board that any decisions taken regarding the approval of design and cost reports as part of the Basic Need scheme would first be subject to consultation with the relevant Executive Members. Furthermore, should there be any situation whereby an unforeseen release of funds was required, then prior to any decisions being made, this would be the subject of a separate consultation exercise with Executive Members. Finally, it was noted that any officer delegated decisions in respect of Basic Need schemes would be accompanied by a standard design and cost report and would be subject to the Council's agreed delegated decision making procedures.

RESOLVED –

- (a) That the adoption of an enhanced programme approach to the management of the basic need schemes, be approved;
- (b) That additional authority to spend expenditure on the basic need programme of £28,250,000 which increases the overall approval on the schemes in the programme to £97,585,000 be approved, and that approval also be given to the fact that this additional authority to spend will include an allocation of up to £10,000,000 for the establishment of a basic need risk capital fund;
- (c) That the approval of design and cost reports for the schemes identified in Table 3 in Appendix A to the submitted report be delegated to the Director of Children's Services, and that these approvals shall be subject to the agreement of the Director of City Development and the Deputy Chief Executive in consultation with the appropriate Executive Members and that these reports will be open to scrutiny by Members as explained within the submitted report;
- (d) That the management and use of the basic need risk capital fund be delegated to the Director of Children's Services and that these decisions shall be subject to the agreement of the Director of City Development and the Deputy Chief Executive, in consultation with the

appropriate Executive Members and that decisions on with these matters will be open to scrutiny by Members as explained within the submitted report;

- (e) That the proposed governance and transparency arrangements in relation to the officer decisions for design and cost reports, together with the variations on projects, as set out within the submitted report, be approved;
- (f) That regular reports, at least every six months, be submitted to Executive Board on the progress made in delivering outcomes and on the overall programme approvals and budget;
- (g) That it be noted that the Head of Service, Strategic Development and Investment has client responsibility for the programme and that the Chief Officer, Public Private Partnerships & Procurement Unit is responsible for the delivery of projects in the programme.

64 Outcome of consultation to increase primary school places in Leeds. Part A: Outcome of Statutory notice on proposals to expand primary provision in Guiseley and Part B: Outcome of consultation on proposals to expand primary school provision in Roundhay

Further to Minute No. 14, 25th June 2014, the Director Children's Services submitted a report providing details of proposals brought forward to meet the Local Authority's duty to ensure sufficiency of school places. The submitted report was divided in to two sections: Part A described the outcome of statutory notices regarding proposals to expand primary school provision in Guiseley by establishing two 2 form entry primary schools from the existing three form entry Guiseley Infant and Nursery School and St Oswald's C of E Junior Schools and which sought a final decision on the proposals. Whilst Part B described proposals to increase places at Gledhow Primary School and Immaculate Heart of Mary Catholic Primary School, summarised the outcome of a consultation exercise and sought permission to publish a statutory notice in respect of Gledhow Primary School.

RESOLVED –

- (a) That changes to Guiseley Infant and Nursery School by increasing its capacity from 270 pupils to 420 pupils and raising the upper age limit from 7 to 11, therefore creating a primary school with an admission limit of 60 in reception, with effect from September 2015, be approved;
- (b) That changes to St Oswald's Church of England Junior School, increasing its capacity from 360 to 420 and lowering the age limit from 7 to 4, therefore creating a primary school with an admission limit of 60 in reception with effect from September 2015, be approved;
- (c) That the publication of a Statutory Notice to expand Gledhow Primary School from a capacity of 420 pupils to 630 pupils, with an increase in the admission number from 60 to 90, with effect from September 2016, be approved;
- (d) That it be noted that the proposal in respect of Immaculate Heart of Mary Catholic Primary School will not be progressed.

- (e) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

65 Leeds Core Strategy: Inspector's Report and Adoption

Further to Minute No. 210, 5th March 2014, the Director of City Development submitted a report which presented the contents of the Leeds Core Strategy Inspector's Final Report, and which sought authority from the Board to proceed to full Council with the recommendation that the Leeds Core Strategy be formally adopted.

Members discussed key issues arising from the submission of the Leeds Core Strategy and acknowledged that such matters would be considered in further detail at the next scheduled meeting of Council.

The Board thanked all of those who had been involved for their considerable efforts in getting the Leeds Core Strategy to its current position.

RESOLVED – That the Inspector's Final Report, including his recommendations and reasons be noted, and that the Executive Board recommends to Council that it adopts the Core Strategy (as submitted for examination and with modifications) pursuant to Section 23 of the Planning and Compulsory Purchase Act 2004.

(Under the provisions of Council Procedure Rule 16.5, both Councillor A Carter and Councillor Golton required it to be recorded that they respectively abstained from voting on the matters included within this minute)

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the resolution relating to this minute (above) was being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

66 The Leeds Community Infrastructure Levy: Future Date for Adoption of Charging Schedule and Approval of Associated Policies

Further to Minute No. 102, 9th October 2013, the Director of City Development submitted a report which presented the outcome of the Examiner's report on the Leeds Community Infrastructure Levy (CIL) Draft Charging Schedule, the proposed minor modifications to the final Charging Schedule and associated policies, and also proposed a formal adoption date of 6th April 2015.

RESOLVED –

- (a) That Executive Board recommend to Full Council that the contents of the Community Infrastructure Levy Charging Schedule be approved;
- (b) That Executive Board recommend to Full Council that the Community Infrastructure Levy be formally adopted in Leeds from 6th April 2015;
- (c) That the contents of the Regulation 123 List, Exceptional

- Circumstances Policy, Instalments Policy and the Statement of Discretionary Charitable Relief, be approved;
- (d) That as required following monitoring, approval be given for the Chief Planning Officer under delegated authority to make revisions to any of the policies and procedures detailed in resolution (c) (above) going forward;
 - (e) That it be noted that the following steps will be undertaken in order to deliver the decisions of the Board:-
 - i. The Charging Schedule will be submitted to Full Council on 12th November 2014 for resolution to adopt.
 - ii. The timescales for the implementation of the decisions are, subject to the agreement of Executive Board and Full Council, that Leeds City Council will start charging the CIL from 6th April 2015.
 - iii. The Chief Planning Officer is the officer responsible for the implementation of such matters.

(The matters referred to in resolutions (a) and (b) above were not eligible for Call In, given that the approval of such matters are for the determination of full Council only)

67 Quality Housing Growth and the Leeds Standard

Further to Minute No. 20, 25th June 2014, the Director of Environment and Housing and the Director of City Development submitted a joint report which sought to provide a way forward for improving residential design throughout Leeds in order to ensure that the Council achieved both quality and quantity in the delivery of new houses in Leeds through the development of linked activities brought together to form the "Leeds Standard".

In response to a Member's enquiry, officers provided the Board with information regarding how the 'Leeds Standard' would look to improve the quality of units provided by private developers. In addition, the Board also received information on the methods by which the provision, quality and development of greenspace could be maximised in the communities.

RESOLVED –

- (a) That officers be requested to prepare clarification of the 'Neighbourhoods for Living' guidance for residential design in Leeds, focusing on external design issues such as streets, spaces and architecture, layout and character, in line with the principles outlined within the submitted report in order to enable the Council as the Local Planning Authority to influence the delivery of high quality housing growth;
- (b) That the summary/review of existing local policy and guidance under the three themes of the 'Leeds Standard': Design Quality and Liveability, Space Standards and Sustainable design and construction, be noted;
- (c) That the progress made on the delivery of the Council Housing Growth Programme, including the development of the Leeds Standard be noted, together with the next stages of the programme and

- proposed procurement approach to support the adoption of the Leeds Standard through the construction of new council housing;
- (d) That the Director of City Development be requested to consider the required resources to support this approach to the delivery of quality housing growth, together with the key planning and design issues following the Farrell Review of architecture and the built environment;
 - (e) That the proposed consultation exercise with developers, providers and others in the housing industry on the clarifications to Neighbourhoods for Living, be approved.

68 Lease at Less Than Best Consideration - Agreement to lease 4 miscellaneous properties to GIPSIL on a 21 year lease agreement

The Director of Environment and Housing submitted a report which sought approval to surrender the committee tenancy arrangements between GIPSIL and Leeds City Council and to formalise the use of the properties listed in exempt appendix 1 to the submitted report via standard 21 year lease agreements at less than best consideration.

Following consideration of appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That the surrender of the committee tenancy arrangements between GIPSIL and Leeds City Council for the properties listed in exempt appendix 1 to the submitted report be approved, and that approval also be given to the simultaneous re-grant of 21 year lease agreements at less than best consideration on the terms to be agreed by the Director of City Development.

CLEANER, STRONGER AND SAFER COMMUNITIES

69 Update on district heating and the Residual Waste Treatment PFI project

The Director of Environment and Housing submitted a report providing an update on the progress made towards the delivery of a district heating network linked to the Recycling & Energy Recovery Facility (RERF) as part of the Residual Waste Treatment Project, and also on a range of potential benefits and options for achieving substantial cost reductions through this project. In addition, the report sought approval of the delegation of appropriate authority to the relevant Directors in order to exercise specific contractual cost saving options, to instruct Veolia to install elements of infrastructure at the RERF necessary for the export of heat from the site, subject to further technical and financial assessment, and also to explore other potential value for money opportunities.

Officers responded to Members' enquiries around the Non-Reverting Asset option as detailed within the submitted report and also regarding how the energy used as part of the District Heating Scheme could be maximised.

In conclusion, Members welcomed the report and noted the wider opportunities, particularly in respect of infrastructure provision, that the initiative could potentially help to offer in the future.

RESOLVED –

- (a) That the contents of the submitted report, including the progress made on feasibility work for a district heating scheme linked to the Recycling and Energy Recovery Facility (RERF) as part of the Project, together with the community benefits associated with the Project, be noted;
- (b) That the Director of Environment and Housing be authorised to approve the installation of initial infrastructure at the RERF which will be necessary for the delivery of a district heating scheme (as described at sections 3.1.9-3.1.12 of the submitted report), subject to his receipt of a further satisfactory technical and financial assessment and subject to the timescales detailed within section 3.1.12 of the submitted report;
- (c) That approval be given for the implementation of the Non Reverting Asset option in relation to the Project (as described at sections 3.2.2-3.2.11 of the submitted report), in order that the Director of Environment & Housing can take the decision subject to DEFRA approval and subject to the Deputy Chief Executive determining that there are no accounting treatment issues following consultation with the Council's external auditors by the Extended Commissioning Date currently anticipated to be 25th March 2016, although subject to programme;
- (d) That following the agreement of resolution (c) above, it be noted that the Director of City Development will arrange for disposal of the RERF site for an additional 15 years at the appropriate time and in accordance with the Asset Management functions in the officer delegation scheme;
- (e) That approval be given to an injection into the City Council's Capital Programme together with the associated authority to spend £30,000,000 as a Capital Contribution to the Project (as described at sections 3.2.12-3.2.18 of the submitted report) by the Actual Full Payment Date (currently expected to be 8th July 2016, although subject to programme change and subject to DEFRA approval);
- (f) That the necessary authority be delegated to the Deputy Chief Executive in order to negotiate and agree to further proposals with Veolia for an increased Capital Contribution of up to an additional £12,000,000, should this (in the Deputy Chief Executive's opinion) represent value for money, this will be subject to DEFRA approval and also subject to the Deputy Chief Executive determining that there are no accounting treatment issues following consultation with the Council's external auditors by the Extended Commissioning Date, currently anticipated to be 25th March 2016, subject to programme;
- (g) That subject to resolution (f) above being actioned, approval be given to an injection into the capital programme and the associated authority to spend of up to £12,000,000;
- (h) That apart from those matters expressly set out in the resolutions above, it be noted that the Director of Environment and Housing will take any necessary action associated with the implementation of the

above options in accordance with the timescales and Waste Management Function.

70 Allotment Rental Charges

Further to Minute No. 63, 4th September 2013, the Director of Environment and Housing submitted a report which sought approval for a fresh decision on allotment rental charges following the outcome of a judicial review.

As part of the consideration of this matter, Members received information on the context and background to the recommended way forward, as detailed within the submitted report. In response, a concern was raised and a request was made for further dialogue to be undertaken with all relevant parties, prior to any final decisions being taken. Having noted the concern raised, at the conclusion of the debate it was

RESOLVED – That the following be approved, without prejudice to the Council's position that the decision made on 4th September 2013 was not unlawful and should not have been quashed:-

- (a) A phased rental increase commencing in autumn 2015, as set out in the following table, which starts for a full size plot in year 1 as £19.50 more per year (or £0.37 extra each week) to £33.50 more at the end of year three (which equates to £0.64 per week).

Rental	2015/16			2016/17			2017/18		
	Con-cession	Con-cession Pensioner	Full	Con-cession	Con-cession Pensioner	Full	Con-cession	Con-cession Pensioner	Full
Full plot (250sq m)	£29.00	£46.40	£58.00	£32.50	£52.00	£65.00	£36.00	£57.60	£72.00
Half plot (125sq m)	£14.50	£23.20	£20.00	£16.25	£26.00	£32.50	£18.00	£28.80	£36.00
Quarter plot (62.5sq m)	£7.25	£11.60	£14.50	£8.00	£13.00	£16.25	£9.00	£14.40	£18.00

- (b) That a side letter be issued to each allotment association to confirm the implementation of the provisions for concessions and that the reduction in the proportion of rental income that may be retained by the association should be deferred until the proposed new rental charges take effect;
- (c) That those sites managed by associations who fail to sign lease agreements on or before 15th October 2014 will automatically become directly managed by the Council and the Council will then offer a 12 month agreement to each plot holder on each site;

- (d) That following the Court ruling, it be noted that allotment rental charges in 2014/15 will be on the same basis as the previous year (2013/14), including the level of concessions;
- (e) That it be noted that the Chief Officer Parks and Countryside will be responsible for implementing the recommendations in the timescales indicated.

(Under the provisions of Council Procedure Rule 16.5, both Councillor A Carter and Councillor Golton required it to be recorded that they respectively voted against the matters included within this minute)

71 The Future of Middleton Park Golf Course and Gotts Park Golf Course

The Director of Environment and Housing submitted a report which set out proposals to cease providing golf at Middleton Park Golf Course and Gotts Park Golf Course. The report provided the background to the submitted proposals along with a summary of consultation undertaken, together with responses to the alternative options proposed and issues raised as part of such consultation.

In considering the key aspects of the submitted report, emphasis was placed upon the need to ensure that Gotts Park Golf Club was provided with the appropriate opportunity to successfully manage Gotts Park Golf Course, should they confirm that they wish to lead on the management of the course. Furthermore, it was agreed that in the event that Gotts Park Golf Club did not come forward to lead on the management of the golf course, then prior to any final decisions being made, the Director of Environment and Housing submit a further report to Executive Board in order to provide the Board with the opportunity to consider the most appropriate way forward.

Correspondence with Wade's Charity, which reflected the need for their agreement to the proposals, was referred to during the discussion. With regard to the proposals relating to the future of Middleton Park, it was emphasised that the outline ideas for conversion of the course to park land were a basis for consultation and that the final form would be agreed in partnership with the local community, local Members and community groups to ensure that the future use of the park could be maximised for the benefit of the area.

RESOLVED –

- (a) That approval be given for the Council to cease to provide golf at Middleton Park on 31st October 2014;
- (b) That in the event that Gotts Parks Golf Club confirm that they wish to lead on managing the course, then this be approved in principle, subject to the Council entering into an agreement reviewable annually. With an annual grant of no more than the maintenance costs of semi natural parkland, currently £20,000, being made payable by the Council to the operator subject to meeting the terms of the agreement.

The agreement should limit the Council's future liability in the event that the venture is unsuccessful;

- (c) That in the event that Gotts Park Golf Club does not come forward, then the Director of Environment and Housing submit a further report to Executive Board in order to provide the Board with the opportunity to consider the most appropriate way forward;
- (d) That approval be given to invest £74,000 in the space currently occupied by Middleton Park Golf Club, with the investment to be shaped in consultation with local Members, Friends of Middleton Park, Wades and the local community, and that the ongoing costs of maintenance be limited to the costs of maintaining semi natural parkland, which is equivalent to £20,000 at current prices;
- (e) That the necessary authority be delegated to the Director of Environment and Housing, in consultation with the Executive Member for Cleaner, Stronger and Safer Communities in order to conduct the consultations referred to in the resolutions above, and also to conclude negotiations, and then to implement the above resolutions, having regard to the outcome of the consultations.

FINANCE AND INEQUALITY

72 Financial Health Monitoring 2014/2015 - Month 4

The Deputy Chief Executive submitted a report presenting the Council's projected financial position for 2014/15 after four months of the financial year.

RESOLVED –

- (a) That the projected financial position of the authority after four months of 2014/15, as detailed within the submitted report be noted;
- (b) That the creation of an earmarked reserve using general fund reserves, as detailed in paragraph 3.3.5.1 of the submitted report, be approved, and that the release of the reserve be delegated to the Deputy Chief Executive.
- (c) That the release of reserves, as detailed in paragraph 3.3.5.2 of the submitted report, be noted.

73 Customer Access Programme - Improving Customer Service Delivery and Achieving Efficiencies

Further to Minute No. 260, 16th May 2012, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the delivery of Phase 1 of the Transactional Web Services project. In addition, the report sought approval of a £4,866,000 injection into the Capital Programme, whilst it also sought authority for the Assistant Chief Executive (Citizens and Communities) to spend in order to deliver the second phase of the Transactional Web Services project.

RESOLVED –

- (a) That the progress made on the delivery of Phase 1 of the Transactional Web Services project, be noted;
- (b) That an injection of £4,866,000 into the Capital Programme be approved and that the Assistant Chief Executive (Citizens and Communities) be provided with the necessary authority to spend in order to deliver the second phase of the Transactional Web Services project, as detailed within the submitted report.

74 Leeds City Council Social Care and Health Capital Fund

The Deputy Chief Executive, the Director of Adult Social Services and the Director of Children's Services submitted a joint report which provided information on the proposal to create a specific Capital fund of £25,000,000 in order to support the City's ambitious plans to be the Best City in the country for Health and Wellbeing.

Responding to a Member's enquiry, officers provided the Board with an update on the evaluation work being undertaken around the most effective way to secure additional Intermediate Care beds across the city.

The Board emphasised the importance of partnership working across all relevant agencies when considering the most effective ways in which to meet the needs of residents throughout Leeds.

RESOLVED –

- (a) That the creation of a £25,000,000 Capital Fund in support of health and social care initiatives, be approved;
- (b) That the schemes put forward so far and the benefits predicted for those schemes to deliver, be noted;
- (c) That approval be given to the release of a 'pump priming' fund of £100,000 in the first instance, to support business case development in relation to the schemes most likely to be brought forward quickly (More Independent Living Opportunities for People with Learning Disabilities (Building) & Investment in Technology Solutions - IT Hardware (Support Systems)), which is in addition to the £50,000 already committed by Leeds CCG's for the PPPU evaluation of options in relation to Intermediate Care beds;
- (d) That further reports be submitted to the Board in future which seek agreement to commit capital as each scheme becomes ready.

75 Regulation of the High Cost Short Term Credit Market by the Financial Conduct Authority

Further to Minute No. 48, 16th July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report providing details of the actions taken by the Financial Conduct Authority (FCA) to regulate the High Cost Short Term Credit (HCSTC) industry since 1st April 2014, together with details of their consultation on the proposed cap on the total cost of high cost credit.

Members welcomed the positive action which had been taken by the FCA and noted the Council's response to the FCAs associated consultation exercise, as appended to the submitted report.

In terms of future communications by the Council regarding the regulation of the high cost short terms credit market, emphasis was placed upon the need to highlight the stark figures around borrowing charges, as detailed within the submitted report.

RESOLVED –

- (a) That the contents of the submitted report, particularly Leeds City Council's response to the FCA consultation, as set out in Appendix 1 to the submitted report, be noted;
- (b) That the Chief Executive be requested to write to all Leeds MPs asking them to consider Leeds City Council's response to the FCA consultation, as set out in appendix 1 to the submitted report, and urge them to take up the issues raised within the Council's response.

TRANSPORT AND THE ECONOMY

76 Beckhill Neighbourhood Framework

Further to Minute No. 8, 25th June 2014, the Director of City Development submitted a report providing an overview of the work undertaken to prepare a Neighbourhood Framework for the Beckhills area. The submitted report presented the proposed final version of the document for the purposes of approval, whilst agreement was sought on the phased approach to the delivery of improvements across the locality.

In response to a Member's enquiry, officers undertook to provide the Member in question with further information on how the Framework would inform the views of Plans Panel when determining planning matters in the area.

The Board discussed the ways in which an expression of interest for the possible establishment of a Neighbourhood Framework could be made. In addition, Members also discussed the funding sources which had been used in respect of the Beckhills Neighbourhood Framework. In conclusion, invitations were extended to any neighbourhoods that wished to submit an expression of interest in establishing a Neighbourhood Framework in the future.

RESOLVED -

- (a) That the contents of the submitted report be noted;
- (b) That the Beckhill Neighbourhood Framework be approved as informal planning guidance to support the area's regeneration;
- (c) That support be given on the approach to prioritisation, phasing and funding the delivery improvements to the Beckhill area, as set out in paragraphs 3.9 – 3.12 of the submitted report, which is to be led by the Chief Asset Management and Regeneration Officer.

77 Temporary Financial Assistance Measures: Kirkgate Market

Further to Minute No. 227, 2nd April 2014, the Director of City Development submitted a report which sought approval for a package of support for traders during the period of construction works to refurbish and improve Kirkgate Market.

Responding to a Member's enquiry, the Board was provided with assurances around the levels of contact and consultation undertaken with the Friends of Kirkgate Market group, both generally and specifically in respect of the proposals detailed within the submitted report.

RESOLVED –

- (a) That the injection of, and authority to spend £395,800 in respect of the financial assistance at Kirkgate Market, be approved;
- (b) That the injection of, and authority to spend £100,000 in respect of the upgrade of stalls to aid the temporary relocation of the Fish and Game row tenants, be approved;
- (c) That as Kirkgate Market is a Grade 1 listed building, it be noted that the proposed works to the existing Butchers Row in order to facilitate the temporary decant have been discussed with the Local Planning Authority and English Heritage who are supportive of the proposals;
- (d) That it be noted that the Chief Economic Development Officer will be responsible for the implementation of such matters.

78 Transfer of the former Fir Tree Primary School, Lingfield Drive, Leeds to the Khalsa Education Trust

Further to Minute No. 30, 16th July 2014, the Director of City Development and the Director of Children's Services submitted a joint report presenting information and background to the use, and potential disposal of the site previously used for Fir Tree Primary School, Alwoodley. The report provided details of the options open to the Council in respect of this matter.

It was noted that at the commencement of the meeting, Board Members had been provided with correspondence received from Education Funding Agency (EFA) in respect of the submitted report.

In discussing the matter, Members considered a range of issues, including:-

- The recent correspondence which had been received from the EFA and the extent to which it provided any further clarity on the current position;
- The clarification which was still required on whether the Government's legal powers would enable a 'scheme' to be served upon the Council which compelled it to transfer the freehold of the site to the Khalsa Education Trust, and the need for further dialogue to be held between the Department for Education's (DfE's) legal representatives and the Council,

- The level of contact and discussion which had taken place between the Council and the DfE on this issue to date, the nature of such contact and the associated timeframe in which this had taken place;
- The need to ensure that in order to progress this matter, a collaborative approach was adopted by all relevant parties;
- With regard to education provision in the area, the extent to which this specific site would best meet the needs of the local community.

At the conclusion of the discussion on the submitted report, it was formally moved by Councillor A Carter and seconded by Councillor Golton that the former Fir Tree Primary School site be transferred on a leasehold basis to the Khalsa Education Trust. On being put to the vote, this motion was lost, and it was

RESOLVED – That further information and clarification be sought from the Department for Education in respect of those matters considered during the meeting, specifically as to whether the Government’s legal powers enabled a ‘scheme’ to be served on the Council which would compel it to transfer the freehold of the site in question to the Khalsa Education Trust.

(Under the provisions of Council Procedure Rule 16.5, both Councillor A Carter and Councillor Golton required it to be recorded that they respectively voted against the matters included within this minute)

DATE OF PUBLICATION: FRIDAY, 19TH SEPTEMBER 2014

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: FRIDAY, 26TH SEPTEMBER 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 29th September 2014)

Report of Deputy Chief Executive

Report to Executive Board

Date: 15 October 2014

Subject: Update on response to Leeds Students' Unions deputation of March 2014

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 checked="" type="checkbox"/> Yes	<input 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. On 26th March 2014 representatives of Leeds University Union, Leeds Beckett Students' Union and Leeds Trinity Students' Union ('the SUs') presented a deputation to full council, wishing to increase students' representation at a policy-making level in Leeds.
2. Officers have now met with representatives of all students' unions and are arranging a cross-sector workshop for 21st October 2014 to explore appropriate arrangements that build on the strong history of collaboration between the council and student bodies in Leeds.
3. The for Executive Member for Neighbourhoods, Planning and Personnel has agreed to champion this deputation response outside of Executive Board, in line with recent changes to governance practice.

Recommendations

- 1 Executive Board is asked to note the information in this report.

1 Purpose of this report

- 1.1 This paper provides a brief update on the council's response to the deputation presented to full council on 26th March 2014 by representatives of Leeds University Union, Leeds Beckett Students' Union and Leeds Trinity Students' Union ('the SUs'). The deputation was on behalf of all HE and FE SUs in Leeds.

2 Background information

- 2.1 The SUs' deputation was concerned with increasing the representation of the city's 63,000 students at a policy-making level. The deputation proposed the creation of a "standing council of student representatives to regularly meet with the relevant council executive officers to discuss how we can make this city even better".

3 Main issues

- 3.1 An assessment of the situation in Leeds reveals that SUs currently have no representation on any listed formal partnership- or decision-making bodies, unlike the University institutions themselves.
- 3.2 However, there are many examples of close working between the student body, council services and partners on a project or ad-hoc basis:
- Students training with Police and council officers and volunteering to door-knock to promote peer-to-peer community safety and cohesion messages. Volunteers also promote how to report environmental problems and learn more about recycling / waste management.
 - In 2012, Leeds Student Union, with West Yorkshire Police and Safer Leeds, created the Landlord Awards to help drive up standards in student properties and recognise good work by landlords. The event was well received and has since gone from strength to strength.
 - The council's Private Sector Housing team works closely with student welfare offices to resolve concerns over property standards in the student market. This allows the Students Union to raise concerns with us directly. In addition the SUs are involved in our Landlord Accreditation Scheme, providing commentary on landlords' applications from a student perspective.
 - The council supports a number of SU-led environmental waste and recycling initiatives, including the University of Leeds' Environmental Champions, Leeds Beckett University Student Union's environmental volunteering co-ordinator and Re-float (glass collections) scheme, and the partnership Leave Leeds Tidy wardens and website.
 - The council's consultation and engagement team and the students' unions enjoy a strong working relationship, with the unions being commissioned to tailor and deliver key consultations with the student population. The SUs were shortlisted as 'Partner of the Year' in the council's corporate staff awards in 2013.

- 3.3 A rapid review of practice in peer local authority areas found that most councils encourage student engagement through project work on specific issues and through existing channels such as citizens' panels. Where there is a 'student strategy' or similar in place, governance and engagement arrangements are in place to support this.
- 3.4 The Executive Member for Neighbourhoods, Planning and Personnel has agreed to champion this deputation response outside of Executive Board, in line with recent changes to governance practice. The Executive Member has initially proposed SU membership of the Communities Board and Housing Forum.
- 3.5 Officers from the council's consultation and engagement team have held a number of meetings with SU elected representatives and core staff over the summer, and are arranging a cross-sector workshop for 21st October 2014 to co-design appropriate options. The SUs will lead on the structure of the workshop, with the council taking a supportive and enabling role. It is likely to:
- Explore the themes that SUs feel their voice needs to influence
 - Identify the most appropriate committees and boards to achieve this through
 - Consider membership of the Communities Board and Housing Forum
 - Explore the value of regular 'forum' events in bringing together diverse thematic issues to support strategic policy development
- 3.6 Key council officers will take part in the workshop to advise on any governance or legal aspects, and to ensure all involved have realistic expectations.
- 3.7 Future reporting on progress will be directly to the Executive Member for Neighbourhoods, Planning and Personnel.

4 Corporate Considerations

4.1 Consultation and Engagement

This paper responds to engagement from Students' Unions in Leeds, in the form of a deputation, and sets out actions for future engagement with both SUs and the wider student body.

4.2 Equality and Diversity / Cohesion and Integration

The paper does not request a decision, and as such no formal equality impact assessment or screening form has been completed. However, the focus of the activity described here is on including the student community in decision-making, and all actions that arise will undergo appropriate equality impact assessment.

4.3 Council policies and City Priorities

The activity described in this paper supports the council value of 'working with communities' and the Best Council objective of 'ensuring high quality public services - improving quality, efficiency and involving people in shaping their city'.

4.4 Resources and value for money

At present there are no resource or value for money implications for this work, and future activity aims to make best use of existing structures and ways of working.

4.5 Legal Implications, Access to Information and Call In

At this time, no legal implications have been noted. However, it is likely that in future recommendations will be made about student representation in decision-making that will require legal and governance scrutiny.

4.6 Risk Management

All recommendations that arise from the proposed working group will undertake appropriate risk assessment and mitigation. There is a strategic risk of failing to include a key community appropriately in local decision-making, should this activity fail to deliver.

5 Conclusions

5.1 The cross-sector workshop provides an opportunity to co-design and recommend sustainable ways for SUs to bring the voice of the significant student population closer to decision-making, building on the close operational working relationship with the student bodies a number of council services enjoy.

5.2 The council will continue to work closely with the HE/FE sector and students' unions to encourage individual students to take part in consultation and engagement activities in Leeds, including the Citizens' Panel.

6 Recommendations

Executive Board is asked to note the information in this report.

7 Background documents ¹

7.1 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.

DEPUTATION THREE – LEEDS STUDENTS UNION

THE LORD MAYOR: Good afternoon and welcome to today's meeting. Can you make your speech to Council, which should not be longer than five minutes, and please begin by introducing the people in your Deputation.

MR F O'BYRNE: Thank you Lord Mayor and Councillors. My name is Frankie O'Byrne, I am the Community Officer at Leeds University Union and today I am joined today by Millie Cooper, who is the President of Leeds Met Students' Union, and by Miki Vyse, who is the President of Leeds Trinity Students' Union.

I am here today to speak to you about increasing the representation of students in the city to a policy making level. The city has a great record in youth engagement from its members in Youth Parliament to the Youth Council. However, there is no way of getting involved in local politics for the hundred thousand HE and FE students across the city and I think this is a great shame.

There is currently a lot of rhetoric around young people are disengaged, they do not care, they nor not going to vote because it does not make any difference. I would not be here if that was true and I do not think it is very accurate. 69% of students believe that we should be driving change in the city and this is what we are here for. *(Applause)*

That is always good! We would like to create a Standing Council of student representatives where a member from each student union would regularly meet with the relevant Council Executive Officers to discuss how we can make this city even better.

One in seven people in this city is a student and they deserve to be properly represented, as well as given the opportunity to help make Leeds the best city in the UK by 2030. Our ideas fit with your vision but we have not been explicitly mentioned, nor have we had services tailored to best fit our needs.

We asked our students what areas they wanted to improve. They want to see a sustainable city with better recycling infrastructure (of course) as well as a healthier city. They want to feel engaged with the city from their arrival through volunteering, through local politics and having campuses that community members feel a part of. They also want to feel safe through an extension of the zero tolerance policy across the city. However, that is only a small fragment, that is not all. We also want a forum flexible enough to discuss any issues that may arise in the future. Ultimately, we do want a partnership.

Now we do not want just something for nothing, we believe that we can help you. If you will allow us to be a little bit smug, we do like to think of ourselves as the experts of talking to students. Using Leeds University Union as an example, during a Leeds City cuts consultation we actually consulted 500 students on what they actually wanted to save, what they thought was most important. We also recruited 500 students to the Citizens' Panel and through our Leave Leeds Tidy Scheme have managed to divert 70 tonnes from landfill.

If we were key partners, we can help you meet your targets. Also, we have a hundred thousand students who are learning from the most up-to-date research available and they are also keen to make a massive difference. If we harnessed the potential of those bright minds, I think we can create innovative services that work for the city and for its residents.

All the student unions in the city already meet on a regular basis (as you can see) to discuss the issues that affect us. We have shared problems but we also have shared goals. We believe that the city of Leeds is a great place and that we can help to make it even better.

Each student union works in partnership with this institution and it has allowed both of us to flourish. Now we are asking for the same opportunity with the city because we want to make each other flourish. Thank you. (*Applause*)

THE LORD MAYOR: Councillor Harper.

COUNCILLOR G HARPER: Lord Mayor, I move that the matter be referred to the Executive Board for consideration.

COUNCILLOR G LATTY: I second that, Lord Mayor.

THE LORD MAYOR: Let us vote. All those in favour? (*A vote was taken*) I think that has been CARRIED.

Thank you for attending and for what you have said. You will be kept informed of the consideration which your comments will receive. Good afternoon. Thank you for coming. (*Applause*)



Report author: George Munson
Tel: 3951767

Report of the Director of Environment and Housing

Report to Executive Board

Date: 15th October 2014

Subject: Leeds City Region Green Deal and ECO scheme

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: 10.4(3) Appendix number: A	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Summary of main issues

1. Leeds City Council's Public Private Partnerships Unit have been engaged, for and on behalf of Leeds City Region (LCR) to lead the procurement of a Green Deal and ECO scheme for all Local Authorities within the LCR boundary.

2. This collaborative procurement brings significant benefits, including:
 - Investment in homes and businesses;
 - Creation of local jobs, training opportunities and GVA growth;
 - Reduction in fuel poverty;
 - A good quality and value for money offer for residents;
 - A flexible approach, designed to respond to future changes in legislation, new funding regimes and new technologies.

3. Upon Contract award, a Framework Agreement will be established to run for four years. It is anticipated the Framework Agreement will be signed by the West Yorkshire Combined Authority (WYCA), with each Local Authority in the LCR (excluding Wakefield) to call-off from the Framework immediately. Wakefield have an existing contractual arrangement in place which prevents them from calling off at the outset, however this is due to expire in 2016 at which point Wakefield will review their position and call-off should they feel the Contract meets their needs.

4. Each Call-Off Contract will run until 2022 with regular performance reviews against KPIs and a break clause after 3 years. The terms of the Framework Agreement are incorporated into each Call-Off Contract, allowing the terms of the Framework to continue for the duration of the Call-Off Contracts.
5. The offer to the bidders is an exclusive endorsement from each Local Authority and the LEP for them to provide energy efficiency and renewable services, including Green Deal and Energy Company Obligation (ECO) services to private households within each Local Authority area.
6. By exclusively endorsing the product of the successful bidder, the Local Authorities are granting exclusive endorsement to the successful bidder to market to properties within the LEP/LCR geographical boundary. This means LCR Authorities shall not approve or advertise the Green Deal or ECO products of any other service provider or utility company and will signpost residents who make enquiries about energy efficiency and renewable products to this scheme. In doing so, the product of the successful bidder is being endorsed as a good quality, value for money offer to citizens. In return for exclusivity, the benefits that we will receive include development of a strong and consistent scheme identity, scheme marketing at no cost to the council, free management of customer enquiries from start to finish, guaranteed prices to customers, a commitment to invest ECO within the city region, a profit share arrangement, high quality standards and investment in local jobs, businesses and training opportunities.
7. There are some areas where Green Deal/ECO contracts already exist, so these are to be 'carved out' from the scheme as unavailable and recorded within the contractual documentation.
8. Most obligations contained in the Contract sit at Framework level, with obligations unique to the Authorities delegated through the Call-Off Contract. This is to ensure the LCR Authorities have collective power, while also making sure individual authority's interests are protected and they have a mechanism to hold the Contractor to account to deliver services in their area.
9. LCR Authorities have the option to use this contract on a non-exclusive basis for their social housing, corporate estate and to promote it to Small and Medium Enterprises (SME's) but are under no obligation to do so.
10. There is a Contract Management mechanism built in to ensure robust management of the contract, ensuring services are delivered and to generate some income for the Authorities.

Recommendations

1. Approve in principle the participation of Leeds City Council in the Leeds City Region Green Deal and ECO scheme, including support for the Framework and commitment to use the Call-Off Contract.
2. Delegate authority to the Director of Environment and Housing to agree the commercial terms of the Call-Off Contract and sign the Contract.

3. To delegate authority to the Director of Environment and Housing to take operational decisions including to attend the Home Energy Project Board (HEPB).
4. To monitor progress through the HEPB and receive annual progress reports.

1 Purpose of this report

- 1.1 To inform Executive Board of the progress made to date with the procurement of the LCR Green Deal and ECO scheme and to obtain approval to call off from the Framework Agreement.
- 1.2 To inform Executive Board of the benefits of the scheme to help in their decision making in respect of call-off.

2 Background information

- 2.1 This procurement follows the LCR wide Domestic Energy Efficiency Programme (DEEP) which procured a framework of partners in 2011 through which Local Authorities could provide domestic energy saving schemes. As DEEP was a success, Leeds City Council led the development of a business plan for the next phase of work. Based on this, LCR Leaders and Chief Executives agreed to continue the collective approach and to widen the scope of the scheme and change the focus of measures and installations to take advantage of ECO funding which commenced in late 2012. The Leaders reports can be found at www.leedscityregion.gov.uk¹
- 2.2 The purpose of the procurement is to establish a long-term partnership with a Green Deal Provider to generate 'green' investment in the LCR. This will include a range of energy saving technologies in residential properties (predominantly private sector) resulting in the creation of jobs and skills opportunities, a reduction in fuel poverty and lower carbon emissions.
- 2.3 The OJEU notice to commence procurement was published on 26 July 2013 and its scope was wide enough for social housing and non-domestic opportunities to also benefit.
- 2.4 Leeds City Council agreed at Executive Board in December 2012² to act as the anchor authority for the procurement, with a commitment to lead the procurement and deliver energy efficiency improvements to at least 6,000 homes. The intention was also for Leeds to sign the Framework Agreement on behalf of the LCR, to allow other LCR authorities to call-off work from the Framework. However, as the West Yorkshire Combined Authority (WYCA) was created on 1st April 2014 and has legal status, the OJEU can be amended to allow WYCA to sign the Framework Agreement, transferring the risk from Leeds to WYCA. All involved parties are currently undertaking due-diligence in this regard.
- 2.5 This is an unusual procurement in that the council is not directly purchasing anything. Instead, it is a competition to obtain permission to use Local Authority branding, access to customer/stock data and marketing channels for the length of

¹ 1st July 2014, LCR Green Deal Scheme

11th April 2013, LCR Green Deal Scheme

7th February 2013, LCR Green Deal Scheme

6th December 2012, LCR Green Deal Business Case

2nd February 2012, Options for Delivering and Financing the Green Deal

² Reaffirmed by Executive Board in March and October 2013

the Call-Off Contract. This provides value to the market as they will be better placed than competitors to discharge ECO commitments and provides value to the council as we will have a long-term partner with KPIs to reach for jobs, skills, fuel poverty and houses improved.

- 2.6 ECO places legal obligations on the larger energy suppliers to deliver energy efficiency improvements to domestic energy users. ECO subsidies provided to householders to make these improvements enable the energy companies to discharge their commitments under the Obligation.
- 2.7 The Green Deal supports ECO. It is designed to help people to afford these improvements by allowing them to pay capital costs through savings made on their energy bills rather, than upfront. Customers have the option to use other sources of finance to fund measures (personal loans, savings, etc) and are under no obligation to take out a Green Deal loan.

3 Main issues

3.1 During the procurement process there have been some major changes in Government policy, notably a significant:

- Reduction in the value of ECO;
- Temporary introduction of cash back incentives³ (Green Deal Home Improvement Fund).

3.2 This has changed the likely mix of measures to be installed and altered the potential value of the contract to bidders in the short-term. However, these issues have been discussed in detail with the bidders and the potential impacts have been reflected in the procurement process. The latest position regarding contract value and the number and mix of improvements to install is shown in exempt appendix A.

3.3 Key Performance Indicators (KPIs) have been developed to manage the performance of the contract with input from specialist officers in each Authority. The KPIs cover five key areas:

- Marketing Activity;
- Customer Satisfaction;
- Economic and Social Impact;
- Information Management/Business Systems;
- Finance.

3.4 All of the targets are set at and monitored at a collective LCR level, except the following targets:

³ The cash back allocation of £120m for 2014/15 was committed within 6 weeks from June 9th to July 24th. The next £120m allocation is due to be released on the 1st April 2015.

- Number of properties where Green Deal Measures and ECO measures have been installed;
- Number of Green Deal Measures and ECO Measures installed.

3.5 This ensures that the Contractor is obliged to deliver services upon contract award and that services are fairly distributed in each geographical location.

3.6 The management information that feeds into the collective targets will be broken down by Local Authority area, allowing each council to understand how the contract is performing in their area. The targets agreed are featured in exempt appendix A.

3.7 Ultimately, failure to meet any of the KPIs could result in termination of the contract. Achievement against the KPIs will be a key consideration when the break clause is reached after 3 years.

3.8 The procurement is intended to deliver outcomes in respect of social impact through the creation of job and apprentice opportunities. The table below details the minimum targets for social impact across the LCR, over the lifetime of the contract:

	Total
Education site visits/workshops	10
Community site visits/workshops	12
Work experience - p/w	100
Apprentices existing - p/w	M
Apprentices existing - no.	M
Apprentices project initiated - p/w	780
Apprentices project initiated - no.	10
Short Courses	M
Entry Level 1 Qualifications	100
Level 2 Qualifications	10
Higher Level 3+ Qualifications	M
Employment (local)	20
Employment (LCR)	98
Employment (Other)	6
Employment safeguarded	41
Business event held	12
Social Enterprise engaged	1
LCR businesses engaged	M
Y&H businesses engaged	M

p/w = person week

*M = Monitored, no specific target.

- 3.9 As part of the evaluation process bidders have detailed how they will meet or exceed the targets stipulated. They have also provided a rationale for how they will use new appointments to fill skill gaps.
- 3.10 Detailed and robust marketing and mobilisation plans have been produced to ensure customer take up. These will feed into the overall targets we have set.
- 3.11 The procurement team has appointed technical advisors to provide a benchmark for pricing to ensure that a competitive deal is secured for LCR residents. The prices for measures will be fixed for all residents based on a shopping basket of archetypes that the Contractor will guarantee (subject to bi-annual benchmarking). This means there will be equality of offer for all residents.
- 3.12 Exclusivity is not being granted for social housing or non-domestic/Small Medium Enterprise (SME) opportunities. However, the Authorities that have Council housing stock can use the Contract to request pricing for any energy efficiency or renewables projects they would like to consider. This approach means that Authorities can avoid entering into lengthy (and costly) procurements, and deliver local priorities in a timely fashion.
- 3.13 It is also proposed that the LCR Authorities will endorse the Provider's non-domestic/SME proposition on a non-exclusive basis if, after receiving advance notification of the offer, Authorities feel it represents value for money.
- 3.14 We have set a minimum threshold for an income share of £60k per annum to fund the position of a Contract Manager, with additional fees to be shared among the participating authorities based on revenue. The proposal is detailed in confidential appendix A.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Leaseholder consultation has begun with a Notice of Intention issued to all leaseholders in June 2013. A consultation event was held to respond to questions, however this was not attended by any leaseholders and there was little feedback received by the Home Ownership team. A second round of consultation is to take place during the Invitation to Submit Refined Solutions (ISRS) stage of the procurement. It is anticipated the second stage will start on 15 October and will last for 37 days. This means Contract Award can take place in November and falls outside of the Approvals processes for all participating Authorities.
- 4.1.2 Market testing was carried out with contractors to better understand the scale of the opportunity and market appetite. Response to the market test was positive with potential providers indicating they had confidence in their ability to achieve the ambitions of the LCR Authorities.
- 4.1.3 Although the procurement has been led by the Public Private Partnerships Unit in Leeds City Council, all Authorities have had the opportunity to engage in the process through evaluation of bids, attending dialogue meetings and comment on

documents. LCR have regularly reported back to Leaders, Chief Execs and Directors of Development. The Project Board is also formed of representatives from across the LCR partner Authorities. All participating Authorities have contributed to the procurement costs and signed a Memorandum of Understanding to govern the process up to the award of the Contract.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The original December 2012 report undertook equality screening and did not identify any significant negative issues. Instead, it indicated that by accessing ECO the programme will help to lift deprived individuals and communities out of fuel poverty, with consequent health and social benefits.
- 4.2.2 It also concluded that the Green Deal will target help at properties that have been excluded from previous incentive schemes. The insulation measures (either loan or grant funded) will help residents to save energy and money and make their homes warmer and healthier. This will help to ensure that an offer for hard-to-treat properties is available to all over the longer term, to ensure equality of opportunity.
- 4.2.3 The EIDC screening has been reviewed and updated following government policy changes and the consequent redesign of the programme and the fundamental findings remain the same. Although the focus of ECO is no longer primarily on solid wall properties that have been missed out before, the council can still target marketing at more vulnerable people to ensure that the programme tackles fuel poverty.

4.3 Council policies and City Priorities

- 4.3.1 The focus of this initiative directly contributes to the commitments detailed by the Council in the City Priority Plan to 'Improve the environment through reduced carbon emissions' and 'Improve housing conditions and energy efficiency'. The scheme supports the aims and objectives of the Council's Environmental Policy and Climate Change Strategy.

4.4 Resources and value for money

- 4.4.1 All LCR Local Authorities have contributed financially to the procurement process which, due to the complexity of the project, was via competitive dialogue. The competitive bid process with built in price benchmarking (including through the life of the Contract) will ensure that the project delivers value for money.
- 4.4.2 There is no requirement for the council to contribute further revenue or capital costs, with the contractor taking responsibility for marketing and lead generation. The exception for Leeds is that the council has committed to using some of the Housing Leeds stock as a 'reference scheme' which we will seek to fund from the Housing Revenue Account early in the contract. Housing Leeds has a maximum budget of £600k over 2 years for phase 1, to deliver external wall insulation to 117 council homes. The final costs will be determined by the tender and we require the contractor to bring funding from ECO or other sources to reduce the cost to us.

4.4.3 The Contract value should generate tens of millions of new investment into the LCR/LEP over the first three years with potential to generate fee income for each participating authority.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Appendix A is recommended to be exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3) as it contains commercially sensitive information extracted from bids received by the council, publication of which would prejudice the commercial interests of the bidders involved. Publication of this information would also damage the council's interests as it would decrease bidders' confidence in the council's procurement processes. It is therefore recommended that in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4.5.2 The dialogue process has had a specific workstream for the legal documentation to be developed in conjunction with bidders, the procurement team, lawyers from each Local Authority and the Combined Authority. Bidders have produced mark-ups of both the Framework Agreement and Call-Off contract. At each stage the mark-ups have been shared with LCR lawyers for comment and amendment for feedback to bidders to enable negotiation of a strong commercial position for all Authorities. Although the process has been labour intensive, it has been necessary to ensure all parties are comfortable with the content of the drafting to allow Contract Award and Signature to happen without incident.

4.5.3 As a decision of the Executive Board, there is an associated Call In period of 5 clear working days.

4.5.4 Where council house retrofits are undertaken as part of the Contract, some leaseholders may also be affected. It is important for the Leaseholder consultation process to be conducted correctly, ensuring adherence to relevant legislation to allow the Authority to claim back any costs where works are required to take place on Leaseholder premises.

4.6 Risk Management

4.6.1 The programme has maintained an active risk register which has formed a key part of the dialogue with bidders, to ensure that risks are mitigated and transferred to the most appropriate party. The most significant risks are lack of customer demand, changing government policy/funding regimes and technical problems/customer service problems.

4.6.2 Risks will continue to be monitored and updated throughout programme delivery.

5 Conclusions

5.1 The collaborative procurement of a long-term partnership brings about big benefits for the Leeds City Region, but also brings with it some challenges. The principles benefits that this contract will bring include:

- Investing in local homes and businesses;
- Creating local jobs and training opportunities;
- GVA growth;
- Reduction in fuel poverty;
- A good quality and value for money offer for residents;
- Standardised range of energy efficiency improvements and efficient processes, regardless of where residents live;
- A flexible approach, designed to respond to future changes in legislation, new funding regimes and new technologies.

5.2 For the scheme to be a success it is important all participating Authorities support the Provider to deliver.

6 Recommendations

6.1 Approve in principle the participation of Leeds City Council in the Leeds City Region Green Deal and ECO scheme, including support for the Framework and commitment to use the Call-Off Contract.

6.2 Delegate authority to the Director of Environment and Housing to agree the commercial terms of the Call-Off Contract and sign the Contract.

6.3 To delegate authority to the Director of Environment and Housing to take operational decisions including to attend the Home Energy Project Board (HEPB).

6.4 To monitor progress through the HEPB and receive annual progress reports.

7 Background documents⁴

7.1 Leeds City Region Green Deal and ECO Framework Agreement.

7.2 Call Off Contract in Relation to the Leeds City Region Green Deal and ECO project.

7.3 Both of these contract documents are confidential and terms are being negotiated with the bidder as part of the tender process. This Background Document is therefore designated as exempt from publication under Access to Information Procedure Rule 10.4(3). Executive Board members can request confidential copies by contacting the Senior Programme Leader in Sustainable Energy and Climate Change.

⁴ 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.

Document is Restricted

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Environments & Housing	Service area: Strategic Housing
Lead person: George Munson	Contact number: 3951767

1. Title: Leeds City Region Green Deal and ECO scheme
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other

2. Please provide a brief description of what you are screening
<p>This is a major long-term energy efficiency scheme, building on previously successful projects including Wrap Up Leeds, Wrap Up Leeds + and the Green Deal Communities project. It will provide grants and loans to improve the energy efficiency of at least 12,160 properties in Leeds over 3 years.</p> <p>This will save residents money on their fuel bills, reduce CO₂ emissions, lift households out of fuel poverty and create employment opportunities.</p> <p>The Leeds City Region Green Deal and ECO scheme provides a wide range of energy efficiency and renewable energy improvements (over 40 in total) so will be suitable for many more households than previous initiatives. The Green Deal loans will be supplemented by ECO subsidies and government grants, some of which will be available for people on qualifying benefits and the more deprived communities in Leeds. The partnership may generate a small income which will be used to provide additional support to those in fuel poverty.</p>

3. Relevance to equality, diversity, cohesion and integration
All the council's strategies/policies, services/functions affect service users, employees or

the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The screening undertaken in December 2012 prior to starting the procurement process for the LCR Green Deal and ECO scheme identified that this project should be designed to tackle some of the known inequalities from previous government initiatives, particularly:

“people in fuel poverty (including low income groups and some BME groups) are typically concentrated in inner city terraces which are not suitable for loft or cavity insulation (‘hard to treat’ properties).”

The council has since delivered Wrap Up Leeds + and the Green Deal Communities projects, both of which have focussed on providing energy efficiency improvements to hard-to-treat properties, particularly internal and external wall insulation. Lessons from these projects have informed this procurement which is designed to provide a much larger, longer-term, offering which can provide cost effective insulation and heating measures to everyone in the city.

We have included specific monitoring and reporting processes and KPIs focussed on local jobs creation, skills and training opportunities and numbers of vulnerable people and hard to treat properties helped.

Government have unfortunately changed their policy position several times since this procurement was launched which has meant that our plan to focus almost exclusively on fuel poor people and hard to treat properties is no longer viable. A key change is from ECO grants being the most significant funding contribution to government cashback being the most significant.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

A key lesson from Wrap Up Leeds + was the importance of focussing on neighbourhoods, rather than individual properties, to deliver external wall efficiently and cost-effectively. We have since used that learning effectively in the Green Deal Communities programme. This has the advantage of creating a buzz in an area and transforming the look and feel of neighbourhoods, leaving a positive legacy.

We have also worked closely with trusted third parties (notably Groundwork and Care and Repair) to drive demand by providing clear, honest advice. This is particularly important when working with elderly, BME or vulnerable groups as a way to hand-hold customers through the process.

We have worked hard to include these and other lessons in the procurement process and will use KPIs and regular monitoring to ensure that they are delivered through the programme.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

The scheme is positive in that we will target help at properties that have been excluded from previous incentive schemes such as CERT. The insulation improvements will help residents to save energy and money and make their homes warmer and healthier.

As detailed above, we have used lessons from previous schemes to design features into the programme from day one that will promote whole neighbourhood improvements and ensure that vulnerable people have the support they need to access help.

The changing government policies have made it hard to keep the focus on hard to treat properties, particularly in more deprived neighbourhoods. We have worked hard internally to tackle some of the barriers that this has created and now have a way to effectively underwrite the costs for deprived people to allow them to access government cash back.

There is no obvious negative impact.

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Tom Knowland	Head of Sustainable Energy and Climate Change	20 th August 2014

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screening's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	13 th August 2014
If relates to a Key Decision - date sent to Corporate Governance	21 st August 2014
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	

Report of Director of City Development

Report to Executive Board

Date: 15 October 2014

Subject: Review of Library Opening Hours

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): ALL WARDS	<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 checked="" type="checkbox"/> Yes	<input 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. In the context of the Council's budget pressures this paper details a review of library opening hours in order to ensure the best services are delivered in the most efficient manner to meet our customers' needs. The budget strategy approved by full council in February agreed a savings target to be achieved by a reduction in the opening hours of libraries.
2. Following a period of analysis and consultation, the paper recommends specific reductions in hours for libraries in Leeds in order to minimise the impact on our customers and focus our resources on periods of high demand. The proposals therefore contribute to our Best Council Outcome - *achieve the savings and efficiencies required to continue to deliver frontline services*. The library service has considered these significant budgetary savings whilst mindful of the statutory responsibility to deliver a comprehensive and efficient library service, as defined by the Public Libraries and Museums Act 1964.
3. The consultation with communities has also allowed us to build new partnerships or develop current partnerships at a local level to help ensure a sustainable and innovative service is provided, which is also responsive to changing local circumstances.
4. Members will note that there is a separate report on this agenda regarding the future roll out of community hubs. Over the medium to longer term these proposals will help to make full use of all Council resources to help mitigate the need for future service reductions. Through work undertaken to date it is proposed that there are no reductions in opening hours at the 3 current pathfinder Hubs (Armley, Compton Road and Middleton). Furthermore, by utilising Customer Services' staff who are already in the

Reginald Centre, a basic library service can be provided for an extended period beyond the current library opening hours. Following the reduction in the total number of libraries in Leeds through implementation of the 'New Chapter' programme in 2011, there is little capacity to make these savings through a complete closure of specific sites without a potentially disproportionate effect on some communities.

5. The proposal to reduce opening hours across the city, rather than close entire libraries, allows the service to target those periods when customer demand is at its lowest. At each individual library the peaks and troughs of usage can be quite different therefore both in-depth analysis and very local consultation has been crucial in developing these final recommendations. The specific proposals therefore are clearly driven by analysing customer demand at each library.
6. In order to determine which hours to remove, the service systematically analysed usage at each library for each hour of opening (as every book loaned or computer used is logged). The resultant proposals for reduction in hours were then tested by a range of stakeholders including Elected Members, staff and customers themselves. The Library Service received over 7200 responses to the proposals from the public. This aspect of the consultation in particular allowed the service to consider times when libraries were being used for activities such as reading groups or other community uses. This paper provides information on the analysis, the feedback to the consultation, and recommends the final proposals to achieve the savings.
7. Alternatives to achieving the required efficiency savings are likely to have a greater impact on the community, for example through further library closures, cessation of services such as mobile libraries or not buying new books. Some of these issues are currently being experienced by other library services in the Yorkshire region

Recommendations

8. Executive Board is asked to agree the changes to library opening hours identified in Appendix 1 with effect from Monday 1st December 2014 and to note that the Head of Library and Information Service will be responsible for implementation.

1 Purpose of this report

- 1.1 To outline the outcomes of the consultation on the review of library opening hours and to seek agreement to implement the resulting proposed hours and deliver required savings.

2 Background information

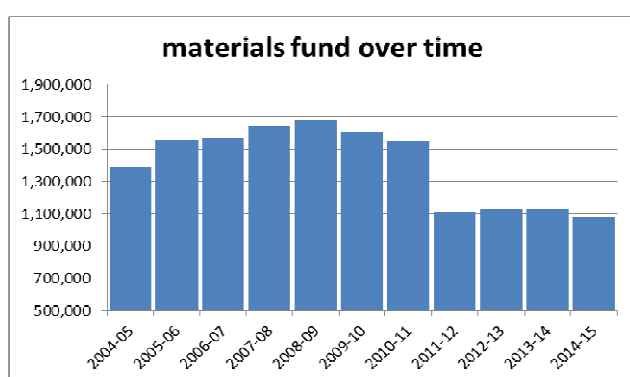
- 2.1 The Library and Information Service provides 36 libraries across the city, including a major Central Library, as well as 6 mobile libraries, Library at Home service, a service for 3 prisons, and a school library service. The principle purpose is to provide access to information, knowledge and varied reading choices through books, online resources and well informed staff.
- 2.2 Libraries respond to the needs of local people regardless of background, giving them the opportunity to live fuller lives, make more of what they have, discover new worlds, support them through life changing experiences and help people to aspire to greater things. Libraries are neutral venues providing a free, open and welcoming space offering creative learning and reading opportunities through a huge range of information resources, knowledge and technology, and are well linked to other services. Many local people believe passionately in the value of their local library which, in many cases, has served generations.
- 2.3 Alongside the network of 36 libraries, the mobile library and at home services provide an important role within the city, linking those less able to travel, for whatever reason, to books, learning, IT and wider council information. Taking the Library Service out to schools, nurseries, older people's homes, local fairs and fetes, to encourage library use and provide support for educational attainment, tackling loneliness, learning to read, feeding the imagination or applying for a job.
- 2.4 The Service's budget predominantly comprises fixed premises costs, staffing to operate the venues, and library materials, e.g. books and online resources. Discretionary budgets are minimal and predominantly externally funded. Consequently any efficiency against these budgets are to be found from increased income, staff savings or reductions in opening hours and/or service points.
- 2.5 The Service has already delivered significant resource reductions over the past four years. The New Chapter Review of library services and restructure in 2010 delivered savings of over £625,000, including the closure of 14 libraries, the transfer of 3 libraries to community management and a reduction of £238,000 from staffing budgets.
- 2.6 Notwithstanding these savings, against a background of further reductions in public spending, the service has had to look at how things could be done differently providing an even more efficient service to our customers. This report responds to the inclusion of a review of library opening hours within Council budget reports for 2014/15¹, with an agreed saving target of £250-300k.

¹ Council, Agenda and Minutes 26th February 2014.

3 Main issues

3.1 Working with the Executive Member for Digital & Creative Technologies, Culture and Skills the Library service has been considering a wide range of options to manage the long-term sustainability of the service, these include library opening hours; the materials budget for buying new publications for loan in libraries; the overall library staffing structure; and opportunities for closer working with other services, including Customer Services and integrated facilities at the pathfinder Community Hubs (where three sites are moving forwards). The service is progressing with proposals for a restructure which is aimed at both service improvements and savings.

3.2 In addition, for 2014/15, the materials budget has seen a £50k reduction, which from its height in 2008/09 has seen an overall reduction of 36%. Each of these contribute to the overall annual savings target for the service, but cannot achieve the necessary savings in isolation.



3.3 Very initial thoughts on opening hours were that libraries open on a Sunday were quiet and that the removal of Sunday opening across the board could have a limited impact on customers. However, detailed analysis of the statistics for book borrowing and computer use has quickly shown that for a number of libraries the quietest hours are often during evening opening. This statistical analysis has been used for the basis of the proposals which have been tested through consultation.

3.4 This paper presents a summary of the consultation responses and final recommendations for opening hours, which, if implemented, would contribute approximately £300k to the required annual savings of both the service and the Council whilst minimising the impact on existing customers.

3.5 Current Position

3.5.1 Following the New Chapter review, agreed at Executive Board 18th May 2011, 14 libraries were closed, 3 moved into community management, and the remaining 36 libraries saw an extension to overall opening hours.

3.5.2 The remaining 36 libraries then had weekly opening hours ranging from 12 to 60 hours per week based on a range of factors. Under these proposals 17 libraries will remain open for more than 40 hours per week.

3.5.3 Broadly speaking the opening hours extended through New Chapter brought a unity of offer for a tier of libraries offering similar facilities – e.g. all large libraries were to be open 60 hours per week. However, continued pressure on service

budgets dictates that resources be placed where they are most needed, and library customers' existing use clearly indicates that some of the service's resources are being expended at times when there is actually very limited demand. See Appendix 2 for current opening hours.

3.6 Analysis and consultation on customer impact

- 3.6.1 Statistical information has been collected detailing the usage of each branch in terms of books borrowed, computer use, IT sessions delivered. An example (for Cross Gates library) is included in Appendix 3 in order to show how this data is collected.
- 3.6.2 Every book issued or computer used creates a timestamp for that use, so if a customer is served borrowing or returning a book or uses a public internet computer the time of that interaction is recorded. A site by site analysis has enabled the service to identify for each site when its quietest hours are, and the impact of any proposed reduction in opening hours can be clearly linked to its potential impact on that library's customers. However, further analysis is also possible and the use of each library can be cross referenced against all others.
- 3.6.3 Significantly, through this analysis it is not only possible to see how many customers have used a library at a time which is potentially affected by the changes, but also to see if those individual customers have also used a library at another time when no change is planned.
- 3.6.4 For the proposals presented at the initial consultation with staff and ward members this analysis indicated that 97.7% of existing borrowers have already shown an ability to use the facilities/hours which will be unaffected by the proposals. Following amendments to the proposals in light of consultation feedback this figure has risen to 98.7%.
- 3.6.5 The service had previously briefly analysed other scenarios to meet the savings target including closing the quietest 13 libraries or closing most libraries on Sunday and Wednesday. The customer impact of these options was significantly higher.
- 3.6.6 Despite the high level of statistical information available the service recognised that not every interaction with the library service is recorded, and some customers could feel that their use of the library had not been considered and it was noted that alterations to the service should not take place without detailed consultation with service users and stakeholders.
- 3.6.7 The statistical analysis, combined with an Area Team overview, resulted in an initial suggestion for alternative opening hours which was used as a baseline for consultation with staff and ward councillors. The consultations took the following format:

Consultee	Format
Ward Councillors	Where possible ward member meetings were held to discuss the base line proposal prior to public consultation. Additional information distributed and further meetings offered. Ideas and suggestions taken on the more anecdotal use of the

	libraries and work in the area that does not create an electronic footprint. (A review of mobile library stops is also taking place. Where possible this review was discussed and all comments raised will inform the review).
Staff	Details of initial suggestions, discussions with union representatives, provision of e-mail address for Q&A, provision of FAQ responses. Ideas and suggestions taken on the more anecdotal use of the libraries that does not create an electronic footprint.

3.6.8 This initial consultation in turn resulted in the creation of two options for each library for further consultation with elected members, the public and other stakeholders. People were asked to submit their preference for either option A or B. See Appendix 2 for options A and B. There was also an opportunity to provide any additional comments. This consultation took place over a six week period in the following format:

Consultee	Format
Public	Information on Options provided in public libraries and online, with freepost address available for submissions. Also included on Talking Point.
MPs	Meetings offered and information distributed by e-mail.
Petitions	Accepted where submitted.
Equality Hubs	Information distributed to equality hubs and members, by letter or e-mail, and linking to online information, seeking both an organisational and individual response. Discussion held with Assistant Chief Executive, Citizens and Communities.
Other stakeholders	Partners using or promoting the library service, e.g. trade associations, schools, meeting room hirers, Job Centre, Customer Services, parish council, CAB, have been contacted about the relevant library to obtain their views.

3.6.9 The range and breadth of this consultation resulted in the following responses:

Consultee	Results
Staff	311 queries and suggestions
Union representation	Initial meeting held with all relevant Trade Union representatives. Information made available electronically.

Ward Councillors	Individual meetings arranged where possible (63 ward members briefed face to face). Contact made by e-mail to others
MPs	The MP for Leeds West expressed support for the retention of all the current opening hours in Bramley and Armley libraries. Two public meetings were held which were attended by the Executive Member, Ward Members and officers. Briefings with the MP for Pudsey and 2 queries from the Leeds North West MP were answered.
Petitions	1 petition was received
Public comments forms	7219 see Appendix 1 for breakdown
Equality Hubs	1 e-mail response was received

- 3.6.10 The consultation has been a valuable opportunity to talk to local people about what they need from the library service today with more than 7,200 members of the public positively engaging in the process. Any additional comments, in addition to opening hours, will be collated and actioned where possible.
- 3.6.11 Meetings have also highlighted ways that the Library Service can better communicate with local Councillors, residents and partners on a more regular basis. Plans will be developed to share news and garner information, to enable better service provision at a local level. The meetings with ward members have been both constructive and very informative and the service has noted a need to engage with ward members on a more regular basis, to help facilitate this the Library Service will offer ward member briefings on an annual basis to coincide with the production of an Annual Report based on the previous year's activities. More local quarterly reports will be produced and taken to the relevant Community Committee meetings. Partnership working will clearly be a critical factor in strengthening the future sustainability of locality based library services.
- 3.6.12 Three of these sites, Armley, Compton Road and Middleton libraries, are currently operating as Community Hub pathfinders as part of the Citizens @ Leeds initiative to bring local services together for the people of Leeds.
- 3.6.13 Separate consultation has been carried out with the Community Hub managers and their input informed the opening hour options presented to the public during consultation. Subsequent discussions around the potential benefits of co-location have resulted in no major changes to the hours in the Hubs.
- 3.6.14 As part of the consultation process, 4.46% of respondents across all libraries indicated that they had a preference for neither of the options presented which suggests that they felt there should be no reduction to library opening hours. Notwithstanding this minority view, it is evident that when asked to consider reductions in opening hours more than 95% of respondents stated their preference. This valuable input has helped to inform the changes proposed so

that they have been a major determining factor in helping to shape the proposals outlined in the report.

- 3.6.15 The wide-ranging response has allowed the service to fully consider its original proposals and the resultant amended proposals in Appendix 1 reflect the findings of the consultation exercises at a very local level; for example, where there was concern at the lack of local access to a library in the evening for people working 9-5 the Service has sought to accommodate this through the provision of at least one late opening evening to supplement the weekend opening. In addition, consideration has been given to the geographical spread of evening opening hours.
- 3.6.16 The overall impact of implementing these proposals would be a reduction of library opening hours of 199, (or 13%) spread across 33 libraries. However, the analysis outlined in 3.6.4 suggests that the proportion of current customers who only use the library during the proposed closed period is less than 2%.
- 3.6.17 Following the analysis and consultation a summary of the proposed changes is below. Detailed times for each library, including where additional local community use is planned are presented in Appendix 1.

Site	Current hours	Proposed hours	Reduction	Main change
Ardley & Tingley	21	19	2	Closing for lunch times
Armley	55	55	0	No change (pathfinder)
Beeston	50	42	8	Close at 5pm Mon to Thu
Boston Spa	21	16	5	Close Mon pm
Bramley	50	50 (42)	0 (8)	Earlier mornings, reduced evenings. Thursday remains open initially to allow for the development of a 'Schools and Community day' to be phased in from January 2015
Burley	21	16	5	Close Weds am
Calverley	30	21	9	Close Tue pm, close Thu am, add Fri am, close earlier Sat and Sun
Central	60	58	2	Close earlier Mon to Weds eve
Chapel Allerton	45	42	3	Close Mon eve
Chapelton	30	24	6	Dedicated library staffing will reduce but an additional 20 hours of self-service library provision will be facilitated.

Compton Road	60	60	0	No change (pathfinder)
Crossgates	55	46	9	Reduced eves Mon, Tue, Fri
Dewsbury Road	30	23	7	Reduce eves Mon, Weds, Fri
Farsley	30	26	4	Reduce eves Mon, Weds, Fri
Garforth	60	52	8	Close Sunday, reduce eves Tue, Fri
Gildersome	21	11	10	Close Weds am, Fri am and reduce eves
Guiseley	41	37	4	Reduce Thu eve and Sat
Halton	50	41	9	Close Mon and Weds am
Headingley	60	56	4	Reduce eves Mon, Weds, Fri
Holt Park	52	48	4	Reduce Mon eve and Sat
Horsforth	55	51	4	Reduce eves Weds and Fri
Hunslet	30	24	6	Close Sundays and lunch times. Added Weds am
Kippax	30	24	6	Reduce eves Weds and Fri
Methley	12	12	0	In short term the opening hours will remain the same.
Middleton	31	31	0	No change (pathfinder)
Moor Allerton	60	58	2	Reduce Fri eve
Morley	55	49	6	Close Sundays and reduce eves
Oakwood	45	40	5	Reduce Tue to Fri eve
Otley	60	53	7	Reduce eves Tue, Weds, Fri
Pudsey	52	49	3	Reduce eves Mon, Weds, Thu
Rothwell	60	52	8	Reduce eves, 1 hour each Sat and Sunday Monday 9am to 10am added
Scholes	15	8	7	Close weds
Seacroft	45	37	8	Close Fri pm and Sunday
Wetherby	55	47	8	Reduce eves Mon, Weds, Thu, Fri
Whinmoor	15	10	5	Reduce Mon, Fri eves
Yeadon	41	37	4	Reduce Mon eve

- 3.6.18 The consultation also allowed us to directly engage with customers and staff and in some instances has provided additional community-based solutions or information which may extend the use of libraries. For instance, a Friends of Bramley Library group has been developed which will work with the service to extend usage on Thursdays for schools and local history activities, using the building at Whinmoor out of hours for community groups, opening Gildersome for school classes and Calverley for the local Live at Home group.
- 3.6.19 This example of local engagement builds on a wide range of partnerships already in place. The Library service in Leeds has continually worked with partners across the city making the best use of library buildings as community spaces. Morley and Calverley hold photographic archives of the local area with local groups helping to digitise the collections aided by service staff. Whinmoor and Morley share spaces with Children's services and Adult Social Care respectively. Many libraries across the city have reader, writer and 'knit and natter' groups. Oakwood and Ardsley and Tingley are opened for school classes and the meeting rooms in Pudsey, Seacroft and Halton are well used by the community, the latter is also used by the CAB. Farsley library now has the country's first 'open+' pilot where customers can use a swipe card to gain access outside of normal hours.

3.7 Staff Impact

- 3.7.1 The reduction in opening hours would see a reduction in staff hours of approximately 489.5hrs per week or 10%. This equates to approximately 13.2fte posts. An Impact Assessment (Organisational Change) has been carried out and is attached at Appendix 4.
- 3.7.2 The service has been appointing only temporary contracts for a number of months; it also already experiences an average turnover of 2 staff per month. In addition to this, the Service uses rota management and policies under managing workforce change to achieve these reductions to minimise the impact on individual staff. Affected staff will be offered new rotas with the same total hours although in some instances a change of location may be required. This should be accommodated through Terms and Conditions, agreed by the Council's General Purposes Committee on 29th July 2014.

3.8 Financial Impact

- 3.8.1 The reduction in opening hours would see a saving through reduced staffing costs of approximately £300,000 per annum.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 It is important that the proposals are informed by inclusive consultation to ensure that the changes, which will see a reduction in hours open, have the minimum direct impact possible. As such, consultation began on 16th June with elected members, staff and union representatives, and took place between 16th July to 29th August 2014 with customers, local MPs, partner organisations, equality hub groups and other regular library users and stakeholders, and was included on the Leeds City Council consultation portal 'Talking Point'. Consultation continued. Schools were consulted from Monday 2nd Sept as they returned from summer

breaks. The consultation has resulted in direct changes to the proposals and the proposals made in Appendix 1 take account of that public consultation. Of course not every individual view expressed can be or has been incorporated.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An EIA has been completed and is attached as Appendix 5.

4.2.2 With the exception of the Community Hubs, and the Reginald Centre the proposed opening hours will see a reduction in the amount of library provision available during evenings, and also some mornings and weekends. These changes will mean that some service users may be unable to access the library of their choice at the time they would prefer.

4.2.3 This will impact to a greater extent on service users who are in 9-5 employment, however, the service has sought to accommodate this through the provision of evening and/or weekend opening. In addition, consideration has been given to a spread of evening and weekend opening hours across the city.

4.2.4 It is possible that the opening hour reductions will have an impact on other service users who fall within the equality characteristics; however, each individual service user's requirements will be different. The service has sought the views of the equality hubs to ascertain if any wider issues can be identified and addressed. None have been raised, so it is anticipated that the preference options of the wider community are representative.

4.3 Council policies and City Priorities

4.3.1 Implementation of the proposals will contribute to:

Our Best Council Outcomes - Achieve the savings and efficiencies required to continue to deliver frontline services.

Our best council objectives and priorities for 2013 to 2017:

- Achieve the savings and efficiencies required to continue to deliver frontline services - Maximising the impact of our cultural infrastructure
- Becoming a more efficient and enterprising council – making the best use of our assets

4.4 Resources and value for money

4.4.1 Implementation of the proposals will deliver a service saving of c£300,000.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Under the Public Libraries and Museums Act 1964 it is the statutory duty of the local authority, as library authority, to provide a comprehensive and efficient library service to people who live, work or study in Leeds.

4.5.2 "Comprehensive" has been interpreted by the Courts to mean delivering a service that is accessible by all residents using reasonable means, including digital technologies, and "efficient" has been interpreted as meaning the service must

make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on Council resources. Given that less than 2% of customers use the service only during the closure periods and that at least some of those customers will be able to access a library at a different time, or use whatever digital resources are available, it would be reasonable still to describe the service as “comprehensive”. In addition, given the rationale of these changes is to use resources so as to affect the least number of customers for the least amount of time, the service can clearly still be regarded as “efficient”.

4.6 Risk Management

- 4.6.1 Any change to the service is likely to attract some negative attention; however the service has attempted to limit the impact of changes on individuals and amended proposals through the consultation process.
- 4.6.2 Not implementing the proposals will mean that the library service is unable to deliver the required efficiency savings.
- 4.6.3 Alternatives to achieving the required efficiency savings are likely to have a greater impact on the community, for example through further library closures, cessation of services such as mobile libraries or not buying new books. Some of these issues are currently being experienced by other library services in the Yorkshire region.

5 Conclusions

- 5.1 Like many services across the Council, the Library Service has striven to bring forward savings whilst continuing to meet its statutory obligations to maintain a comprehensive and efficient library service. Following the implementation of the New Chapter review of libraries in 2011 there is little capacity to make further savings through library closure without a potentially disproportionate effect on some communities.
- 5.2 The proposal to reduce opening hours, rather than close libraries, limits the impact to a reduction of service at periods already identified as of limited demand to customers and will provide a saving of c£300,000, whilst respecting the New Chapter framework of providing libraries which are easy to get to, in good condition, staffed with people to help and full of the services that are wanted. In addition, the developing proposals for the roll out of Community hubs offers some real opportunities to work across service teams to minimise the need for further service reductions in the future. The example of the Reginald Centre where customer services staff can extend a basic library service for an additional 20 hours per week is one example of what could be achieved.
- 5.3 Moving forward the Libraries Service will continue to develop and improve. Keeping its reputation as a modern, sustainable and forward thinking service engaging directly with and responding to citizens at a local level.

6 Recommendations

- 6.1 Executive Board is asked to agree the changes to library opening hours identified in Appendix 1 with effect from Monday 1st December 2014 and to note that the Head of Library and Information Service will be responsible for implementation.

7 Background documents²

7.1 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.

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Appendix 1				
Library	Proposed opening times			Notes
Ardsley & Tingley	Monday	10:00-13:00	14:00-17:00	During consultation 60% of the public expressed a preference for option A. (Total responses received, 73) Comments received during consultation revealed a demand for at least one evening after 5pm. The proposed opening hours are option A plus one hour added on Wednesday evening.
	Tuesday	Closed		
	Wednesday	10:00-13:00	14:00-18:00	
	Thursday	Closed		
	Friday	10:00	13:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Armley	Monday	10:00	19:00	Through work undertaken to date with colleagues in Community hubs it is proposed not to reduce these hours
	Tuesday	09:00	19:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	19:00	
	Friday	09:00	19:00	
	Saturday	10:00	16:00	
	Sunday	Closed		
Beeston	Monday	10:00	17:00	During consultation 53% of the public expressed a preference for option A. (Total responses received, 74) Options are being put in place to ensure Friday evening is available for Councillor and MP surgeries. The proposed opening hours are option A.
	Tuesday	10:00	17:00	
	Wednesday	10:00	17:00	
	Thursday	10:00	17:00	
	Friday	10:00	18:00	
	Saturday	11:00	14:00	
	Sunday	11:00	14:00	
Boston Spa	Monday	09:00	12:00	During consultation 60% of the public expressed a preference for option B. (Total responses received, 97) Work on the partnership with West Oaks Foundation is making good progress. The proposed opening hours are option B.
	Tuesday	Closed		
	Wednesday	10:00	17:00	
	Thursday	Closed		
	Friday	09:00	12:00	
	Saturday	09:00	12:00	
	Sunday	Closed		
Bramley	Monday	09:00	19:00	During consultation 56% of the public expressed a preference for option B. (Total responses received, 124) The proposed opening hours are option B. With an extra hour on Saturday and an earlier opening on Sunday. After public consultation and the proposed initiation of a Friends of Bramley Library group the Thursdays remain open the original hours, initially, to allow for the development of a Schools and Community day to be phased in from January 2015
	Tuesday	09:00	18:00	
	Wednesday	09:00	17:00	
	Thursday	10:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	15:00	
	Sunday	11:00	14:00	

Library	Proposed opening times			Notes
Burley	Monday	14:00	19:00	During consultation 73% of the public expressed a preference for option B. (Total responses received, 44) Comments received during consultation, and the public vote, revealed a clear demand for evening openings at this library. The proposed opening hours are option B.
	Tuesday	Closed		
	Wednesday	14:00	19:00	
	Thursday	Closed		
	Friday	14:00	17:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Calverley	Monday	14:00	17:00	During consultation 83% of the public expressed a preference for option A. (Total responses received, 131) comments were received about the use of the library on a Thursday morning by the local Live at Home Group this will continue to be facilitated outside of the opening hours To provide a wider choice we have ensured that closed days and evening openings are different at Calverley, Farsley and Pudsey libraries. The proposed opening hours are option A.
	Tuesday	09:00	13:00	
	Wednesday	Closed		
	Thursday	14:00	18:00	
	Friday	09:00	13:00	
	Saturday	10:00	13:00	
	Sunday	10:00	13:00	
Central	Monday	09:00	19:00	During consultation 59% of the public expressed a preference for option A. (Total responses received, 834) Comments received during consultation revealed a demand for longer hours on Sunday. The proposed opening hours are option A with one hour taken from Thursday and added to Sunday.
	Tuesday	09:00	19:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	18:00	
	Friday	09:00	17:00	
	Saturday	10:00	17:00	
	Sunday	11:00	15:00	
Chapel Allerton	Monday	10:00	17:00	During consultation 50% of the public expressed a preference for option B. (Total responses received, 451) Comments received during consultation and the closeness of the vote, revealed a demand for a later evening as well as the longer Saturday. The proposed opening hours are a mix of option B for the longer Saturday and option A for the later evening.
	Tuesday	10:00	17:00	
	Wednesday	10:00	19:00	
	Thursday	10:00	17:00	
	Friday	10:00	17:00	
	Saturday	11:00	16:00	
	Sunday	Closed		
Chapelton	Monday	13:00	17:00	During consultation 35% of the public expressed a preference for option B. (36% expressed a preference for no reductions). (Total responses received, 69) Comments received during consultation revealed a strong community desire for longer hours and a regular pattern of hours. Through work undertaken to date with colleagues in Community hubs it is proposed that the morning session between 9am and 1pm Monday to Friday is available on a self-serve basis. School classes and IT learning sessions will continue to be supported by library staff.
	Tuesday	13:00	19:00	
	Wednesday	13:00	17:00	
	Thursday	13:00	17:00	
	Friday	13:00	17:00	
	Saturday	11:00	13:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Compton Road	Monday	09:00	19:00	Through work undertaken to date with colleagues in Community hubs it is proposed not to reduce these hours, except for a training hour on a Wednesday am
	Tuesday	09:00	19:00	
	Wednesday	10:00	19:00	
	Thursday	09:00	19:00	
	Friday	09:00	19:00	
	Saturday	10:00	16:00	
	Sunday	12:00	16:00	
Crossgates	Monday	10:00	17:00	During consultation 66% of the public expressed a preference for option A. (Total responses received, 421) Comments received during consultation revealed a demand for 9am opening. The proposed opening hours are option A with 2 hours added to Wednesday and Thursday morning.
	Tuesday	10:00	17:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	19:00	
	Friday	10:00	17:00	
	Saturday	10:00	15:00	
	Sunday	Closed		
Dewsbury Road	Monday	10:00	18:00	During consultation 74% of the public expressed a preference for option B. (Total responses received, 42) Comments received during consultation revealed a demand for at least one evening after 5pm opening. The proposed opening hours are option B with one hour added to Monday evening
	Tuesday	Closed		
	Wednesday	10:00	16:00	
	Thursday	Closed		
	Friday	10:00	16:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Farsley	Monday	10:00	18:00	During consultation 54% of the public expressed a preference for option B. (Total responses received, 150) At Farsley library Open+ enables opportunities for the community to access the library and facilities outside these opening hours. The proposed opening hours are option B.
	Tuesday	Closed		
	Wednesday	10:00	18:00	
	Thursday	Closed		
	Friday	10:00	17:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Garforth	Monday	09:00	19:00	During consultation 61% of the public expressed a preference for option A. (Total responses received, 350) Comments received during consultation revealed a demand for more access after 5pm and longer hours on Saturday. The proposed opening hours are option A plus one hour on Thursday evening and one hour added on Saturday morning.
	Tuesday	09:00	17:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	18:00	
	Friday	09:00	17:00	
	Saturday	09:00	16:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Gildersome	Monday	14:00	17:00	During consultation 55% of the public expressed a preference for option A. (Total responses received, 64) Comments received during consultation revealed a demand for a morning opening during term time for schools, this will be accommodated. The proposed opening hours are option A
	Tuesday	Closed		
	Wednesday	14:00	17:00	
	Thursday	Closed		
	Friday	14:00	17:00	
	Saturday	10:00	12:00	
	Sunday	Closed		
Guiseley	Monday	09:00	17:00	During consultation 55% of the public expressed a preference for option B. Total responses received, 163) Comments received during consultation expressed a need for different evenings at Guiseley, Otley and Yeadon. This has been accommodated. The proposed opening hours are option B
	Tuesday	09:00	19:00	
	Wednesday	Closed		
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Halton	Monday	12:00	17:00	During consultation 63% of the public expressed a preference for option B and submitted possible opening hours. Trends in these submissions were fed into the final proposal. (Total responses received, 120) Comments received during consultation revealed a clear demand for Sunday opening The proposed opening hours reflect the most common requests from the consultation exercise.
	Tuesday	10:00	17:00	
	Wednesday	12:00	17:00	
	Thursday	10:00	19:00	
	Friday	10:00	17:00	
	Saturday	10:00	15:00	
	Sunday	12:00	15:00	
Headingley	Monday	09:00	18:00	During consultation 50% of the public expressed a preference for option B. (Total responses received, 287) Comments received during consultation and the closeness of the public vote revealed a demand for later evening openings. The proposed opening hours are option A with one hour added to Tuesday and Thursday evening.
	Tuesday	09:00	19:00	
	Wednesday	09:00	18:00	
	Thursday	09:00	19:00	
	Friday	09:00	17:00	
	Saturday	10:00	16:00	
	Sunday	11:00	15:00	
Holt Park	Monday	09:00	17:00	During consultation 73% of the public expressed a preference for option A. (Total responses received, 179) Comments received during consultation revealed a request for different evening openings at Holt Park and Horsforth, this has been accommodated. The proposed opening hours are option A
	Tuesday	09:00	17:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	16:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Horsforth	Monday	09:00	19:00	During consultation 76% of the public expressed a preference for option A. Total responses received, 446) Comments received during consultation revealed a demand for an evening opening and a later start on Sunday. Requests for a different evening to Holt Park were accommodated. The proposed opening hours are option A with 2 hours added to Monday evening and later opening on Sunday.
	Tuesday	09:00	17:00	
	Wednesday	09:00	17:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	16:00	
	Sunday	11:00	14:00	
Hunslet	Monday	10:00-13:00	14:00-17:00	During consultation 70% of the public expressed a preference for option B. (Total responses received, 63) The proposed opening hours are option B.
	Tuesday	10:00-13:00	14:00-17:00	
	Wednesday	10:00	13:00	
	Thursday	10:00-13:00	14:00-17:00	
	Friday	Closed		
	Saturday	10:00	13:00	
	Sunday	Closed		
Kippax	Monday	10:00	19:00	During consultation 64% of the public expressed a preference for option B. (Total responses received, 172) The proposed opening hours are option B.
	Tuesday	Closed		
	Wednesday	11:00	17:00	
	Thursday	Closed		
	Friday	11:00	17:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Methley	Monday	Closed		Consultation was not carried out for Methley Library. In the short term the opening hours will remain as current. Planning with the councillors for the longer term future of Methley library is ongoing.
	Tuesday	13:30	17:00	
	Wednesday	17:00	19:00	
	Thursday	Closed		
	Friday	13:30	17:00	
	Saturday	10:00	13:00	
	Sunday	Closed		
Middleton	Monday	13:00	20:00	Through work undertaken to date with colleagues in Community hubs it is proposed not to reduce these hours.
	Tuesday	09:00	17:00	
	Wednesday	13:00	17:00	
	Thursday	09:00	13:00	
	Friday	13:00	17:00	
	Saturday	10:00	14:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Moor Allerton	Monday	09:00	19:00	During consultation 55% of the public expressed a preference for option A. (Total responses received, 224) The proposed opening hours are option A.
	Tuesday	09:00	19:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	16:00	
	Sunday	10:00	16:00	
Morley	Monday	10:00	18:00	During consultation 68% of the public expressed a preference for option B. (Total responses received, 390) Comments received during consultation revealed a demand for longer opening hours on Saturday. The proposed opening hours are option B plus one hour added to Saturday
	Tuesday	09:00	17:00	
	Wednesday	09:00	18:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	09:00	17:00	
	Sunday	Closed		
Oakwood	Monday	10:00	19:00	During consultation 57% of the public expressed a preference for option B. (Total responses received, 261) Comments received during consultation revealed a demand for a later evening and longer Saturday open hours. The proposed opening hours are option B with one hour added to Monday evening and one hour added to Saturday morning.
	Tuesday	12:00	17:00	
	Wednesday	10:00	17:00	
	Thursday	10:00	17:00	
	Friday	10:00	17:00	
	Saturday	10:00	15:00	
	Sunday	Closed		
Otley	Monday	09:00	18:00	During consultation 55% of the public expressed a preference for option A. (Total responses received, 222) Comments received during consultation revealed a demand for different evening openings at Otley, Guiseley and Yeadon Libraries. This has been accommodated. The proposed opening hours are option A
	Tuesday	09:00	17:00	
	Wednesday	09:00	17:00	
	Thursday	09:00	19:00	
	Friday	09:00	17:00	
	Saturday	09:00	16:00	
	Sunday	11:00	14:00	
Pudsey	Monday	09:00	17:00	During consultation 62% of the public expressed a preference for option A. (Total responses received, 206) Comments received during consultation revealed a demand for post 5pm access. The request for different evenings to Calverley and Farsley Libraries has been accommodated. The proposed opening hours are option A with one hour added to Tuesday and Thursday evenings.
	Tuesday	09:00	18:00	
	Wednesday	09:00	17:00	
	Thursday	09:00	18:00	
	Friday	09:00	17:00	
	Saturday	09:00	16:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Rothwell	Monday	09:00	19:00	During consultation 64% of the public expressed a preference for option B. (Total responses received, 371) Comments received during consultation revealed a demand for after 5pm access and Morning opening. The proposed opening hours are option B with 2 hours added to Monday and Wednesday evenings and Monday to Friday remaining open at 9am.
	Tuesday	09:00	17:00	
	Wednesday	09:00	19:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	15:00	
	Sunday	11:00	14:00	
Scholes	Monday	14:00	17:00	During consultation 73% of the public expressed a preference for option A. (Total responses received, 79) The proposed opening hours are option A. Discussions have begun with local ward members to increase usage by the school and local groups on closed days.
	Tuesday	Closed		
	Wednesday	Closed		
	Thursday	Closed		
	Friday	14:00	17:00	
	Saturday	10:00	12:00	
	Sunday	Closed		
Seacroft	Monday	10:00	19:00	During consultation 70% of the public expressed a preference for option B. (Total responses received, 229) Comments received during consultation revealed a demand for a later evening. The proposed opening hours are option B plus 2 hours on Monday evening.
	Tuesday	10:00	17:00	
	Wednesday	10:00	17:00	
	Thursday	10:00	17:00	
	Friday	10:00	13:00	
	Saturday	10:00	14:00	
	Sunday	Closed		
Wetherby	Monday	10:00	17:00	During public consultation 53% of the public expressed a preference for option B. (Total responses received, 205) The proposed opening hours are option B
	Tuesday	09:00	19:00	
	Wednesday	09:00	17:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	10:00	16:00	
	Sunday	Closed		
Whinmoor	Monday	Closed		During consultation 61% of the public expressed a preference for option B. (Total responses received, 46) Comments received during consultation revealed a demand for Saturday opening. The proposed opening hours are option B plus 2 hours added on Saturday. Discussions have begun with local ward members to increase usage by local groups on closed days.
	Tuesday	13:00	16:00	
	Wednesday	Closed		
	Thursday	10:00	12:00	
	Friday	13:00	16:00	
	Saturday	10:00	12:00	
	Sunday	Closed		

Library	Proposed opening times			Notes
Yeadon	Monday	10:00	17:00	<p data-bbox="920 188 1926 252">During consultation 59% of the public expressed a preference for option B. (Total responses received, 388)</p> <p data-bbox="920 252 1926 347">Comments received during consultation revealed a demand for longer Saturday opening. The request that Yeadon, Guiseley and Otley libraries have different closed days and evening openings has been accommodated.</p> <p data-bbox="920 347 1926 403">The proposed opening hours are option B but with one hour moved from Monday morning to Saturday morning</p>
	Tuesday	Closed		
	Wednesday	09:00	19:00	
	Thursday	09:00	17:00	
	Friday	09:00	17:00	
	Saturday	09:00	13:00	
	Sunday	Closed		

Appendix 2

A list of the current opening hours of each library alongside the 2 options offered during public consultation.
For details of the recommended opening hours please see Appendix 1

		Current		Option A		Option B	
Ardsley & Tingley Library	Monday	10:00	17:00	10:00-13:00	14:00-17:00	10:00-13:00	14:00-17:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	18:00	10:00-13:00	14:00-17:00	10:00	13:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	13:00	10:00	13:00	10:00-13:00	14:00-17:00
	Saturday	10:00	13:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	
Armley Library	Monday	10:00	19:00	10:00	18:00	10:00	18:00
	Tuesday	09:00	19:00	09:00	18:00	08:30	17:00
	Wednesday	09:00	19:00	09:00	18:00	08:30	17:00
	Thursday	09:00	19:00	09:00	17:00	08:30	17:00
	Friday	09:00	19:00	09:00	17:00	08:30	17:00
	Saturday	10:00	16:00	10:00	15:00	10:00	15:00
	Sunday	Closed		Closed		Closed	
Beeston Library	Monday	10:00	18:00	10:00	17:00	10:00	17:00
	Tuesday	10:00	18:00	10:00	17:00	10:00	17:00
	Wednesday	10:00	19:00	10:00	17:00	10:00	17:00
	Thursday	10:00	18:00	10:00	17:00	10:00	17:00
	Friday	10:00	19:00	10:00	18:00	10:00	18:00
	Saturday	10:00	15:00	11:00	14:00	12:00	15:00
	Sunday	12:00	15:00	11:00	14:00	12:00	15:00
Boston Spa Library	Monday	10:00	17:00	10:00	13:00	09:00	12:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	18:00	10:00	17:00	10:00	17:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	13:00	10:00	13:00	09:00	12:00
	Saturday	10:00	13:00	10:00	13:00	09:00	12:00
	Sunday	Closed		Closed		Closed	
Bramley Library	Monday	10:00	19:00	09:00	18:00	09:00	19:00
	Tuesday	10:00	18:00	09:00	18:00	09:00	18:00
	Wednesday	10:00	19:00	09:00	18:00	09:00	17:00
	Thursday	10:00	18:00	Closed		Closed	
	Friday	10:00	18:00	09:00	17:00	09:00	17:00
	Saturday	10:00	15:00	10:00	13:00	10:00	13:00
	Sunday	12:00	15:00	10:00	13:00	12:00	15:00
Burley Library	Monday	14:00	19:00	14:00	18:00	14:00	19:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	18:00	14:00	18:00	14:00	19:00
	Thursday	Closed		Closed		Closed	
	Friday	14:00	19:00	12:00	17:00	14:00	17:00
	Saturday	10:00	13:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	
Calverley Library	Monday	13:00	18:00	14:00	17:00	14:00	18:00
	Tuesday	10:00	18:00	09:00	13:00	09:00	12:00
	Wednesday	Closed		Closed		Closed	
	Thursday	10:00	18:00	14:00	18:00	14:00	18:00
	Friday	Closed		09:00	13:00	09:00	12:00
	Saturday	10:00	15:00	10:00	13:00	10:00	13:00
	Sunday	11:00	15:00	10:00	13:00	10:00	13:00

		Current		Option A		Option B	
Central Library	Monday	09:00	20:00	09:00	19:00	10:00	20:00
	Tuesday	09:00	20:00	09:00	19:00	10:00	20:00
	Wednesday	09:00	20:00	09:00	19:00	10:00	20:00
	Thursday	09:00	17:00	09:00	19:00	10:00	20:00
	Friday	09:00	17:00	09:00	17:00	10:00	17:00
	Saturday	10:00	17:00	10:00	17:00	10:00	17:00
	Sunday	13:00	17:00	11:00	14:00	11:00	15:00
Chapel Allerton Library	Monday	10:00	19:00	10:00	17:00	10:00	18:00
	Tuesday	10:00	17:00	10:00	17:00	10:00	17:00
	Wednesday	10:00	19:00	10:00	19:00	10:00	18:00
	Thursday	10:00	17:00	10:00	17:00	10:00	17:00
	Friday	10:00	18:00	10:00	17:00	10:00	17:00
	Saturday	10:00	15:00	10:00	15:00	11:00	16:00
	Sunday	Closed		Closed		Closed	
Chapelton Library	Monday	11:00	18:00	13:00	17:00	13:00	17:00
	Tuesday	12:00	19:00	13:00	17:00	15:00	19:00
	Wednesday	11:00	18:00	13:00	17:00	13:00	17:00
	Thursday	Closed		13:00	17:00	13:00	17:00
	Friday	11:00	18:00	13:00	17:00	13:00	17:00
	Saturday	11:00	13:00	13:00	15:00	13:00	15:00
	Sunday	Closed		Closed		Closed	
Compton Road Library	Monday	09:00	19:00	09:00	18:00	08:30	17:00
	Tuesday	09:00	19:00	09:00	18:00	08:30	17:00
	Wednesday	09:00	19:00	10:00	18:00	08:30	17:30
	Thursday	09:00	19:00	09:00	18:00	08:30	18:00
	Friday	09:00	19:00	09:00	17:00	09:30	17:00
	Saturday	10:00	16:00	11:00	16:00	11:00	16:00
	Sunday	12:00	16:00	Closed		Closed	
Crossgates Library	Monday	10:00	19:00	10:00	17:00	10:00	19:00
	Tuesday	09:00	19:00	10:00	17:00	10:00	17:00
	Wednesday	09:00	19:00	10:00	19:00	10:00	17:00
	Thursday	09:00	19:00	10:00	19:00	10:00	19:00
	Friday	09:00	19:00	10:00	17:00	10:00	17:00
	Saturday	10:00	16:00	10:00	15:00	10:00	15:00
	Sunday	Closed		Closed		Closed	
Dewsbury Road Library	Monday	10:00	19:00	10:00	18:00	10:00	17:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	19:00	10:00	16:00	10:00	16:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	19:00	10:00	16:00	10:00	16:00
	Saturday	10:00	13:00	10:00	12:00	10:00	13:00
	Sunday	Closed		Closed		Closed	
Farsley Library	Monday	10:00	19:00	10:00	17:00	10:00	18:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	19:00	10:00	19:00	10:00	18:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	19:00	10:00	17:00	10:00	17:00
	Saturday	10:00	13:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	
Garforth Library	Monday	09:00	19:00	09:00	19:00	09:00	18:00
	Tuesday	09:00	19:00	09:00	17:00	09:00	18:00
	Wednesday	09:00	19:00	09:00	19:00	09:00	17:00
	Thursday	09:00	19:00	09:00	17:00	09:00	17:00
	Friday	09:00	19:00	09:00	17:00	09:00	17:00
	Saturday	10:00	16:00	10:00	16:00	10:00	15:00
	Sunday	12:00	16:00	Closed		12:00	15:00

		Current		Option A		Option B	
Gildersome Library	Monday	14:00	19:00	14:00	17:00	14:00	19:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	17:00	14:00	17:00	14:00	17:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	17:00	14:00	17:00	14:00	17:00
	Saturday	10:00	12:00	10:00	12:00	Closed	
	Sunday	Closed		Closed		Closed	
Guiseley Library	Monday	09:00	17:00	10:00	17:00	09:00	17:00
	Tuesday	09:00	19:00	10:00	17:00	09:00	19:00
	Wednesday	Closed		10:00	17:00	Closed	
	Thursday	09:00	19:00	10:00	17:00	09:00	17:00
	Friday	09:00	17:00	10:00	17:00	09:00	17:00
	Saturday	09:00	14:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	
Halton Library	Monday	09:00	19:00	10:00	17:00	Free Choice	
	Tuesday	09:00	17:00	10:00	17:00		
	Wednesday	09:00	17:00	12:00	17:00		
	Thursday	09:00	17:00	10:00	19:00		
	Friday	09:00	17:00	10:00	17:00		
	Saturday	10:00	15:00	10:00	15:00		
	Sunday	12:00	15:00	Closed			
Headingley Library	Monday	09:00	19:00	09:00	18:00	10:00	19:00
	Tuesday	09:00	19:00	09:00	18:00	10:00	19:00
	Wednesday	09:00	19:00	09:00	18:00	10:00	19:00
	Thursday	09:00	19:00	09:00	18:00	10:00	19:00
	Friday	09:00	19:00	09:00	17:00	10:00	17:00
	Saturday	10:00	16:00	10:00	16:00	10:00	16:00
	Sunday	12:00	16:00	11:00	15:00	11:00	16:00
Holt Park Library	Monday	10:00	20:00	09:00	17:00	09:00	17:00
	Tuesday	09:00	17:00	09:00	17:00	09:00	18:00
	Wednesday	09:00	20:00	09:00	19:00	09:00	19:00
	Thursday	09:00	17:00	09:00	17:00	09:00	17:00
	Friday	09:00	17:00	09:00	17:00	09:00	17:00
	Saturday	09:00	16:00	10:00	16:00	10:00	15:00
	Sunday	Closed		Closed		Closed	
Horsforth Library	Monday	10:00	19:00	09:00	17:00	10:00	18:00
	Tuesday	09:00	17:00	09:00	17:00	10:00	18:00
	Wednesday	09:00	19:00	09:00	17:00	10:00	18:00
	Thursday	09:00	17:00	09:00	17:00	10:00	18:00
	Friday	09:00	19:00	09:00	17:00	10:00	18:00
	Saturday	10:00	16:00	10:00	16:00	10:00	16:00
	Sunday	12:00	16:00	10:00	13:00	11:00	14:00
Hunslet Library	Monday	13:00	18:00	10:00	17:00	10:00-13:00	14:00-17:00
	Tuesday	10:00	18:00	10:00	17:00	10:00-13:00	14:00-17:00
	Wednesday	Closed		Closed		10:00	13:00
	Thursday	10:00	18:00	10:00	17:00	10:00-13:00	14:00-17:00
	Friday	Closed		Closed		Closed	
	Saturday	10:00	15:00	10:00	13:00	10:00	13:00
	Sunday	11:00	15:00	Closed		Closed	
Kippax Library	Monday	10:00	19:00	10:00	17:00	10:00	19:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	10:00	19:00	10:00	17:00	11:00	17:00
	Thursday	Closed		Closed		Closed	
	Friday	10:00	19:00	10:00	17:00	11:00	17:00
	Saturday	10:00	13:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	

		Current		Option A		Option B	
Methley Library	Monday	Closed		No consultation on this issue.			
	Tuesday	13:30	17:00	In the short term Methley Library will continue with			
	Wednesday	17:00	19:00	current opening hours.			
	Thursday	Closed		Consultation is ongoing with councillors and local			
	Friday	13:30	17:00	partners regarding the longer term future of the			
	Saturday	10:00	13:00				
	Sunday	Closed					
Middleton Library	Monday	13:00	20:00	13:00	17:00	13:00	18:00
	Tuesday	09:00	17:00	13:00	17:00	13:00	17:00
	Wednesday	13:00	17:00	13:00	17:00	13:00	17:00
	Thursday	09:00	13:00	09:00	13:00	10:00	13:00
	Friday	13:00	17:00	13:00	17:00	13:00	17:00
	Saturday	10:00	14:00	10:00	12:00	10:00	12:00
	Sunday	Closed		Closed		Closed	
Moor Allerton Library	Monday	10:00	19:30	09:00	19:00	09:00	19:00
	Tuesday	09:30	19:30	09:00	19:00	09:00	19:00
	Wednesday	09:30	19:30	09:00	19:00	09:00	19:00
	Thursday	10:00	19:30	09:00	17:00	10:00	19:00
	Friday	09:30	19:30	09:00	17:00	10:00	17:00
	Saturday	09:30	16:30	10:00	16:00	10:00	16:00
	Sunday	11:00	15:00	10:00	16:00	10:00	16:00
Morley Library	Monday	10:00	19:00	09:00	17:00	10:00	18:00
	Tuesday	09:00	18:00	09:00	17:00	09:00	17:00
	Wednesday	09:00	19:00	09:00	17:00	09:00	18:00
	Thursday	09:00	18:00	09:00	17:00	09:00	17:00
	Friday	09:00	17:00	09:00	17:00	09:00	17:00
	Saturday	09:00	16:00	09:00	17:00	09:00	16:00
	Sunday	12:00	15:00	Closed		Closed	
Oakwood Library	Monday	10:00	19:00	10:00	19:00	10:00	18:00
	Tuesday	12:00	18:00	11:00	17:00	12:00	17:00
	Wednesday	10:00	19:00	11:00	17:00	10:00	17:00
	Thursday	10:00	18:00	11:00	17:00	10:00	17:00
	Friday	10:00	18:00	11:00	17:00	10:00	17:00
	Saturday	10:00	15:00	10:00	15:00	11:00	15:00
	Sunday	Closed		Closed		Closed	
Otley Library	Monday	10:00	19:00	09:00	18:00	09:00	17:00
	Tuesday	09:00	19:00	09:00	17:00	09:00	19:00
	Wednesday	09:00	19:00	09:00	17:00	09:00	17:00
	Thursday	09:00	19:00	09:00	19:00	09:00	18:00
	Friday	09:00	19:00	09:00	17:00	09:00	17:00
	Saturday	09:00	16:00	09:00	16:00	09:00	16:00
	Sunday	11:00	15:00	11:00	14:00	11:00	14:00
Pudsey Library	Monday	10:00	19:00	09:00	17:00	10:00	19:00
	Tuesday	09:00	18:00	09:00	17:00	09:00	17:00
	Wednesday	09:00	18:00	09:00	17:00	09:00	17:00
	Thursday	09:00	19:00	09:00	17:00	09:00	17:00
	Friday	09:00	17:00	09:00	17:00	09:00	17:00
	Saturday	09:00	16:00	09:00	16:00	10:00	16:00
	Sunday	Closed		Closed		Closed	
Rothwell Library	Monday	09:00	19:00	10:00	19:00	10:00	17:00
	Tuesday	09:00	19:00	10:00	17:00	10:00	17:00
	Wednesday	09:00	19:00	10:00	17:00	10:00	17:00
	Thursday	09:00	19:00	10:00	17:00	10:00	17:00
	Friday	09:00	19:00	10:00	17:00	10:00	17:00
	Saturday	10:00	16:00	10:00	16:00	10:00	15:00
	Sunday	12:00	16:00	Closed		11:00	14:00

		Current		Option A		Option B	
Scholes Library	Monday	14:00	18:00	14:00	17:00	14:00	16:00
	Tuesday	Closed		Closed		Closed	
	Wednesday	09:00	13:00	Closed		Closed	
	Thursday	Closed		Closed		Closed	
	Friday	14:00	18:00	14:00	17:00	14:00	18:00
	Saturday	10:00	13:00	10:00	12:00	10:00	12:00
	Sunday	Closed		Closed		Closed	
Seacroft Library	Monday	10:00	19:00	10:00	19:00	10:00	17:00
	Tuesday	10:00	17:00	10:00	17:00	10:00	17:00
	Wednesday	10:00	17:00	10:00	17:00	10:00	17:00
	Thursday	10:00	17:00	10:00	17:00	10:00	17:00
	Friday	10:00	17:00	Closed		10:00	13:00
	Saturday	10:00	15:00	10:00	15:00	10:00	14:00
	Sunday	12:00	15:00	Closed		Closed	
Wetherby Library	Monday	10:00	19:00	09:00	17:00	10:00	17:00
	Tuesday	09:00	19:00	09:00	17:00	09:00	19:00
	Wednesday	09:00	19:00	09:00	17:00	09:00	17:00
	Thursday	09:00	19:00	09:00	17:00	09:00	17:00
	Friday	09:00	19:00	09:00	17:00	09:00	17:00
	Saturday	10:00	16:00	10:00	17:00	10:00	16:00
	Sunday	Closed		Closed		Closed	
Whinmoor Library	Monday	Closed		Closed		Closed	
	Tuesday	13:00	18:00	13:00	16:00	13:00	16:00
	Wednesday	Closed		Closed		Closed	
	Thursday	09:00	12:00	Closed		10:00	12:00
	Friday	13:00	18:00	13:00	16:00	13:00	16:00
	Saturday	10:00	12:00	10:00	12:00	Closed	
	Sunday	Closed		Closed		Closed	
Yeadon Library	Monday	10:00	20:00	10:00	17:00	09:00	17:00
	Tuesday	Closed		10:00	17:00	Closed	
	Wednesday	09:00	20:00	10:00	17:00	09:00	19:00
	Thursday	09:00	17:00	10:00	17:00	09:00	17:00
	Friday	09:00	17:00	10:00	17:00	09:00	17:00
	Saturday	09:00	13:00	10:00	13:00	10:00	13:00
	Sunday	Closed		Closed		Closed	

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Appendix 3

Average Hourly Usage Summary (Quietest times in Branch)												
Crossgates		Staff Hours: 194			Hours Open: 55			Total Issues: 76368			PCs: 19	
		09:00-10:00	10:00-11:00	11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00	16:00-17:00	17:00-18:00	18:00-19:00	19:00-20:00
Monday	Items Issued		49.8	49.0	35.0	31.8	32.2	27.2	22.9	12.4	9.6	
10:00	Items Discharged		50.2	35.7	23.3	26.0	22.4	19.2	13.3	8.3	3.8	
19:00	Borrowers served		24.4	21.0	15.3	14.4	13.3	12.1	9.4	5.4	3.4	
	IT sessions/users		16.6	20.1	19.1	18.6	19.8	19.6	18.9	16.5	9.2	
	IT Usage		40.3%	51.0%	43.4%	45.5%	46.5%	46.3%	46.3%	39.3%	28.2%	
	Number of Staff		4	4	4	4	4	4	4	2	2	
Tuesday	Items Issued	22.6	41.6	48.7	33.0	33.3	29.6	21.7	19.3	9.9	9.6	
09:00	Items Discharged	27.9	39.4	35.4	23.1	26.6	19.5	12.1	10.3	6.2	4.3	
19:00	Borrowers served	13.0	19.6	20.7	14.8	14.3	12.6	9.9	7.7	4.4	3.1	
	IT sessions/users	9.8	16.4	18.2	19.3	19.4	19.0	18.6	18.0	16.7	10.7	
	IT Usage	19.1%	35.9%	41.0%	42.2%	43.6%	42.9%	41.9%	42.2%	39.0%	30.5%	
	Number of Staff	4	4	4	4	4	4	4	4	2	2	
Wednesday	Items Issued	20.2	38.9	42.1	28.5	28.2	29.8	20.9	19.2	12.1	12.3	
09:00	Items Discharged	21.8	37.3	27.5	19.5	20.3	18.1	16.4	8.9	6.8	6.1	
19:00	Borrowers served	10.2	16.4	16.2	12.3	12.7	12.5	10.3	7.6	5.5	5.0	
	IT sessions/users	9.3	15.4	17.8	19.6	19.1	20.7	19.8	19.1	15.8	9.5	
	IT Usage	17.0%	35.7%	38.5%	41.6%	42.0%	42.5%	42.9%	41.9%	35.6%	27.5%	
	Number of Staff	4	4	4	4	4	4	4	4	2	2	
Thursday	Items Issued	20.1	40.4	43.2	31.9	32.2	32.8	25.5	18.6	14.3	6.1	
09:00	Items Discharged	21.6	36.5	30.1	22.8	23.6	20.4	17.1	10.1	5.1	3.1	
19:00	Borrowers served	9.7	19.6	17.9	13.2	14.2	13.7	10.6	7.7	5.1	2.7	
	IT sessions/users	8.9	14.7	17.1	17.8	19.1	20.4	19.0	16.7	15.0	9.1	
	IT Usage	16.8%	32.5%	35.2%	37.5%	40.1%	42.7%	38.7%	37.4%	34.8%	26.7%	
	Number of Staff	4	4	4	4	4	4	4	4	2	2	
Friday	Items Issued	18.8	38.0	44.0	27.7	29.8	32.9	25.7	23.8	13.0	9.5	
09:00	Items Discharged	21.5	35.8	27.6	20.0	22.9	22.7	13.8	13.1	6.1	4.3	
19:00	Borrowers served	10.9	18.5	17.8	13.5	13.5	14.4	11.4	8.5	4.4	2.5	
	IT sessions/users	9.3	15.5	17.8	17.5	19.9	20.8	19.7	17.2	13.4	7.6	
	IT Usage	19.2%	34.6%	36.2%	40.4%	43.4%	46.2%	41.2%	39.0%	31.2%	22.5%	
	Number of Staff	4	4	4	4	4	4	4	4	2	2	
Saturday	Items Issued		67.0	66.8	43.4	31.4	33.8	28.7				
10:00	Items Discharged		62.4	42.6	27.0	24.2	20.5	12.7				
16:00	Borrowers served		29.9	25.0	17.5	14.3	12.7	9.5				
	IT sessions/users		13.4	17.7	17.5	18.0	19.4	14.7				
	IT Usage		27.9%	36.4%	39.4%	40.1%	42.5%	42.5%				
	Number of Staff		3	3	3	3	3	3				
Sunday	Closed											

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Equality, Diversity, Cohesion and Integration Impact Assessment - Organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: City Development	Service area: Libraries and Information
Lead person: Richard Hart	Contact number: 39 52334
Date of the equality, diversity, cohesion and integration impact assessment: 11th – 15th August 2014	

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Bev Rice	Leeds City Council	Head of Library & Information Service
Richard Hart	Leeds City Council	Business Development Manager
Nina Eastwood	Leeds City Council	Senior Area Operational Manager
Ann Day	Leeds City Council	Audience Development Manager
Katrina Pickering	Leeds City Council	Resources Manager

3. Summary of the organisational change arrangements to be assessed:

This assessment is looking at proposals for changes to library opening hours at branches across the city. If the proposals are approved this would mean reduced opening hours in order to contribute to the savings required this financial year. However the intention is to minimise the effect of this on customers and to provide a more efficient service. The main focus of this assessment is on how these changes affect our staff in terms of working hours and locations. An additional impact assessment will focus on service users.

Leeds Library & Information Service provides libraries across the city including a major Central library, as well as 6 mobile libraries, Library at Home service, a service for 3 prisons, and a school library service. The principle purpose is to provide access to information, knowledge and varied reading choices through books, online resources and well informed staff. The vision is ‘To provide the world at your fingertips’ : a physical place in the heart of the community, access to a virtual space using community and information networks and a friendly face to support and guide people to access whichever services they need.

4. Scope of the equality, diversity, cohesion and integration impact assessment

4. organisational change (please tick all appropriate boxes that apply below)	
Restructuring and assimilation	<input type="checkbox"/>
Re-organisation and job re-design	<input checked="" type="checkbox"/>
Flexible deployment	<input type="checkbox"/>
Early Leavers Initiative	<input checked="" type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input type="checkbox"/>
Switching	<input type="checkbox"/>
Recruitment	<input type="checkbox"/>

Equal pay considerations	<input type="checkbox"/>
Job evaluation	<input type="checkbox"/>

Any other organisational change arrangements	<input checked="" type="checkbox"/>
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Please provide detail: Proposed changes to library opening hours which will affect staff timetables and working locations. A site by site analysis has enabled the service to identify the quietest hours.

4a. Do your proposals relate to:
please tick the appropriate box below

The whole service	<input type="checkbox"/>
A specific part of the service	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>

Please provide detail: The proposals relate to the public facing aspect of the service – affecting approximately 215 front line staff. The aim is to reduce the opening hours whilst minimising the impact on library users, in order to provide a more efficient service.

4b. Do your proposals relate to:
please tick the appropriate box below

Employment considerations only	<input type="checkbox"/>
Employment considerations and impact on service delivery	<input checked="" type="checkbox"/>

Please provide detail: See above.

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Equality profile of staff

Consultation has taken place with councillors – senior managers arranged to meet as many as possible to go through the proposed changes for their wards and consider their feedback.

Formal consultation process with staff and unions in terms of details of initial suggestions, discussions with union representatives, provision of e-mail address for Q&A, provision of FAQ responses

A preference form has been created where staff can indicate the hours they are able to work, the locations and any other considerations, for example child care, other work commitments etc.

Fact finding

Statistical information has been collected detailing the usage of each branch in terms of books borrowed, computer use, IT sessions delivered.

Consultation packs have gone out to the public, councillors and staff.

Feedback from staff has been collected in response to consultation and will be taken into consideration when new timetables are created.

Are there any gaps in equality and diversity information

Please provide detail: There are gaps in individual profiling data as staff are not required to provide this information.

Action required:

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail: Consultation has been carried out between 16th June and 29th August 2014 with customers, staff, union representatives, elected members, local MPs, partner organisations, equality hub groups and other regular library users and stakeholders. The public have been invited to choose their preferred opening times and give their comments and everything will be taken into consideration when compiling the final hours.

Action required: Take note and act on feedback where possible.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify: Staff on maternity leave or long term sick leave

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify

Potential barriers.

Built environment

Location of premises and services

Information and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

specific barriers to the organisational change proposals

Please specify

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

A more efficient service to the public. Opening hours that, where possible, fit when most people wish to access the library. Savings towards our Best Council Outcome - achieve the savings and efficiencies required to continue to deliver frontline services.

Action required:

Implement changes to opening hours

8b. Negative impact:

Changes to opening hours resulting in staff with responsibility for the care of a child or adult being unable to work the required hours. Part time staffs who have other jobs may find their library role no longer fits around those hours.

Staff who are currently on long term sick or maternity leave being unable to feed into discussions or being unaware of proposals.

Staff may be unable to work from other branches whether due to disability or another reason.

Action required:

Preference form to be used for staff to indicate what hours and locations they can work at. Managers will try and accommodate staff needs as far as possible when deciding timetables and location. Manager's 1-1 discussions with staff.

9. Will this activity promote strong and positive relationships between the groups/communities identified?	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
Please provide detail:	
Action required:	

10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Please provide detail: During the consultation period it is hoped that increased contact will be made with customers as they inform us of their preferences. Increased contact has also been made with ward members to discuss the usage of libraries in their areas.	
Action required: Service to take customer and ward member preferences into account.	

11. Could this activity be perceived as benefiting one group at the expense of another?	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Please provide detail: It may be possible that certain groups find it more difficult to use library services when the opening hours change, for example, working people. It may also be perceived as benefiting staff who do not have children or caring responsibilities and those who are able to be more flexible in when and how the access the service.	
Action required: Service to take all preferences into account and work on a solution which is as equitable as possible for all concerned.	

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Detailed consideration of feedback from public, staff and councillors	Within Executive Board reporting process	Proposals approved	Bev Rice
Review preference forms, discuss with staff in 121s and implement new timetables and relocate staff to other sites where applicable	1 st Dec 2014	Relocations implemented	Bev Rice

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Bev Rice	Head of Library & Information Service	
Date impact assessment completed		

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board
Please specify which board
- Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: City Development	Service area: Libraries and Information
Lead person: Richard Hart	Contact number: 39 52334
Date of the equality, diversity, cohesion and integration impact assessment: 11th – 15th August 2014	

1. Title: Review of Library Opening Hours
Is this a:
<input type="checkbox"/> Strategy /Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Bev Rice	Leeds City Council	Head of Library & Information Service
Richard Hart	Leeds City Council	Business Development Manager
Nina Eastwood	Leeds City Council	Senior Area Operational Manager
Ann Day	Leeds City Council	Audience Development Manager
Katrina Pickering	Leeds City Council	Resources Manager

3. Summary of strategy, policy, service or function that was assessed:
<p>Leeds Library and Information Service provides 36 libraries across the city including a major Central library, as well as 6 mobile libraries, Library at Home service, a service for 3 prisons, and a school library service. The principle purpose is to provide access to information, knowledge and varied reading choices through books, online resources and well informed staff. The vision is 'To provide the world at your fingertips' : a physical place in the heart of the community, access to a virtual space using community and information networks and a friendly face to support and guide people to access whichever services they need.</p> <p>This assessment is looking at proposals for changes to library opening hours at branches across the city. If the proposals are approved this would mean reduced opening hours in order to contribute to the savings required during this and future financial years. However the intention is to minimise the effect of this on customers and to provide a more efficient service. The main focus of this assessment is on how these changes affect our service users. A further assessment of the impact on staff is available within the Organisational Change Impact Assessment.</p>

4. Scope of the equality, diversity, cohesion and integration impact assessment (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)
--

4a. Strategy, policy or plan (please tick the appropriate box below)	
The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>
Please provide detail:	

4b. Service, function, event please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input checked="" type="checkbox"/>

Procuring of a service (by contract or grant)	<input type="checkbox"/>
<p>Please provide detail:</p> <p>The proposals relate to the public facing aspect of the service. The proposal would result in a reduction in opening hours to provide a more efficient service whilst minimising the impact on library users.</p>	

5. Fact finding – what do we already know
 Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Fact finding

Statistical information has been collected detailing the usage of each branch in terms of books borrowed, computer use, IT sessions delivered.

Initial thoughts on opening hours were that libraries open on a Sunday were quiet, however analysis of the statistics for book borrowing and computer use has shown that for a number of libraries the quietest hours are often during evening opening, but this can vary by library.

Every book issued or computer used creates a timestamp for that use, so if a customer is served borrowing or returning a book or uses a public internet computer the time of that interaction is recorded. A site by site analysis has enabled the service to identify for each site when its quietest hours are, and the impact of any proposed reduction in opening hours can be clearly linked to its potential impact on customers.

The initial proposals were based on a review of the following empirical information:

- TALIS library catalogue / user information
- Number and geographical location of libraries
- Analysis of catchment area for existing use
- Numbers of active borrowers
- Opening hours
- Resource (e.g. IT) availability and use
- Usage comparisons based on visits and issues per hour open.

However, the service recognised that not every interaction with the library service is recorded, and some customers could feel that their use of the library had not been considered and it is was noted that alterations to the service should not take place without detailed consultation with service users and stakeholders. As such, following library staff and ward member consultation, a series of options were created for each library for further consultation with elected members as well as the public and other stakeholders, requesting respondents submit their preference for either option A or B and provide any additional

comments. This consultation took place over a six week period.

The service has also looked at demographic data from the 2011 census regarding the catchment of each library compared to the city as a whole. This did not indicate that the proposals would have a disproportionate impact on any of the equality characteristics.

Are there any gaps in equality and diversity information

Please provide detail:

The service does not record use at a level which could inform preferences from different equality characteristics and the times they might want to use the library. However, the service has involved equality hubs in the consultation to identify any specific issues; letters were distributed to all representative groups held within the Equality Unit's database, seeking the views of how the proposals might impact on members of the community which they represent; no issues were raised.

Action required:

N/A

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail:

The statistical analysis combined with a Library Area Manager overview resulted in an initial suggestion for alternative opening hours for each library which was used as a baseline for consultation with staff and elected members:

Consultee	Format
Staff	Details of initial suggestions, discussions with union representatives, provision of e-mail address for Q&A, provision of FAQ responses. Further individual consultation with staff will take place to enable preferences for rotas and locations to be taken into consideration.
Ward members	Where possible ward member meetings held to inform Options for public consultation. Additional information distributed by e-mail and further meetings offered. These meetings and/or additional information also referred to any proposed changes to mobile library provision within the relevant ward.

However, the service recognised that not every interaction with the library service is recorded, and some customers could feel that their use of the library had not been considered, as such, following library staff and ward member consultation, a series of

options were created for each library for further consultation with elected members as well as the public and other stakeholders, requesting respondents submit their preference for either option A or B and provide any additional comments.

In Library Consultation

Each library carried a preference form detailing the suggested options for that library as well as providing the opportunity to submit any other comments. If a visitor to the library wanted to offer their views on other libraries then staff were able to download and print the consultation sheet for any library, or direct visitors to the online survey.

Downloading the Consultation

Notification about the consultation was placed on Talking Point and the library services internet homepage.

Each library's option form could be downloaded from the Council's website. Once filled in these could be returned via freepost, or details of the preferred option e-mailed in.

Parish Councils, local meetings, etc.

When requested staff were available to attend meetings of local groups, e.g. trade associations, to discuss the impact of the proposals and seek other comments and suggestions. Petitions, letters and locally initiated surveys were also welcomed.

Other Stakeholders and consideration of equality and diversity

Letters were distributed to all representative groups held within the Equality Unit's database, seeking the views of how the proposals might impact on members of the community which they represent, in addition members were invited to provide their own personal comments on the proposals.

Schools were also consulted as they returned from summer breaks.

Ward members and MPs

Additional information was distributed by e-mail and further meetings offered.

Information from all these sources has been combined to inform the final recommendations for opening hours.

Action required:

Take note and act on consultation feedback where possible.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

Please specify: The proposed opening hours will see a reduction in the amount of library provision available during evenings, and also some mornings and weekends. This will impact to a greater extent on service users who are in 9-5 employment, however, the service has sought to accommodate this through the provision of at least one late opening evening to supplement weekend opening. In addition, consideration has been given to the geographical spread of evening opening hours.

It is possible that the opening hour reductions will have an impact on other service users who fall within other of the equality characteristics, however, each individual service user's requirements will be different, e.g. carers will all provide support during different times, so it is difficult to schedule service hours to reflect this and the service has sought the views of the equality hubs to ascertain if any wider issues can be identified and addressed. None have been raised, so it is anticipated that the preference options of the wider community are representative.

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify

Potential barriers.

Built environment

Location of premises and services

<input checked="" type="checkbox"/>	Information and communication	<input checked="" type="checkbox"/>	Customer care
<input checked="" type="checkbox"/>	Timing	<input checked="" type="checkbox"/>	Stereotypes and assumptions
<input checked="" type="checkbox"/>	Cost	<input type="checkbox"/>	Consultation and involvement
<input type="checkbox"/>	specific barriers to the strategy, policy, services or function		

Please specify

8. Positive and negative impact
 Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

A more efficient service to the public. Opening hours that, where possible, fit when most people wish to access the library. Savings towards our Best Council Outcome - achieve the savings and efficiencies required to continue to deliver frontline services.

Action required:

N/A

8b. Negative impact:

Changes to opening hours mean some service users may be unable to access the library of their choice at the time they would prefer because the new opening hours are a net reduction in service provision and the resultant hours are unsuitable for their requirements.

Action required:

Provide adequate notice (minimum of three weeks) of service changes.

Ensure awareness of alternative library provision – alternative sites, mobile provision, online services and, where appropriate, the At Home service.

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes

 No

Please provide detail:

Impacts noted in sections 8 and 10.

Action required:

N/A

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)

Yes

 No

Please provide detail: During the consultation period there has been increased contact with customers as they informed the services of their preferences – this has informed opening hours which minimise impact on the majority of service users and provide a sustainable service at the times when that service is most in demand.

Increased contact has also been made with ward members to discuss the usage of libraries in their areas – this level of involvement will be continued through the Library Service’s Community Engagement Planning process, involving local areas in service development.

Action required: Service to take customer and ward member preferences into account.

Ensure ward members and communities are fully involved in the Community Engagement Planning process.

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

Yes

 No

Please provide detail:

It may be possible that certain groups find it more difficult to use library services when the opening hours change, for example, working people, as a result of reduced evening opening.

The wide-ranging response to the consultation has allowed the service to fully consider its original proposals and the resultant amended proposals reflect the findings of the consultation exercise; for example, where there was concern at the lack of local access to a library in the evening for people working 9-5 the service has sought to accommodate this through the provision of at least one late opening evening to supplement the weekend opening. In addition, consideration has been given to the geographical spread of evening opening hours.

Action required:

Take note and act on consultation feedback where possible.

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Take note and act on consultation feedback where possible.	Within Executive Board reporting process	Proposals approved	Bev Rice
Ensure ward members and communities are fully involved in the Community Engagement Planning process.	Within review period of Community Engagement Plans	CEPs completed	Library Managers
Provide adequate notice (minimum of three weeks) of service changes.	At least three weeks ahead of changes to opening hours	Information published	Bev Rice
Ensure awareness of alternative library provision – alternative sites, mobile provision, online services and, where appropriate, the At Home service.	Ongoing and linked within updated library web pages and literature	Information updated	Library Managers

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Bev Rice	Head of Library & Information Service	

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board
Please specify which board
- Other (please specify)

15. Publishing

This Equality, Diversity, Cohesion and Integration impact assessment will act as evidence that due regard to equality and diversity has been given.

If this impact assessment relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** Equality and Diversity, Cohesion and Integration impact assessment's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date impact assessment completed

If relates to a Key Decision – **date sent to Corporate Governance**

Any other decision – **date sent to Equality Team (equalityteam@leeds.gov.uk)**

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Report authors: Dennis Holmes, Lucy Jackson
Tel: 247 8647

Report of **The Director of Adult Social Services and
The Director of Public Health**

Report to **Executive Board**

Date: **15 October 2014**

Subject: **Out of the shadows: TIME TO SHINE**

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 checked="" type="checkbox"/> Yes <input 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

On 08 September the city of Leeds was awarded a grant of £6 million to be spent over six years on measures to tackle issues of loneliness and isolation amongst older people in the city. The bid for funding was led in initial stages by Leeds City Council and latterly by the Leeds Older People's Forum (LOPF) following wide consultation with older people, carers, community workers and agencies providing services for older people.

Executive Board was first made aware of the bid in a report entitled 'Age Friendly Leeds', which it considered in June 2014. This report is intended to provide an update on the successful outcome of the bidding process. It describes the aims, vision and strategy for delivering measures to overcome loneliness and isolation in a target cohort of 15,000 Leeds older people who are living under the shadow of loneliness and social isolation. The project will harness the power of the city's voluntary sector in delivering even more localised and personalised support than has hitherto been achieved. The successful outcome of the bid is a further illustration of the vibrancy of the city's voluntary sector and of the successful partnership between the Council and the sector.

When operational, the work will report to the Ageing Well Board which is jointly chaired by Public Health and Adult Social Care and will be a key deliverer of the Time of our Lives framework for Ageing Well in Leeds. It will also complement the Council's 'Better Lives' vision and the growing need for preventive strategies that divert people from a premature need for medical or social care support. It will support the work of the Health and Social Care Transformation programme and particularly the work on self-management and maximising community assets for older people and the further development of the integrated health and social care teams, which are already working successfully in neighbourhood settings, based around GP surgeries.

This work can be seen to be within two of the Joint Health and Well Being Strategy (JHWBS) outcomes, (a) that people in Leeds will live full and active independent lives and (b) that people will

live in healthy and sustainable communities. Following successful campaigning from the Yorkshire Post and others, there is a growing ambition for social isolation and loneliness to be reflected in a future JHWS.

The report describes the next steps which must be taken to prepare for work to deliver the aspirations of the 'Time to Shine' project, beginning in July 2015.

Recommendations

Executive Board is recommended to:

1. Congratulate the Leeds Older People's Forum and its partners on the success of their bid.
2. Note and endorse the aims, vision and strategy of the 'Time to Shine' project.
3. Receive further updates annually on the progress of the project over the next six years.
4. Note that the lead officer for ensuring updates are brought is the Deputy Director, Adult Social Care.

1 Purpose of this report

- 1.1 The purpose of this report is to brief Executive Board members on the vision of the 'Time to Shine' project, which is to reduce loneliness and isolation by breaking down barriers and building strong communities. It describes the project's strategy for making better use of existing assets and changing society's attitudes and behaviours towards older people.

2 Background information

- 2.1 There are 246,000 older people living in Leeds, of whom around 14,500 are aged over 85. It is estimated that around 15%, or 37,000 older people can be described as lonely or socially isolated, due to factors including fear, living alone, retirement, personal and financial circumstances, the digital divide and ill-equipped outdoor spaces.
- 2.2 The Council is working to address these issues through the Ageing Well Board and a broad range of intervention services, notably the Neighbourhood Networks, asset-based community development and targeted work in areas such as libraries, museums and sport. Leeds is also a member of the World Health Organisation Global Network of Age Friendly cities.
- 2.3 In early 2013 the Big Lottery Fund introduced its 'Fulfilling Lives: Ageing Better' programme, aimed at reducing social isolation and loneliness amongst older people (defined as 50+). A bid from Leeds, led by the local authority, was one of 32 selected from 100 initial applications, to go through to the second round of the programme. A condition of submitting a stage two bid was that it should be led by a voluntary sector organisation and the Leeds Older People's Forum was identified as the lead organisation.
- 2.4 Eighteen core partners, including the City Council, provided leadership in preparing the round two bid, with a significant amount of practical, 'in kind' assistance being provided to produce the submission in time for the deadline.
- 2.5 The second stage application was submitted on the 30 April 2014 and Leeds heard that its bid, for £1 million per year over six years was successful on 08 September 2014. The funding will begin in April 2015.

- 2.6 From now until March 2015, more detailed project planning will take place with delivery agents being chosen to drive the work forward.
- 2.7 As part of developing the bid the Council's public health intelligence produced a model for analysing the number of older people who were potentially social isolated or lonely within each ward and Community Committee area. This work is now being developed further by colleagues in Adult Social Care to aid future locality based work. A number of the Community Committees have chosen social isolation as one of their priorities which is being taken forward by the Health and Adult Social Care champions.

3 Main issues

- 3.1 The aim of the 'Time to Shine' project is defined as ensuring that lonely, isolated people have meaningful opportunities for social contacts which offer them pleasure and purpose in life.
- 3.2 To focus the project, work was undertaken to identify gaps in current service provision and identify those at greatest risk of social isolation and loneliness. A mixed method was employed, including reviews of local literature, asset mapping by ward and data analysis. As a result, older people identified as 'most at risk' are those:
- Living lives mainly restricted to their homes, through disability, dementia, physical or mental ill-health and caring;
 - Coping with the social and emotional void after loss of a partner, friend or role and struggling to emerge from those shadows;
 - With specific cultural needs relating to ethnicity, faith or sexuality; or
 - In poverty.

Vision

- 3.3 The vision of the project is that 'Older people in Leeds need not experience loneliness and isolation as an inevitable consequence of ageing' and that the project will offer opportunities for fulfilment by breaking down barriers and building strong communities. The vision was developed by a cross-sector Core (18 members, see para 4.1.2 below) and wider Partners (68 members) and is based on consultation with 863 older people, carers, community workers and decision makers across the city.
- 3.4 The project's vision is to deliver measures to overcome loneliness and isolation in a target cohort of 15,000 Leeds older people who are living under the shadow of loneliness.

Strategy

- 3.5 The strategy for delivery is to provide personalised activities, acting at individual, neighbourhood and city-wide levels to build circles of support. It will develop preventive social networks as well as supporting lonely people out of isolation. Valuing the strengths of older people and enabling mutual support is critical. The strategy will optimise the use of the city's assets as a platform for working more deeply and wider
- 3.6 The strategy will be delivered through five main areas of work:
- **Catalysts** – working to change society's attitudes using intergenerational and cross sector approaches. This will include Loneliness Training - a programme of awareness sessions and comprehensive values based training for anyone who has contact with older people.

- **Connections** - Better connections with older people from street level upwards will be crucial, within local neighbourhoods and across services, businesses and communities, creating wider and stronger networks. Street Links will be developed, 'community connectors' who support neighbours to make stronger links in their community and link them into information, social opportunities and practical support. The existing Seniors' Networks programme will be extended into more parts of the city, using community development approaches to identify socially isolated older people, sharing skills and information to develop social networks. This will be extended to include both LGBT and learning disabled seniors and older people from BME groups, supporting them to develop social opportunities, whilst also enabling all services to be older LGBT and learning disabled friendly. Systematic social prescribing for older people will also be developed, building on the work already undertaken by the Making the Link project.
- **Capacity** will be built by nurturing small community groups and strengthening volunteer bases. This will offer opportunities for younger older people and promote inter-generational approaches, building social capital and the infrastructure for future developments
- **Creating Support** - Work to develop support and friendships at home and help for people to get out will be put under way, offering weekend and evening activities. Social opportunities will be developed in the home environment including care homes, such as befriending, arts, food, hobbies aimed at carers, people with dementia and frail elders. Other measures include Dinner Dates - a volunteer buddy for sharing a meal and conversation, going out to a pub or cafe or staying at home, weekdays, evenings, weekends or bank holidays. Other forms of support could include Digital inclusion in partnership with Leeds Libraries' digi-bus, with 'Take a Tablet', focused on people restricted to their own homes, in deprived areas and care homes
- **Co-production** - Older people will co-produce, manage and design activities and engage in their development, evaluation and the dissemination of learning.

Next steps

- 3.7 The project has now reached the final stage of the application process. An offer of funding has been made for the full amount requested (£6 million over six years). This next stage will focus on project planning and partnership development, with a deadline for submitting the project plan of 22 December 2014.
- 3.8 The project plan has to cover issues of governance and the objectives, roles and responsibilities of LOPF and the delivery partners. It will provide details of where funding will be targeted and the approaches that will be used. It will define project outcomes and change indicators and, importantly, it will provide an explanation of how older people will lead the project and be involved at all levels. The project plan will address issues such as financial planning and financial appraisal, monitoring and evaluation, equalities, risk analysis and the overall sustainability of the project.
- 3.9 A partnership agreement must be developed (see Appendix A: draft partnership structure), agreed by the Big Lottery Fund and formally adopted by the partnership.
- 3.10 A process to select delivery partners will be put under way in January - March 2015.
- 3.11 By April 2015, the project plan will be reviewed by the Big Lottery Fund, with an opportunity to make changes if necessary.

3.12 The project will begin in July 2015.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 In drawing up the bid, and developing the vision for 'Time to Shine', some 863 older people, carers, community workers and decision makers from across the city were consulted.

4.1.2 The Core Partnership comprises 18 organisations with an interest in representing the needs of older people: Age UK Leeds, Alzheimer's Society, Care & Repair Leeds, Caring Together in Woodhouse and Little London, Circle (Leeds University), Feel Good Factor, Growing Old Gracefully, Leeds CCGs, Leeds Irish Health and Homes, Leeds Older People's Forum (lead partner), Men who have sex with men: action in the community (MESMAC), Otley Action for Older People, Public Health (Leeds City Council), Shantona, Springfield Healthcare (Leeds Care Association), Tenfold (Leeds Learning Disability Forum), and West Yorkshire Playhouse.

4.1.3 The project plan, which is currently being drawn up for submission to the Big Lottery Fund, includes a section on how older people will lead the project and be involved at all levels, which must satisfy the assessors before final approval is granted.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Similarly, the project plan must satisfy assessors that plans are in place for engaging beneficiaries at all levels and in particular in engaging with hard-to-reach groups and overcoming communications barriers.

4.3 Council policies and City Priorities

4.3.1 The approach set out in the 'Time to Shine' project reflects the Council's vision to be both the best city in the UK, the best council in the UK and to be both age friendly and dementia friendly.

4.3.2 Its ethos reflects the objectives of the Best Council Plan and the delivery of the Joint Health and Wellbeing Strategy (Outcome 2: People will live full and independent lives; and outcome 5: people will live in healthy and sustainable communities). It also recognises the requirements of the 2014 care Act.

4.4 Resources and value for money

4.4.1 Work undertaken by Council officers in the preparation of the bid has taken place within existing Council budgets.

4.4.2 Whole-system savings can be anticipated in helping people maintain better physical and mental health with a reduced need for costly social care and medical interventions.

4.4.3 It should be noted that LOPF will sub-contract all of the front-line activities to voluntary sector organisations and that the award of funding will not create a 'grant pot' that organisations can bid into.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications for the Council, other than as a member of the Core Partnership and having representation on the Partnership Board.

4.6 Risk Management

4.6.1 An analysis of risk and a plan for managing risk is a part of the project plan and must be approved by the Big Lottery Fund.

5 Conclusions

5.1 Loneliness and social isolation blight both individual lives and society through unhappiness and ill-health. The project has consulted widely among Leeds's older people and professionals and organisations who work with them. It has identified those groups who are most at risk and the barriers lonely people face in building social contacts. As a result, Leeds's bid for Big Lottery Funding has been supported for the approach outlined above. Detailed planning is now under way in order to make the project operational by July 2015.

6 Recommendations

Executive Board is recommended to:

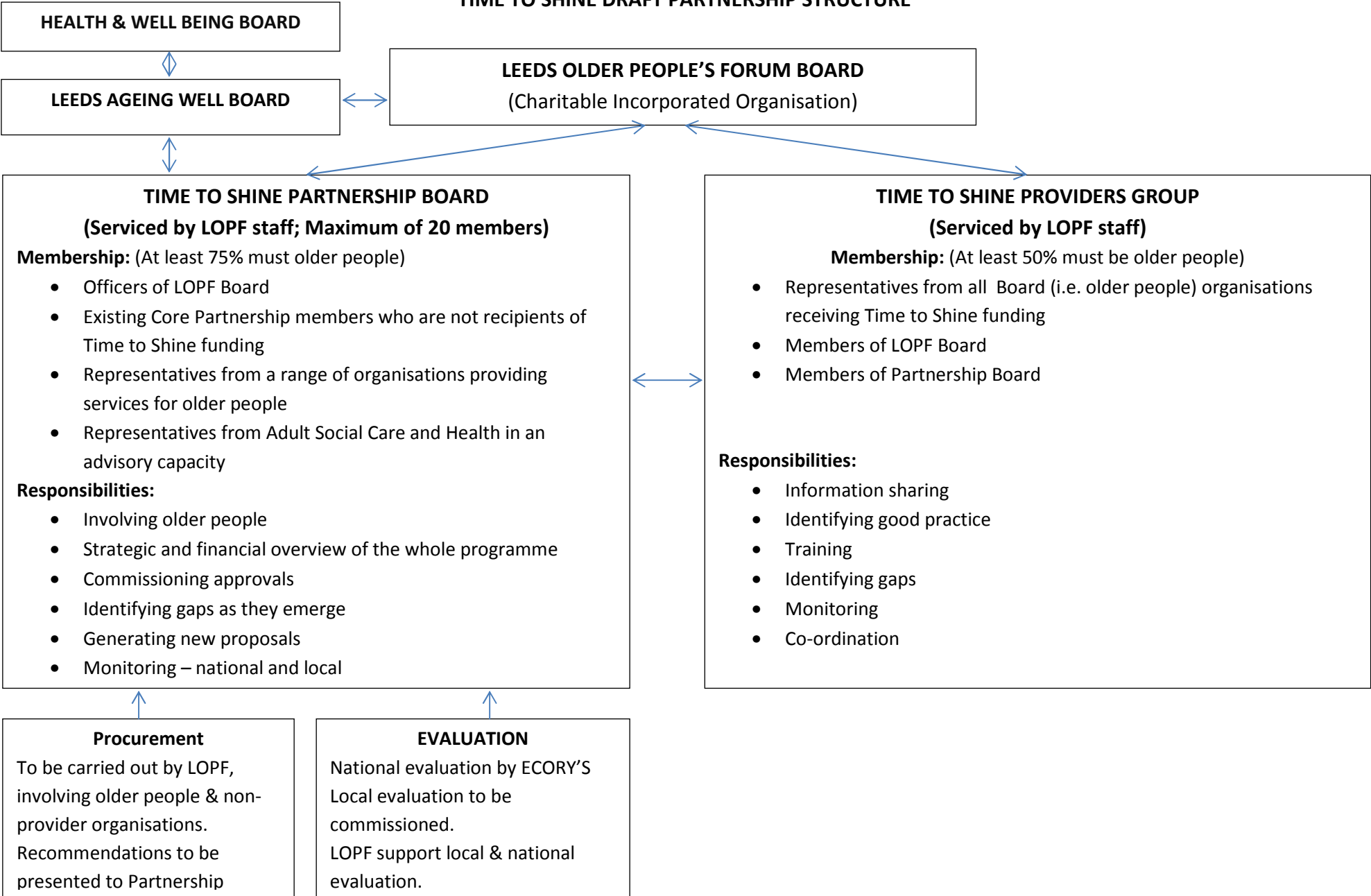
- 6.1 Congratulate the Leeds Older People's Forum and its partners on the success of their bid.
- 6.2 Note and endorse the aims, vision and strategy of the 'Time to Shine' project.
- 6.3 Receive further updates annually on the progress of the project over the next six years.
- 6.4 Note that the lead officer for ensuring updates are brought is the Deputy Director, Adult Social Care.

7 Background documents¹

7.1 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.

TIME TO SHINE DRAFT PARTNERSHIP STRUCTURE



HEALTH & WELL BEING BOARD

LEEDS AGEING WELL BOARD

LEEDS OLDER PEOPLE'S FORUM BOARD
(Charitable Incorporated Organisation)

TIME TO SHINE PARTNERSHIP BOARD
(Serviced by LOPF staff; Maximum of 20 members)

Membership: (At least 75% must older people)

- Officers of LOPF Board
- Existing Core Partnership members who are not recipients of Time to Shine funding
- Representatives from a range of organisations providing services for older people
- Representatives from Adult Social Care and Health in an advisory capacity

Responsibilities:

- Involving older people
- Strategic and financial overview of the whole programme
- Commissioning approvals
- Identifying gaps as they emerge
- Generating new proposals
- Monitoring – national and local

TIME TO SHINE PROVIDERS GROUP
(Serviced by LOPF staff)

Membership: (At least 50% must be older people)

- Representatives from all Board (i.e. older people) organisations receiving Time to Shine funding
- Members of LOPF Board
- Members of Partnership Board

Responsibilities:

- Information sharing
- Identifying good practice
- Training
- Identifying gaps
- Monitoring
- Co-ordination

Procurement
To be carried out by LOPF, involving older people & non-provider organisations. Recommendations to be presented to Partnership

EVALUATION
National evaluation by ECORY'S
Local evaluation to be commissioned.
LOPF support local & national evaluation.

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Report of Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: October 2014

Subject: Discretionary Housing Payments

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 checked="" type="checkbox"/> Yes	<input 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 the main issues

1. Discretionary Housing Payments (DHPs) have become increasingly important in helping vulnerable tenants deal with the welfare changes. Government funding for DHPs has increased substantially from £287k in 2010/11 to £2.05m in the current year. However, demand has also increased substantially and in 13/14, £2.27m was spent on DHPs
2. Current years forecasts suggested that, without intervention, spend would exceed £2.8m against an overall budget of £2.45m made up of a Government contribution of £2.05m topped up with a council contribution of £400k.
3. A programme of action has been undertaken which has seen awards for non-priority groups reviewed with effect from the end of July 2014. This has seen shorter awards put in place in some instances and some awards withdrawn in other instances. This has resulted in a revised forecast spend of around £2.4m.
4. The pressures on the scheme remain, however, and there is a need to continue to provide long-term support to severely disabled tenants and other tenants who fall into the priority groups agreed by Executive Board. It is proposed to make an application to DCLG to use HRA funding to support Housing Leeds tenants who are severely disabled in significantly adapted properties who need additional financial help to deal with the impacts of the under-occupancy changes.

Recommendations

Executive Board is asked to:

1. Note the pressures on the DHP fund and the actions taken to deal with the pressures;

2. Approve the application to DCLG to use HRA funding up to a maximum of £250k to help deal with DHP awards for Housing Leeds tenants with severe disabilities living in significantly adapted properties;
3. Receive a report in the new year from the Assistant Chief Executive (Citizens & Communities) on a proposed DHP scheme for 15/16 following DWP confirmation of DHP funding.

1 Purpose of this report

- 1.1 The report provides information on Discretionary Housing Payment (DHP) spend and the actions that are being taken to both meet the needs of vulnerable tenants and manage scheme spend within the available budget;

2 Background information

2.1 Discretionary Housing Payments have become an increasingly important aspect of the welfare system, providing additional housing costs support where vulnerable tenants are unable to meet the costs of their rent. The Government has made a number of changes to Housing Benefit since 2010 that have led to tenants getting less Housing Benefit and being faced with extra rent to pay. These changes include:

- Local Housing Allowances in the private rented sector being reduced (now set at 30% of the market instead of 50% of the market)
- Social sector size criteria rules which reduce Housing Benefit by 14% where tenants are deemed to have 1-bedroom too many and by 25% where its 2-bedrooms too many or more
- Benefit cap which reduces the amount of Housing Benefit paid where overall benefit entitlement is greater than £500 for a couple (or £350 for a single person)

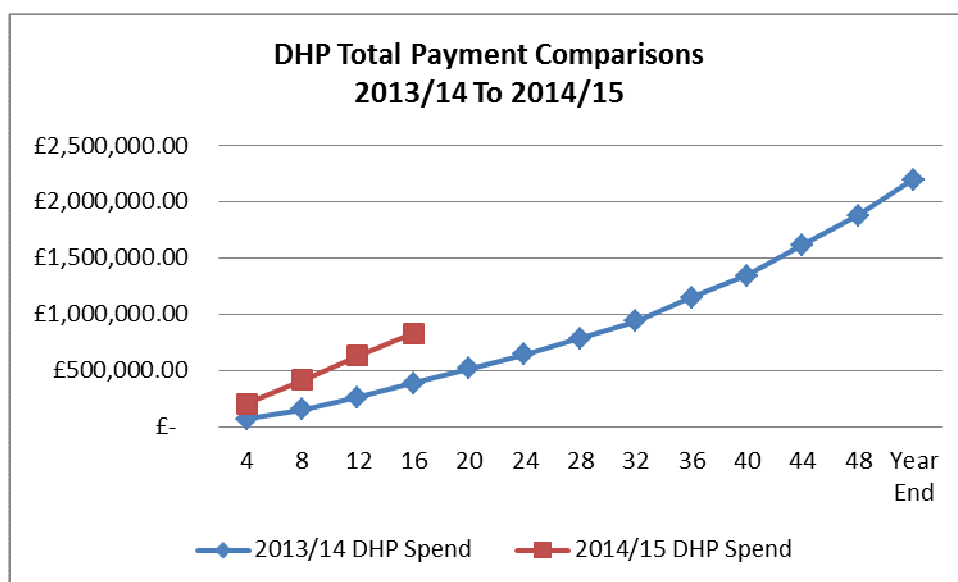
2.2 The Government recognises that more tenants need extra support to deal with the changes and has increased funding for DHPs in recent years. Government funding to Leeds for DHPs has grown from an annual payment of £287k each year from 2003/4 to 2010/11 up to £2.0m in 14/15.

2.3 In 2013/14, when the under-occupancy changes came into effect, the council spent £2.27m on Discretionary Housing Payments. This exceeded the Government's initial contribution of £1.9m but the excess was met by a successful bid for additional funding from Department for Work and Pensions. The table below shows how the money was spent and shows that the majority of the funding was spent on supporting tenants affected by the under-occupancy changes.

Severely disabled in significantly adapted property	456	£269,952
Extra room for child access arrangements	548	£268,211
Approaching Pension Credit Age	69	£34,202
Extra room for pregnant women	54	£8,134
Exceptional Circumstances	1442	£672,106

Foster carers	35	£22,890
Other	41	£20,182
Number of Under-occupancy cases	2645	£1,295,680
LHA - welfare reform	620	£383,427
Benefit cap	180	£289,690
Other	560	£305,337
	4005	£2,274,131

2.4 The Government's funding for Leeds in 14/15 is £2.05m. While this represents a small increase against the basic funding for 13/14, it is, in fact, a reduction in funding as DWP is not providing any additional funds against which councils can bid. Additional funding has been provided by the council from the Local Welfare Support scheme and this gives a budget of £2.4m for the year. However, spend to date in 2014/15 is showing a considerable increase compared to last year (see graph below showing comparative spend at week 16) and action has had to be taken to reduce forecast spend down from £2.8m to around £2.4m. Para 3.6 sets out the actions taken to help contain spend.



3 Main Issues

3.1 In order to contain spend on DHPs it has been necessary to review a number of awards and move to more shorter-term awards in the future. Shorter-term awards will be for tenants who do not fit the priority groups agreed by Executive Board but who nevertheless need extra help to deal with the under-occupancy changes.

3.2 Tenants who fall into the priority groups agreed by Executive Board will continue to receive long-term awards of DHP. The priority groups are:

- Severely disabled tenants in significantly adapted properties
- Extra room for child access arrangements
- Approaching Pension Credit age (*award stops when tenant reaches Pension Credit age*)
- Extra room for pregnant women (*award stops when baby is born*)
- Foster carers

- 3.3 This approach in continuing to support priority groups on a longer-term basis, particularly severely disabled tenants, has been reinforced by a number of appeals against under-occupancy decisions. Nationally, a small number of appeals have been heard at Upper Tribunals. These have related to tenants with a disability and, while the appeals have by and large been unsuccessful, Tribunal judges have confirmed:
- The discrimination in the Housing Benefit legislation is justified given the need to reduce government expenditure.
 - The discrimination is ameliorated by the discretion local authorities have to award DHPs in individual cases.
 - Local authority discretion is to be operated in accordance with public law principles and Human Rights legislation.
- 3.4 In effect, Tribunals have confirmed that they would expect DHP awards in cases involving severely disabled tenants, once made, to continue until such time as there was a material change. This would appear to rule out introducing any form of conditionality about an award to a severely disabled tenant or providing a short-term award with the expectation that a severely disabled tenant attempts to find smaller accommodation.
- 3.5 The same restrictions do not apply to other cases where shorter-term awards would be reasonable taking into account the amount available for DHPs. The need to reduce spend on DHPs means that all awards for under-occupancy for non-priority groups have been reviewed.
- 3.6 To date, 1512 tenants have been asked to reapply for a Discretionary Housing Payment with effect from the end of July 2014 and 1032 have reapplied. Work is ongoing to deal with these reapplications and 872 have been decided with 608 having their award reinstated for a short period. To date, only around half the tenants have reclaimed DHP and we have looked at these claims and made fresh decisions. Information has been provided to landlords providing details of tenants where no reclaim has been made or where a decision has been made not to award a Discretionary Housing Payment. It is also intended to monitor the impact on rent arrears for tenants where DHP has been withdrawn.
- 3.7 Despite the action to help keep DHP spend within budget, it is expected that the pressure to make fresh awards will continue throughout the year. The Department for Communities and Local Government allows HRA funds to be used to provide DHPs and it is proposed to use HRA funding to help deal with the pressure on the DHP budget caused, in part, by the fact that long-term DHP awards are required for severely disabled tenants living in significantly adapted property. In order to use HRA funds in this way, an application needs to be made to DCLG. If approved, HRA funding would be used retrospectively to deal with awards made since April 2014. Using HRA funding to help severely disabled tenants in significantly adapted properties to maintain their tenancy is a more cost effective approach than moving tenants and making significant adaptations at a new home to make the property suitable. It is expected that the contribution from the HRA would not exceed £250k.

4. Corporate Considerations

4.1 Consultation and engagement

- 4.1.1 The report does not propose any changes to the policy previously approved by Executive Board other than an administrative change around appeals. There is no requirement in these circumstances to carry out a consultation exercise.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An impact analysis of the DHP policy was carried out as part of the preparations for 2013-14. No changes are proposed to the priority groups identified in the policy and there are no requirements to conduct a further equality impact assessment.

4.3 Council Policies and City Priorities

4.3.1 The Discretionary Housing Payment scheme supports the Best Council Priority of Supporting communities and tackling poverty and also supports the Better Lives objective.

4.4 Resources and Value for Money

4.4.1 The pressures on the Discretionary Housing Payment scheme are expected to remain high in this year and in future years. The current DHP budget position, alongside an earmarked HRA provision, is expected to be adequate to deal with demand in the current year. There has been no confirmation from the Government about the overall DHP funding that will be available to councils in 2015/16 and this is not expected until much later in the year.

4.4.2 The additional contribution that the council is making in 14/15 towards the DHP scheme is funded from the Local Welfare Support scheme. Given the significant uncertainty about Local Welfare Support scheme funding for future years, there is a real risk that overall funding for DHPs in 2015/16 will be less than it is at the moment. Once there is confirmation from DWP about the scheme funding for 15/16, it is intended to provide a further report to Executive Board with recommendations for a DHP scheme in 15/16

4.5 Legal Implications, Access to Information and Call In

4.5.1 DHPs can only be awarded where a tenant has an entitlement to Housing Benefit, there is a shortfall in rent to pay and it appears that the tenant needs additional help to meet the rent. Other than these basic eligibility criteria, it is within the power of councils to decide who should get a DHP, in what circumstances and for how long.

4.6 Risk Management

4.6.1 The decision, if approved, to use Housing Revenue Account funding to support disabled tenants living in significantly adapted properties does not represent a financial risk as the contribution is limited to £250k. The wider DHP budget is likely to come under pressure but the actions set out in this report have been taken in order to help manage these pressures.

5. Conclusions

5.1 The current approach to DHP is helping many tenants maintain their tenancies but is causing financial pressures on the council that, if unchecked, would make the scheme

unaffordable. Reviewing the scheme and introducing more short-term awards for tenants in non-priority groups will provide a degree of protection while tenants consider and take steps to make up the shortfall in their rent or find alternative solutions.

5.2 The short-term nature of many awards is in line with DWP guidance on Discretionary Housing Payments but it also needs to be recognised that DWP's assumptions are underpinned by an expectation that tenants will often be able to move to smaller accommodation. This is not the case on Leeds.

5.3 Depending on the level of funding available for DHPs in 2015/16, there may need to be changes to the DHP policy that could see support focused more narrowly on the priority groups agreed by Executive Board.

6. Recommendations

Executive Board is asked to:

1. Note the pressures on the DHP fund and the actions taken to deal with the pressures;
2. Approve the application to DCLG to use HRA funding up to a maximum of £250k to help deal with DHP awards for Housing Leeds tenants with severe disabilities living in significantly adapted properties;
3. Receive a report in the new year from the Assistant Chief Executive (Citizens & Communities) on a proposed DHP scheme for 15/16 following DWP confirmation of DHP funding.

Background documents¹

Background documents

7 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 Deputy Chief Executive

Report to Executive Board

Date: 15th October 2014

Subject: Medium Term Financial Strategy 2015/16 to 2016/17

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 checked="" type="checkbox"/> Yes <input 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 purpose of this report is to update Members on the development of the Council's Medium Term Financial Strategy which is designed to deliver the Council's 'Best Council' ambition in the context of the Government's spending plans.
2. The Council to date has been successful in responding to the challenging reductions to its funding since 2010 which has been in the region of £129m over the past 4 years. The indicative settlement for 2015/16 has already been announced as part of the 2014/15 Local Government Finance Settlement and an assumption has been made for 2016/17 based on provisional national totals for Departmental Expenditure Limits. Based on this information, the Council now anticipates that there will be a further reduction in funding from Government of around £70m for core services over the two years 2015/16 and 2016/17. This reduction in funding is in addition to the need to meet the cost of inflation and continuing spending demands across a range of services.
3. The Medium Term Financial Strategy does not attempt to provide a detailed budget for the next two years but it does set out the main financial issues facing the Council and sets out a broad framework for the delivery of efficiencies and savings to bridge the identified funding gap of £72m. Initial budget proposals for 2015/16 will be brought to the December 2014 meeting of the Board.

Recommendation

4. Members are asked to approve the Medium Term Financial Strategy 2015/16 - 2016/17 and agree that the assumptions and principles outlined in this report will be used as a basis for the detailed preparation of the Initial Budget Proposals for 2015/16.

1. Purpose of report

- 1.1 This report sets out for the Board the principles and assumptions underlying the proposed financial strategy covering the years 2015/16 to 2016/17. This will provide the framework for the preparation of the 2015/16 initial budget proposals which will be presented to Members in December 2014.

2. Background information

- 2.1 The 2014/15 financial year represents the fourth and final year of the period covered by the Government's 2010 Comprehensive Spending Review. In this period the Council has faced very significant reductions in its funding from Government, whilst at the same time facing continued growth in the demand for many of its services and increases in costs.
- 2.2 In the light of further Government spending reductions for 2015/16, and with an expectation that there will be further reductions beyond, it is important that the Council has a robust financial strategy in place to cover the next two years.

3. Developing the Council's Financial Strategy - Looking Back 2010/11-2014/15

- 3.1 The Comprehensive Spending Review 2010 set out the Government's plans to eliminate the structural deficit by the end of the current parliament. This presented a significant financial challenge to the Council which was without precedent in recent times. In this period funding from Central Government has reduced by £129m, and taking further account of the increase in costs due to inflation, demand and reductions in income due to the economic climate, this has meant the Council has had to respond through the following measures:

- Staff reductions of over 2000 FTEs by the end of 2014/15, spending almost £50m less on employees
- Savings of circa £30m through better procurement and demand management
- Increased income of £21m
- Increased income from Council Tax growth of £17.8m
- Generated £6.7m growth from Business Rates
- Reduced building maintenance by £1m
- Reviewing grants to the third sector including 15% reduction in grants to major arts
- New Homes Bonus which will earn £15m in 2014/15
- Closure of 7 residential homes, 12 day centres, 14 libraries, 2 sports centres, 2 community centres, 1 one stop centre and 3 hostels
- Reduced office accommodation space by almost 250,000 square feet
- Maintaining a significant Capital programme without increasing debt costs

- 3.2 The Council's approach to managing funding reductions has been successful to date to the extent that challenging savings and reductions have been delivered whilst continuing to prioritise care for vulnerable adults and children. The proportion of the Council's spend on Children's Services and Adult Social Care has increased from 48.5% in 2010/11 to 57.1% in 2014/15.

3.3 In addition, despite some significant individual variations within the budget the Council has consistently achieved an underspend in each of the financial years 2010-2014. This has enabled the Council to use General Fund reserves each year in a planned way to deal with the timescales associated with change.

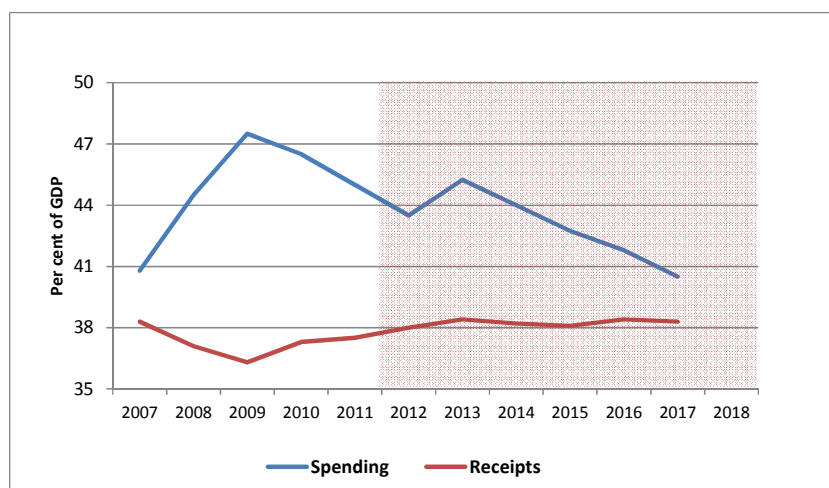
4 Local Government Funding – the National Context

4.1 The Chancellor of the Exchequer announced the 2013 Spending Review on 26th June 2013. The Spending Review set out the Government’s spending plans for central government departments, the NHS and local government for 2014/15 and 2015/16.

4.2 The Spending Review outlined how the Government will continue to reduce the deficit in the public finances by taking difficult decisions to reduce public spending and prioritising investment in infrastructure to deliver a stronger economy. Chart 1 below tracks the annual deficit position with forecast receipts and spending.

Chart 1

Government Receipts and Spending



Source: Office for Budget Responsibility

4.3 The Spending Review in 2013 confirmed that the Government’s initial 4 year deficit reduction plan would continue for a further 3 years to 2017/18 and that the scale of reductions in overall Government spending would be similar to those seen from 2010.

4.4 The Spending Review set out the Government’s plans to reduce overall public spending by £11.5 billion in 2015/16, with the following measures specifically impacting upon Local Government:

- Funding for schools, the NHS and Overseas Development will continue to be protected;
- Funding reductions for unprotected departmental budgets averaged 5.6%;
- The reduction in the Settlement Funding Assessment for local government for 2015/16 would be 10.0% in real-terms;
- Councils that choose to freeze their council taxes will receive a grant equivalent to a 1% increase for both 2014/15 and 2015/16;

- Councils that choose to increase their council taxes will be subject to a 2.0% referendum in 2014/15. The referendum principles for 2015/16 are unlikely to be confirmed until January 2015.
- £3.8 billion to be provided in the form of the Better Care Fund to support the joint commissioning of health and social care
- Spending for major infrastructure projects is to be increased by £3 billion a year from 2015/16;
- The Government proposes to top-slice £400m of New Homes Bonus in 2015/16 which would have been given to local authorities, and instead the funding will be pooled and provided to Local Enterprise Partnerships areas (LEPs) to support strategic housing and other economic growth priorities.
- The Government stated that after taking account of these measures, including funding for Better Care spending across local government would reduce by just 2.3% on average in 2015/16;

4.5 Following the Autumn Statement in December 2013, the proposal to partly fund the Local Growth Fund through a £400m top slice of New Homes Bonus was withdrawn and the statement confirmed that the £3.8bn health funding, known as the Better Care Fund, will continue beyond 2015/16 to ensure that pooled funding is “an enduring part of the health and social care system”.

4.6 The Local Government finance settlement announced on the 18th December 2013 not only provided a provisional settlement for 2014/15, but also an indicative settlement for 2015/16. For Leeds the indicative settlement for 2015/16 is a cash reduction of 14.7%, compared to the national average reduction of 13.1%. Over the summer of 2014, the government conducted a technical consultation on aspects of the 2015/16 settlement but, in contrast to the previous year’s technical consultation, the 2014 exercise has not revealed any further cuts in funding, but has confirmed the 14.7% reduction for the Council.

4.7 Over the lifetime of this Parliament, local government core funding nationally will have fallen by about 43% in real terms. As yet Departmental Expenditure Limits have not been set beyond 2015/16 which makes financial planning beyond 2015/16 problematic although the direction of travel is clear. The Economic and Fiscal Outlook, published by the Office for Budget Responsibility alongside the budget in March 2014, did include tentative projections for public sector expenditure as a whole, which if applied to local government would suggest funding cuts averaging 8.8% for 2016/17 and the years beyond, and it is this percentage that has been used for initial financial planning for 2016/17 as outlined later in this report. More robust estimates are unlikely to be available until after the 2015 General Election.

5. Health Funding, Integration, the Better Care Fund and Care Act

5.1 2015/16 will see important changes to the delivery and funding of Adult Social Care and integration with health. The Better Care Fund (BCF) combines £3.8bn nationally aimed at transforming health and social care services. This funding does not provide any new money across the health and social care sector, but it combines it into a pooled fund that will operate from 1st April 2015. The planned BCF for Leeds in 2015/16 totals £55m. The Department of Health requirements for the BCF include ensuring the financial sustainability of social care services and across health partners in Leeds this is being equated to funding demography and the additional

requirements of the Care Act, although a proportion of the funding is effectively ring-fenced to support the acute sector.

- 5.2 The focus of Adult Social Care and partner agencies is on maximising the effectiveness of the “Leeds £”, delivering a more cost effective health and social care economy that better meets the needs of the city’s residents. This will require a flow of funding over time out of the acute hospitals and into community based services provided by the NHS and by the Council.
- 5.3 To facilitate an early start on the transformation of the health and social care system in Leeds, an earmarked reserve of £5m was created at the end of 2013/14. Together with provision of £2.8m within the 2014/15 Adult Social Care revenue budget, £7.8m will be available in 2014/15 to provide pump-priming investment so that savings to be delivered through the BCF can be released as early as possible.
- 5.4 In addition, the changes will be supported by the £25m capital fund approved at Executive Board in September 2014 to support the BCF schemes and other schemes which have the potential to generate revenue savings for the Council and its partners. Delivering the changes will be a significant challenge and although savings will be delivered in the medium term it will not necessarily be within the 2015/16 to 201/17 financial strategy period.
- 5.5 The Care Act received Royal Assent in May 2014 and it has wide ranging implications for adult social care services some of which take effect in April 2015 and the remainder in April 2016. There are significant financial risks associated with the delivery of the Care Act and the likely costs are currently very difficult to identify with reasonable accuracy. The Government has committed to fully funding the additional costs, but there can be no guarantees that this will be genuine new money.

6. Developing the Council’s Financial Strategy – Looking Forward 2015/16-2016/17

- 6.1 The strategic context for Leeds continues to be informed by the Commission for the Future of Local Government, published in 2012. In a nutshell, this reported that the municipalist model needed to be replaced by recreating the spirit of the civic entrepreneurs who started local government. Civic enterprise is where local government becomes more enterprising, businesses become more civic and citizens become more engaged.
- 6.2 It set out the following key roles for councils:
 - Councils should stimulate good economic growth, jobs and homes, so that increased council tax and business rates could make up for the cuts in central government support and make local government more self-sufficient: smaller in size but bigger in influence.
 - Councils should work to develop a new social contract between the citizen and the local state whereby public services are provided differently, and co-designed with people.
 - Councils should enable the infrastructure and utilities of the smart cities and towns of the 21st Century, such as superfast broadband, low carbon and social networks.

6.3 The Commission also asked about solving the “English Question”, and made suggestions about how the unfinished business of UK devolution should be addressed by transferring powers and resources to local government via Combined Authorities. In light of the recent Scottish Referendum this is very topical and could lead to significant changes in the way council’s funding and accountability operates.

6.4 As the council becomes smaller and operates differently, it will create new partnerships, teams and different arrangements for delivering support services. The Best Council plan sets the ambition and objectives, and is available in background documents. To help achieve these ambitions, the council will focus on seven breakthrough projects, as listed below. Key features of these will be: an Outcome Based Accountability (OBA) approach, integrated teams, including partners and support, strong project management discipline, digital by default, and clear political sponsorship. The projects are:

- Hosting world class events on a global stage as a smart city
- Housing growth, and jobs for young people
- Putting children and families first: tackling domestic violence
- Making Leeds the best place to grow old
- Reshaping health and social care
- Reducing fuel bills and setting a revised 2050 carbon target
- Rethinking the city centre

6.5 The MTFs does not attempt to provide a detailed budget for the next two years, but is designed to set out the main financial issues facing the Council and to identify and target areas for the delivery of efficiencies and savings. A summary of the budget gap is shown at Appendix 1, and the key assumptions are as follows:

6.6 Funding Envelope

6.6.1 The indicative settlement for 2015/16 as announced in the 2014/15 Local Government Finance Settlement shows a funding reduction for Leeds of £46m, or 14.7% from 2014/15. Whilst the government has not announced any indicative figures for 2016/17, an assumption has been made for 2016/17 based on provisional national totals for Departmental Expenditure Limits (DEL). This indicates a reduction of 8.8% or £23.4m in core support from Government, as shown in the table below:

Table 1

	2014/15 £m	2015/16 £m	2016/17 £m
Settlement Funding Assessment	313.421	267.396	243.996
Reduction (£m)		-46.025	-23.400
Reduction (%)		-14.7%	-8.8%

6.6.2 The forecast grant reduction for 2016/17 needs to be treated with a fair degree of caution, as the impact of national reductions upon the City Council will not only be affected by any variations in reductions between Government departments, but also any variations between local authorities through the Settlement Funding Assessment mechanism. A variation of 1% in this assumption is equivalent to Government grant of £2.7m.

- 6.6.3 In addition to the Better Care Funding, the 2014 Finance settlement provided New Burdens funding, nationally of £285m to be made available to Councils from 2015/16 for the implementation of the Care Act from April 2015. In the indicative settlement for 2015/16 this funding is shown for Leeds as £3.931m. However, a recent government consultation on the allocation of this new funding suggests a lower figure for Leeds of around £3.2m, although this is still to be confirmed. In addition, it is assumed that an additional £2.0m will be transferred from the CCGs to the Better Care Fund (part of the £55m Better Care Fund) which will be available to meet these new burdens. Other than the £5.2m rolling forward, no costs or funding are currently assumed for the Care Act for 2016/17 as no funding figures have been announced nationally and much more work is needed on spending projections, although clearly this represents an area of some risk.
- 6.6.4 The core allocation for Leeds in respect of the 2015/16 Public Health grant remains unchanged from the 2014/15 allocation at £40.54m. However, from 1st October 2015, the Government intends that local authorities take over responsibility from NHS England for commissioning public health services for children aged 0-5. The transfer of funding will be handled separately to the core allocations. From 2016/17 onwards, the 0-5 baseline will be added to existing local government public health grant allocations to form an overall public health grant allocation.
- 6.6.5 In general, the strategy assumes that all variations in specific grants will be matched by reductions in related spending, although this will be subject to review as announcements are made and implications fully understood.
- 6.6.6 The MTFs requires that the Council delivers its Core Housing Strategy and assumes an additional 3,600 properties per annum, either being new or brought back into use. The effect of these additional properties is to increase the Council tax base resulting in forecast additional Council Tax raised of £4.1m in 2015/16 and £4.2m in 2016/17. In addition to increasing the Council Tax base, the Council receives additional funding provided by the Government in the form of New Homes Bonus which is paid for 6 years. The plan assumes additional new homes bonus of £5.0m in 2015/16 and £2.7m in 2016/17 which for 2016/17 takes account of the fallout of new Homes Bonus from 2010/11. The target of delivering an additional 3,600 homes per annum is ambitious and challenging. In order to drive forward the delivery of this priority, the Council, with a team Leeds approach has pulled together a dedicated multi-disciplinary team, and whilst most of the cost of the team has been met from the realignment of existing resources and from a contribution from the HRA, additional costs of £144k are netted off the income targets for 2015/16 and 2016/17.
- 6.6.7 Unlike the previous regime, the Council under the Business Rates Retention scheme shares in any growth in business rates over and above the government's set baseline. Although the business rates baseline will increase year on year, it is forecast that there will be a 2% real terms growth in business rates which will generate an additional £3.0m in 2015/16 and £3.2m in 2016/17 net of the levy which will support the city region.
- 6.6.8 The 2014/15 budget was supported by a 1.99% increase in the level of Council Tax and remains the 2nd lowest of the Core Cities and mid point of the West Yorkshire districts.

Core Cities	Band D £	WY Districts	Band D £
Nottingham	1,675.83	Calderdale	1,447.03
Bristol	1,628.53	Kirklees	1,438.51
Liverpool	1,584.22	Leeds	1,341.49
Newcastle	1,514.19	Wakefield	1,334.37
Sheffield	1,493.12	Bradford	1,329.57
Manchester	1,382.21		
Leeds	1,341.49		
Birmingham	1,294.16		

6.6.9 The Government has provided funding for the on-going effect of previous Council Tax freezes up to 2015/16. The Council accepted the Council Tax freeze grant for the years 2011/12 to 2013/14, and government funding of £9.428m is built into the Council's 2014/15 and 2015/16 settlements (the grant for freezing Council Tax in 2012/13 was for one year only). It is assumed that this funding will continue into 2016/17, but there is no certainty as to this.

6.6.10 At this stage the plan makes no assumption as to any increase in the level of Council Tax for either 2015/16 or 2016/17. A 1% increase would generate additional income of £2.4m in 2015/16 and £2.5m in 2016/17. Any increase will be subject to the Government's referendum limit, which for 2014/15 was set at 2%. The Government has not announced a referendum limit for either 2015/16 or 2016/17, but it is expected to be broadly in line with inflation.

The Government has announced that funding will be provided for those authorities who choose to freeze their Council Taxes for 2015/16, equivalent to an annual increase of 1%, or £2.9m (which is higher than the £2.4m referred to above due to the way the government calculates the grant).

6.7 Changes in Costs

6.7.1 The financial strategy needs to recognise that the Council will face unavoidable cost increases. Although not intended to be exhaustive, some of the main pressures are reviewed below:

- Limited provision for inflation totalling £8.2m in 2015/16 and an additional £9.5m in 2016/17 has been made, most significantly for a 1% pay award in each year. A 1% variation on the pay award is equivalent to £4m. Apart from contractual increases it has been assumed that most other budget headings will be cash limited.
- An increase in debt costs of £2m in 2015/16 and £4.9m in 2016/17 is provided reflecting on-going capital programme commitments and anticipated changes in interest rates. The following table shows the current costs of funding the Councils borrowing requirement as a result of its current capital programme. The gross total capital programme is over £1bn and seeks to deliver investment in line with the Council's plans and objectives. The level of the capital programme will continue to be reviewed to ensure that it is deliverable and that it continues to be relevant. The forecast debt costs reflect the costs of financing both present and future borrowing in line with

assumed borrowing costs. These assumed borrowing costs will be kept under review and adjusted for the latest market estimates.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
External Interest Payable	31.900	32.725	35.356	39.937
Debt Repayment	42.479	43.874	46.058	48.094
Interest Earned	(0.157)	(0.141)	(0.120)	(0.120)
Other Income	(0.742)	(0.976)	(0.961)	(0.961)
Total Debt Budget	73.480	75.481	80.333	86.949
Annual Increase		2.002	4.852	6.616

Borrowing Requirement (£m)	115.3	98.4	96.9	101.7
Interest Rate Assumptions (%)	0.5%	1.00%	2.00%	3.00%

The Council's approved treasury strategy is to meet its funding requirements from the strength of its balance sheet and short term borrowing. The risk of defraying long-term borrowing introduces interest rate risk which is considered manageable given that the Council's debt portfolio has an average maturity of over 36 years (or 20 years if all options on debt are exercised at the next date). The interest rate risk will be kept under review and will determine the point at which longer term funding is acquired.

- Full year effects of previous decisions amount to a saving of £2.4m in 2015/16 and £0.2m in 2016/17. Of this, £3m relates to savings through changes in employee terms and conditions in respect of pay protection and travel arrangements; £0.2m from the closure of Middleton Park and Gotts Park Golf courses; and £0.3m (and a further £0.2m in 2016/17) from the next phase of the transactional web services project delivering key customer services improvements across the Council. These savings are partly offset by costs in respect of car park closures; Children's transport and lower than anticipated customer numbers following the introduction of charges for equipment services in Adults.
- £1m has been provided for the first year repayment of the £4m school balances borrowed in 2013/14.
- The strategy provides for an increase in the contribution to the West Yorkshire Transport Fund from £5.4m in 14/15 to £11.4m over 10 years, an increase of £600k p.a. The Leeds share based on population figures is around £200k p.a.
- The Local Welfare Support funding ('Social Fund') is ceasing in 2015/16. Although it is likely that the Council will continue to provide for a smaller scheme, it is unlikely that this will be sufficient to fund emergency payments in Children's Services of £0.5m currently funded through the scheme.
- The strategy assumes that Better Care Funding is available to at least fund additional demand and demographic pressures and the fall out of health funding, in total £10.6m in 2015/16 and a further £5m in 2016/17.

- Children’s Services Grants including Education Support: There will be a continued fall in the Education Support Grant due in the main to a £200m national reduction in the grant which will have an estimated impact of around £2.3m for Leeds. In addition there are likely to be further reductions in specific grant funding, e.g. Adoption Reform Grant and the Special Educational Needs and Disabilities implementation grant. The strategy assumes that the relevant services deal with these reductions through either reducing in size or increasing the value of traded services.
- Employer’s National Insurance increase: Employer’s NI is due to increase in 2016/17 as announced in the Chancellor’s Autumn Statement in 2013. The cost of this in 2016/17 would amount to £7.5m. The Chancellor has previously indicated that public sector funding would be compensated for this increase and this strategy assumes that to be the case with no provision made, although at this stage there is no clarity as to how this will be done.

6.7.2 The 2014/15 budget is supported by £3.5m of general fund reserves. This strategy assumes this increases to £5.5m for 2015/16, which as detailed below in table 2 would leave the Council with reserves of just £16.4m going into 2016/17. Whilst the reserves position will be subject to review as part of the annual budget process and any update to this plan, for planning purposes reducing reserves further in 2016/17 is not recommended.

Table 2

General Fund Reserves	2014/15 £m	2015/16 £m
Opening Balance 1st April	26.0	21.9
Budgeted usage	-3.5	-5.5
Superannuation saving	1.4	
Transfer to ELI reserve	-2.0	
Closing Balance 31st March	21.9	16.4

6.7.3 Taking account of the above, it is forecast that the Council will need to generate savings of £44.1m by 2015/16 and a further £27.9m in 2016/17 as summarised in Appendix 1.

7.0 Bridging the Gap

7.1 Members will recall that the 2014/15 Budget was developed in the context of the Best Council objectives which would deliver the Best Council ambition as well as significant savings over the medium term. It is anticipated that further savings will be achieved through the continued delivery of these objectives over the medium term. These are:-

- **Best Council Objective: dealing effectively with the city’s waste.** At March 2014, the alternate week collection of residual and recyclable waste (AWC) had been rolled out to approx. 50% of households in the City. By the end of March 2015 when the rollout of AWC is expected to be completed, an estimated 80% of households in the City will be in receipt of the new

recycling service. This service is helping to boost the City's recycling performance and last year 2013/14 the recycling rate of 43.7% was the City's best ever performance. The recycling target for 2014/15 is 46% with a long term aspiration to recycle in excess of 60% of its household waste.

Work continues on the construction of the Recycling and Energy Recovery facility (RERF) in Cross Green. During 2015/16 the facility will start to receive City Council waste for commissioning, with full service commencement currently scheduled for July 2016. At this time it is expected the cost of sending kerbside residual waste to this facility will be over £6m p.a. cheaper than the anticipated cost of landfilling the same waste.

- **Best Council Objective: building a child friendly city.** Leeds aspires to be the Best City for children & young people, a Child-friendly city that safeguards and promotes the well-being of children and young people from across the city. The Council is committed to taking a long term strategic approach to managing increasing demand for services caused by a range of socio-economic factors and demographic changes. By maintaining investment in preventative services and working with families restoratively (under a new "social contract"), the aim is to help more families help themselves and reduce the need for statutory intervention.

Performance in relation to Children Looked After continues to improve significantly and at the end of August 2014 the number of Leeds Children looked after (CLA) now stands at 1,275, down by 5% from the position at the start of the financial year (1,340). The Council is therefore still on track to deliver its overall Best Council Objective for CLA of 1,220 by the 31st March 2015 and also remains on course to deliver its medium term objective of circa 1,000 CLA by March 2017.

The Family Group Conferencing (FGC) Service remains a key part of the preventative strategy within Children's Services, reaching over 100 families (circa 200 vulnerable children) in the first quarter of the financial year. Early indications are that the service has helped around two thirds (130) of these children to remain within their family network. The impact of the service is borne out in the number of new entries to care for the first quarter (57) which is down 48 (46%) from the same period last year (105).

The overall mix of care settings that children are placed in is one of the main factors in determining cost and externally commissioned placements (independent fostering and external residential placements) are generally more expensive. At the end of the August 2014, 295 children are placed in external placements. This is 46 more than assumed within the 14/15 Budget.

The Directorate recognises the importance of delivering its Best Council Objective assumptions and therefore continues to focus on delivering move-on plans for children and young people in external placements, promoting Special Guardianships for children placed in long term foster care and implementing services to support those vulnerable families who are at risk of statutory intervention.

- **Delivery of the Better Lives programme.** The Better Lives service transformation programme aims to enhance the range, amount and quality of adult social care services available through delivering efficiencies within existing services. These efficiencies have included a reduction in the level of directly provided services where independent sector provision is more cost effective.

Staffing reductions from directly provided services have been achieved through a combination of early leavers and flexible deployment of staff. Work continues to be progressed in increasing the productivity within the Reablement Service and the Physical Impairment service has reconfigured service delivery to achieve budgeted savings.

There was a positive outcome to the formal staff consultation to develop a Social Enterprise to deliver the Learning Disability Community Support Service and therefore further work is being undertaken to establish the Social Enterprise.

In addition, a dedicated team is currently working on transport policies, reviewing cases and determining options for alternative provision.

Going forward, the newly developed Assisted Living Leeds will facilitate earlier intervention and deployment of equipment, which will reduce the level and timing of home care requirement. Further savings area also expected from the Physical Impairment review.

- **Best Council Objective: promote sustainable and inclusive economic growth.** As detailed in paragraph 6.6.6, through stimulating sustainable economic growth (including housing growth and regeneration) significant additional income can be generated through the new homes bonus, council tax, business rates and the community infrastructure levy.

Since the start of the New Homes Bonus Scheme in 2010/11 to the end of 2013/14 the Council has earned £10.8m by building new homes or bringing homes back into use. This equates to over 7,000 Band D equivalent properties. The Strategy assumes a further 3,600 per annum.

- **Becoming an efficient and enterprising council** through a number of cross cutting reviews:

§ **Business improvement and organisational design**

Support Services - from 2010/11 to 2012/13 savings of £8.6m were realised from support service budgets. The second phase of savings, commencing 2013/14 has targeted a 30% reduction equating to reducing budgets by a further £9m p.a. by 2016/17. In 2013/14 savings of £2m were achieved and the same level is built into 2014/15 budgets, which the Council is on target to realise. Services have undergone re-design and are now in the process of implementing new and revised ways of working in order to generate further savings of £2.5m in 2015/16 and another £2m in 2015/16.

Better Business Management - the 2014/15 budget includes assumed savings of £3.2m in respect of 'Better Business Management'. The target was allocated across services based on the number of fte's deployed within the 4 areas under review:

- Business administration
- Mail and print
- Intelligence
- Programme and project management

Each of these projects is now in progress although there is a risk that the full budgeted savings will not be realised in 2014/15. Further savings of £2.5m are to be delivered in 2015/16 and £2m in 2016/17 reflecting the phased outcomes of these reviews.

§ **Asset Base** – a programme of asset review and rationalisation is underway which will deliver significant running cost savings across the Council's asset portfolio. Phase 1 of this work has already seen city centre office accommodation reduced from 17 to 8 buildings, with this figure due to fall further following the refurbishment and reoccupation of Merrion House in 2017. Phase 2 work on the review of locality office accommodation and operation property has been completed and identified a potential savings to achieve the Budget Strategy target of £4.5m over the next 2 years. The review has been carried out in partnership with Members, Directorates and localities, with the aim of making more effective and efficient use of the Council's asset portfolio taking account of factors such as:

- Premises running costs;
- Local need and use;
- Backlog maintenance;
- Energy efficiency; and
- Income, or income potential.

In addition, the One Public Estate programme, of which Leeds is part, is driving the co-location and service integration agenda across the public sector, as well as a joined up, strategic approach to the use of public land to support regeneration, economic and housing growth. In Leeds the current main focus of this work is with health (primarily through the Integrated Health & Social Care Programme), the Police (through the delivery of Community Hubs) and West Yorkshire Fire Service (through proposals to develop a tri-service operational base).

§ **Additional income** - through a combination of increases in fees and charges and the council becoming more entrepreneurial by developing services in new markets, in 2014/15 additional income of £6.6m was generated. An income growth target of £3.5m has been set for the next two years and a review of fees and charges with other like authorities is currently being undertaken to identify areas where the Council either does not charge or where fee levels are low in comparison.

7.2 The delivery of the Best Council Plan savings is essential to meeting the financial challenge going forward. Each of the objectives can only be delivered by adopting a Team Leeds approach across all services and by the integral involvement of partners. They are undoubtedly challenging and in many instances will carry risks, and will require significant work and prioritisation of resources in order for them to be delivered.

7.3 Assuming full delivery of the savings through the delivery of the Best Council objectives, it is anticipated that there will be a significant funding gap remaining in 2015/16 and 2016/17. A comprehensive review of the way services could be delivered across the council is currently being undertaken based on a thematic programme to achieve a balanced position. These options for change have been categorised under the following headings:-

- Efficiencies
- Service reductions
- Integration
- Income generation
- Invest to save
- External delivery
- Demand management
- Commissioning

7.4 Clearly the delivery of these options will present a significant challenge to the Council and its partners, and implementation within the timescales of this strategy will not be without risk and will require some difficult decisions to be made, and will inevitably impact on front line services.

7.5 It is essential that the Council continues to work closely with its partners to ensure the best use of resources available in the city, including:

- Working with health partners to maximise the city's share of the £3.8bn pooled budget for health and social care services, announced in the June Spending Review.
- Securing a share of all available funding streams
- Working with the Local Enterprise Partnership to deliver the economic regeneration agenda.

7.6 Senior officers had already commenced a comprehensive review of Council spend; the intention being to bring forward proposals for a more fundamental review and re-shaping of existing Council spend, to achieve the following:

- the Council will use available resources to best effect/support the Council priorities, and;
- the Council will live within its means for the foreseeable future

8.0 Housing Revenue Account

8.1 The Council House investment strategy focuses upon not only ensuring the long term sustainability of the current housing stock but also to deliver investment in other areas in order to support other city priorities such as older people's housing. In

addition resources will focus upon improving the environment of council estates to ensure that they are safe and clean places to live.

- 8.2 Underpinning the Housing Revenue Account and therefore the delivery of strategic housing priorities is the achievement of the rental income streams which are influenced by the Government's rent setting formula which is fixed for 10 years at Consumer Price Index (CPI) +1% per year from April 2015.
- 8.3 In addition savings that have been realised from the transfer the housing management function from the ALMOs back to the Council from the 1st October 2013 have been re-invested to resource the delivery of the Council's housing priorities.
- 8.4 The increase in discount available to tenants to buy their own homes through the Government's Right to Buy legislation has resulted in a substantial increase in the number of sales. Partially offsetting this reduction in the housing stock is the planned £72.8m investment in new homes and the buying up of empty properties. All new build properties will comply with the Leeds standard which will contribute towards tackling fuel poverty and increasing the energy efficiency of properties.
- 8.5 The introduction of Universal Credit, as a part of the Government's welfare change agenda is yet to be fully implemented but when it is introduced, and based on the experience of authorities that are piloting it, it could have implications for the level of rent receivable.
- 8.6 A detailed Housing Revenue Account Business Plan is timetabled to be received at Executive Board in March 2015 and this will provide more detail in respect of how the Council will deliver and resource its strategic housing priorities.

9.0 Next Steps

- 9.1 The Council has been successful in responding to the challenging reductions to its funding since 2010. The Council has identified significant savings over the period through smarter procurement, generating additional income, staffing savings and improvements in efficiency. However, the Council faces significant further reductions in funding over the medium term which will continue to present a major challenge as to how services are to be delivered in the future.
- 9.2 The proposed Medium Term Financial Strategy can only be seen as an interim solution in that it provides a high level framework to help the Council in responding to this challenge and it will underpin the detailed budget setting process for 2015/16. Further work is needed to develop the Council's strategy for 2015/16 and indeed beyond, and a further update for 2016/17 will be provided as part of the 2015/16 budget.
- 9.3 The Initial Budget Proposals for 2015/16 will be presented to Executive Board in December 2014, which will be subject to further public consultation.

10.0 Corporate Considerations

10.1 Consultation and Engagement

10.1.1 The Medium Term Financial Strategy has been influenced by the Council's priorities which have been shaped through past consultations on previous years' budgets and a variety of other issues. It is proposed that public perception evidence that services and localities already hold about people's priorities is brought together and a summary of the findings produced to support the Initial Budget Proposals (IBP) for 2015/16.

10.1.2 This strategy will provide the framework for the Initial Budget Proposals for 2015/16 and a consultation exercise will be undertaken on these budget proposals following Executive Board in December 2014. People will have the opportunity to comment on the IBP in a variety of ways e.g. hard copy feedback forms in public spaces, Talking Point online forms and through city-wide network.

10.2 Equality and Diversity / Cohesion and Integration

10.2.1 This report does not have any specific implications for equality and diversity nor for cohesion and integration, but it should be noted that the Council's budget process is subject to equality impact assessments as appropriate.

10.3 Council Policies and City Priorities

10.3.1 This report does not in itself have direct implications for Council policies and City Priorities, but it is recognised that the MTFs has been developed within the context of ensuring that resources are aligned to the Council's Best Council ambitions.

10.4 Resources and Value for Money

10.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

10.5 Legal Implications, Access to Information and Call In

10.5.1 There are no legal implications arising from this report.

10.6 Risk Management

10.6.1 The Council's current and future financial position is subject to a number of risk management processes. Failure to address medium-term financial pressures in a sustainable way is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review. In addition a financial risk register is maintained that details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored and reviewed on a regular basis.

10.6.2 It is recognised that the proposed strategy carries a number of significant risks. Delivery of the savings and efficiencies proposed will be difficult, but failure to do so will inevitably require the Council to start to consider even more difficult decisions which will have far greater impact upon the provision of front line services to the people of Leeds.

11. Recommendation

11.1 Members are asked to approve the Medium Term Financial Strategy 2015/16 - 2016/17 and agree that the assumptions and principles outlined in this report will be used as a basis for the detailed preparation of the Initial Budget Proposals for 2015/16.

12. Background documents¹

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.

Medium Term Financial Strategy 2015/16 – 2016/17

	2015/16 £	2016/17 £
Funding Envelope		
SFA Reduction	46.0	23.4
New Properties (3600)		
C Tax Growth	-4.1	-4.2
NHB	-5.2	-2.5
	<u>-9.3</u>	<u>-6.7</u>
Assume 2% Business Rate growth	-3.0	-3.2
Use of general fund reserves	-2.0	
Collection Fund	2.9	
Reduction in funding	<u>34.6</u>	<u>13.5</u>
Cost Changes		
Inflation	8.2	9.5
Debt	2.0	4.9
	<u>10.2</u>	<u>14.4</u>
Full year Effects of previous decisions	-2.4	-0.2
Repayment of Schools Balances	1.0	
WY Transport Fund Levy	0.2	0.2
Impact of Fallout of Social Fund	0.5	
	<u>1.7</u>	<u>0.2</u>
Gross Change in Spending	<u>44.1</u>	<u>27.9</u>

Report of the Deputy Chief Executive

Report to Executive Board

Date: 15th October 2014

Subject: Financial Health Monitoring 2014/15 – Month 5

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 checked="" type="checkbox"/> Yes <input 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 purpose of this report is to inform members of the financial health of the authority after five months of the financial year in respect of the revenue budget and the Housing Revenue Account.
2. Members will recall that the 2014/15 general fund revenue budget, as approved by Council provides for a variety of actions to reduce spending by in excess of £47m. It is clear that action is taking place across all areas of the Council and it is clear that significant savings are being delivered in line with the budget.
3. At this stage of the financial year however an overall overspend of £6.3m is projected, an increase of £0.9m from the figure reported at month 4 which mainly reflects continued pressures in Adults and Children’s Social Care. There is some risk of further increases during the year in these areas although the overall position will continue to be managed with a view to reducing the projected overspend.
4. After five months of the year the HRA is projecting a surplus of £0.4m.

Recommendations

5. Members of the Executive Board are asked to note the projected financial position of the authority after five months of 2014/15.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's projected financial health position for 2014/15 after five months of the financial year.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after five months and comments on the key issues impacting on the overall achievement of the budget for the current year.

2. Background information

- 2.1 Members will recall that the net budget for the general fund was set at £565.8m, supported by the use of £3.5m of general fund reserves.
- 2.2 Following finalisation of the accounts, General Fund Reserves at 31st March 2014 amount to £26.1m.

3. Main Issues

- 3.1 After five months of the financial year an overspend of £6.3m is projected, as shown in the table below.

(Under) / Over Spend for the current period							Previous Month
Directorate	Director	Staffing £000	Other Spend £001	Total Expenditure £000	Income £000	Total Under /Overspend £000	Mth 4 £000
Adult Social Care	Sandie Keene	1,238	3,234	4,472	(2,353)	2,119	1,996
Children's Services	Nigel Richardson	204	5,015	5,219	(636)	4,583	3,928
City Development	Martin Farrington	124	1,213	1,337	(1,001)	336	185
Environment & Housing	Neil Evans	(89)	398	309	(309)	0	0
Strategy & Resources	Alan Gay	72	96	168	(231)	(63)	(38)
Citizens & Communities	James Rogers	(253)	128	(125)	122	(3)	(5)
Public Health	Ian Cameron	(534)	566	32	(67)	(35)	(170)
Civic Enterprise Leeds	Julie Meakin	(451)	14	(437)	837	400	402
Total		311	10664	10975	(3,638)	7337	6,298
Corporate issues							
Debt Savings						(1,100)	(1,100)
Transfer of Public Health to earmarked reserve						35	170
Total						6,272	5,368

- 3.2 This represents an increase of £0.9m from the position reported at the end of month 4 which reflects continuing pressures within Adult and Children's Social Care. There has been an increase in demand led community care packages within Adult Social Care and slippage on achieving budgeted savings within Looked After Children placements which were aimed at safely reducing placement numbers and changing the mix of placement provision. Whilst the position will continue to be closely monitored and managed with a view to reducing the projected overspend, there is a risk that the projected overspends in these areas could increase further during the year.
- 3.3 The major variations are outlined below and further details can be found in the financial dashboards attached to this report.

3.3.1 Staffing

The major staffing variation is in Adult Social Care, mainly reflecting the cost of additional staff working on capital or income earning projects and the costs associated with the supreme court legal judgement. These are partly offset by savings within other directorates, mainly Public Health and Civic Enterprise Leeds.

3.3.2 Other Spend

As referred to above, the main pressures relate to demand led community care budgets within Adult Social Care and Looked After Children placements. Home Care packages remain over budget with a weekly increase of around 67 hours whilst the budget assumed there would be no increase. There has also been a £0.6m increase in the forecast for externally provided residential and fostering placements for children and young people. Placement numbers are currently above plan and whilst the significant budget action plan savings are largely expected to be achieved, some slippage is anticipated.

3.3.3 Use of Earmarked Reserves

The Environment and Housing projection assumes the use of the following earmarked reserves brought forward from 2013/14:

- Fire Damage Insurance receipt – Temple Newsam Home Farm, £45k
- Homelessness Prevention Fund - £120k

3.4 Other Financial Performance

3.4.1 Council Tax and NNDR

The Council Tax target for the in-year collection for 2014/15 is unchanged from the previous years at 95.7%. The position at the end of August was 45.94% compared to 46.07% at the same point in 2013/14 and there are currently no concerns as to collection levels.

- Overall collection rate for those affected by Council Tax Support scheme - 32.3% (31.3% at this stage last year)
- Collection rate for those previously getting 100% Council Tax benefit – 29.9% (28.3% at this stage last year)

The collection rate for Business Rates at the end of August was 48.12% compared to 50.88% at the same time in 2013/14, a reduction of 2.76%. This appears to be a combination of the move from 10 to 12 monthly instalments, the impact of which will increase each month until March, and the fact that there was a significant reduction in the level of payments received at the end of August this year compared to last but an increase in the amount received in the first few days of September.

There is no significant change in the level of accounts in arrears (£5.44m at end of August 2013 compared to £5.67m in 2014) which would seem to confirm the reduction in the comparative collection rate is largely a matter of timing rather than an increase in non-payment.

4.0 Housing Revenue Account (HRA)

4.1 At the end of Period 5 the HRA is projecting a surplus of £0.4m which is a movement of £0.8m from Period 4. This movement is largely due to a £1.2m contribution to capital to fund the Construction Services vehicle replacement programme, netted off by additional savings of £0.4m on employee costs.

Key variances

- 4.2 Additional income of £1.1m is projected, of which £1.0m relates to dwelling rents. This is primarily due to the actual level of voids (0.7%) being less than budgeted levels of 1.25%.
- 4.3 Savings of £0.3m are projected in relation to Council Tax on empty properties which is consistent with the reduction in voids. Based on current trends there are projected savings of £0.5m against the budgeted contribution to the Bad Debt Provision, a saving of £0.4m on capital charges due to low interest rates and savings of £0.2m on supplies and services. Additional savings of £0.5m over the £1m assumed in the budget are projected in relation to employees and transport. This is due to vacancies being held whilst revised structures are agreed and implemented as a result of the housing management function coming back in house.
- 4.4 These favourable variances are offset by the unbudgeted cost of internal services of £0.6m and an additional £0.8m of costs in relation to Disrepair claims against the council. The Disrepair Service is being proactively managed to stem the growth in caseload. In addition, a revenue contribution to capital of £1.2m has been identified to fund a vehicle replacement programme for Construction Services
- 4.5 Arrears for current tenants are £6.1m at the end of August compared to £4.8m at the end of 2013/14, an increase of £1.3m. Of this £1.0m is due to in-year timing differences between when the weekly rent is due and when payments are actually received from tenants who pay monthly by standing order and direct debt. Arrears in connection with under-occupancy were £0.7m at the end of July, this has not changed since the end of 2013/14.

Collection rates to the end of July were 97.7% for dwelling rents, compared to 97.9% at the end of 2013/14.

5.0 Corporate Considerations

5.1 Consultation and Engagement

5.1.1 This is a factual report and is not subject to consultation

5.2 Equality and Diversity / Cohesion and Integration

5.2.1 The Council's revenue budget for 2014/15 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 26th February 2014.

5.3 Council Policies and City Priorities

5.3.1 The 2014/15 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

5.4 Resources and Value for Money

5.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

5.5 Legal Implications, Access to Information and Call In

5.5.1 There are no legal implications arising from this report. In accordance with part 4 (f) of the Council's Constitution (Budget and Policy Framework Procedure Rules) Executive Board shall be entitled to vire across budget headings subject to value limits set out in the Financial Procedure Rules. There are no requests this month.

5.6 Risk Management

5.6.1 The Council's financial risk register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms, review dates and progress towards managing the risk. The register is prepared before the start of each financial year and is monitored on a regular basis. The scoring matrix is:

Probability		Impact	
Score	Description	Score	Description
1	Rare	1	Insignificant £0-£499k
2	Unlikely	2	Minor £500-£999k
3	Possible	3	Moderate £1000-£1499k
4	Probable	4	Major £1500-£1999k
5	Almost Certain	5	Highly Significant Over £2m

Corporate Rating

P	I	Total Score	Corporate Rating
1	1	1	Low
1	2	2	Low
2	1	2	Low
3	1	3	Low
2	2	4	Low
4	1	4	Low
5	1	5	Low
1	3	3	Medium
2	3	6	Medium
3	2	6	Medium
4	2	8	Medium
5	2	10	Medium
2	4	8	High
1	4	4	High
1	5	5	High
2	5	10	High
3	3	9	High
3	4	12	High
4	3	12	High
5	3	15	High
3	5	15	Very High
4	4	16	Very High
4	5	20	Very High
5	4	20	Very High
5	5	25	Very High

5.6.2 The register shows that after 5 months there is 1 very high risk and 3 high risks:

Risk	Key Budget Impacted	P	I	Corporate Rating	Service area
Deprivation of Liberty: Number of Best Interest Assessments expected to increase significantly	Access and Care	4	5	Very high	Adult Social Care
Community Care packages may exceed the budgeted numbers and/or cost	Access and Care	3	4	High	Adult Social Care
Learning Disability Pooled Budget care packages	Access and Care	4	3	High	Adult Social Care
Externally Provided Residential & Fostering Placements exceed the budgeted numbers	Safeguarding, Targeted and Specialist	3	4	High	Children's Services

6. Recommendations

6.1 Members of the Executive Board are asked to note the projected financial position of the authority after five months of 2014/15.

7. Background documents¹

7.1 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.

**ADULT SOCIAL CARE
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Month 5 - (August 2014)**

Overall narrative

The directorate is currently projecting an overspend of £1.0m relating to its general activities, with a further £1.1m arising from the Supreme Court legal judgement in March 2014 that clarified the meaning of 'deprivation of liberty' in the context of the Mental Capacity Act. The costs relating to this legal judgement were not previously included in the projections pending a more detailed analysis of the likely costs in 2014/15. The Supreme Court legal judgement means that the number of people lacking mental capacity who require a Best Interest Assessment will increase significantly and this is already evident in activity levels. In addition to staffing costs, other costs relate to Court of Protection Orders and independent mental health advocacy. The projection for period 5 shows an increase of £0.1m from period 4. This has been caused by increases on demand-led community care packages, particularly for older people, clients with a learning disability and direct payments, partly offset by Neighbourhood Network costs now funded from Public Health. There are some risks associated with this projection, the main ones being that the level of activity within the home care budget increases during the year and the savings to be delivered in the remainder of the year included within the current projection are not achieved. Significant contingency actions have been identified, including utilising the earmarked reserve for service transformation in full, which restricts the capacity for future transformation. Senior managers are continuing to make every effort to contain overall expenditure within the budget and are working on further actions that can be taken to reduce the potential overspend further.

The main variations at Period 5 across the key expenditure types are as follows:

Staffing (+1.2m – 1.6%)

Staffing funded by capital or additional income accounts for £0.3m of this variation and the costs associated with the Supreme Court legal judgement are £0.4m. The remainder mainly reflects staffing savings being released in homes for older people more slowly than budgeted for those homes not closing immediately and additional costs in the South Leeds Intermediate Care Centre.

Transport (+£0.8m – 18.0%)

Expenditure on transport is generally reducing year on year, but the budgeted level of savings are not yet being delivered. Plans are in place to achieve these savings and although delivery is currently slower than expected work continues to identify how spend can be brought back into line with the budget by the year end.

Community care packages (+£3.5m – 2.4%)

The main pressure continues to affect the home care budget. The budget assumed that there would be no net weekly increase in the hours of care provided, but currently the weekly increase is around 67 hours. There are also some pressures on the learning disability pooled budget and on residential and nursing care placements. These are partly offset by savings on direct payments as fewer people than budgeted for are currently choosing to receive a cash payment to arrange their own care package.

Other expenditure (+£0.7m – 1.6%)

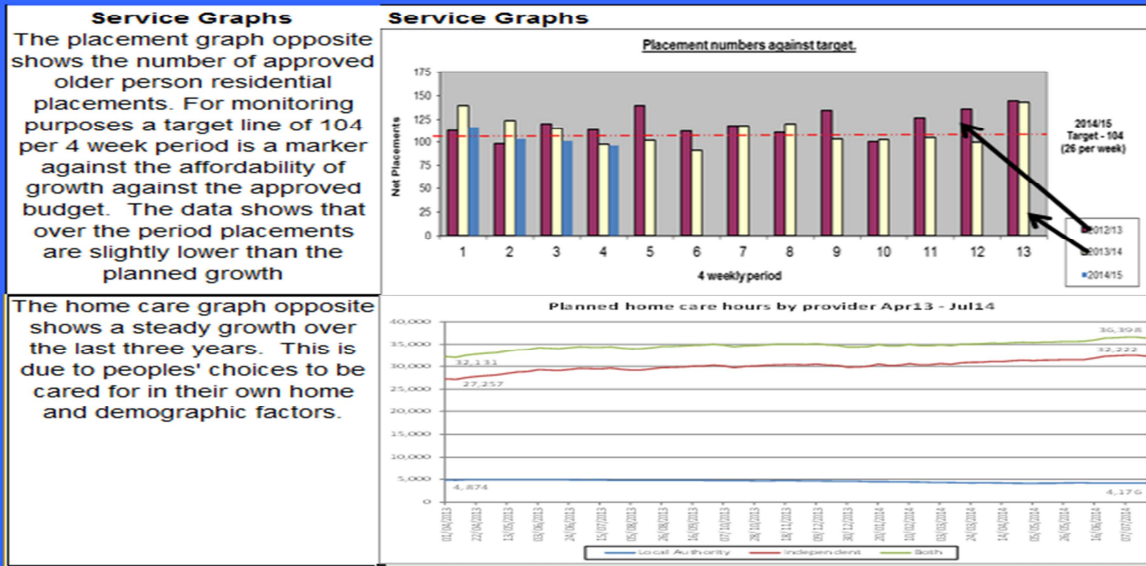
This includes legal and advocacy costs associated with the Supreme Court judgement, partly offset by savings on other budget heads.

Income (-£2.3m – 3%)

This mainly relates to additional health funding for intermediate care beds and for information and knowledge management initiatives ongoing from 2013/14 and £200k contribution to Neighbourhood Netwr.

Use of Earmarked Reserve (-£1.4m)

ADULT SOCIAL CARE FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR Month 5 - (August 2014)



Budget Management - net variations against the approved budget;

Expenditure on care packages is the major element of expenditure. This table is based on the standard subjective analysis and so care package spend is spread across several headings.	Latest Estimate £'000	Projected Variations										Total (under)
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	£'000
Quarter 1	194,786	711	(22)	(9)	(84)	500	4,300	(1,974)	(1,370)	2,052	(1,561)	490
Month 4	194,796	1,045	(21)	(272)	(76)	1,012	5,665	(2,026)	(1,370)	3,957	(1,961)	1,996
Month 5	195,796	1,238	(64)	(149)	(89)	1,032	5,731	(1,857)	(1,370)	4,471	(2,353)	2,118
	Latest Estimate £'000	Quarter 1 £'001	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
ASC Public Health	52	(0)	1	(0)								
Access & Care	150,269	2,275	4,642	4,778								
Care Reform	1,903	0	0	(2)								
Strategic Commissioning	(114)	(2,106)	(2,425)	(2,434)								
Resources	7,243	(129)	(238)	(328)								
Care Delivery	36,442	451	17	104								
Total	195,796	490	1,997	2,118	0	0	0	0	0	0	0	

CHILDREN'S SERVICES
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
MONTH 5 (APRIL TO AUGUST)

Overall

The month 5 forecast variation for the Children's Services Directorate is an overspend of £4.6m or 3.6% against the net managed budget of £128m. This forecast position represents an increase of £0.6m from the month 4 position which is mainly around slippage on the budget action plan for externally provided residential and fostering placements.

Looked After Children

The 2014/15 budget strategy continues to recognise the strategic obsession around reducing the need for children to be in care with further budget action plans totally some £5.8m around safely reducing placement numbers and changing the mix of placement provision. At this stage in the financial year, the forecast is that these significant budget savings will largely be achieved, but with some potential slippage. In terms of placement numbers, at the end of July, there were 51 children & young people in externally provided residential placements [+10 compared to the financial model] and 244 children & young people in placements with Independent Fostering Agencies [+36 compared with the financial model]. Overall, these placement numbers translate into a potential pressure of £2.4m, although work is continuing around permanency and transitional planning. The month 5 projections also recognise some emerging demand pressures unaccompanied asylum seeking children (£0.2m), special guardianship orders [£0.1m], assisted adoptions [£0.2m], and in-house fostering (£0.3m) and Leaving Care Services (£0.2m).

Staffing

Overall, at month 5 the staffing budgets are forecast to overspend (£0.2m) across the general fund, grant/income funded and central schools budget functions. These projections recognise the continuing number of vacant posts across the Directorate, the impact of the predominantly internal recruitment market and the links to grant funding and income budgets. The forecast spend on overtime is £1m and the forecast spend on agency staffing is £4.6m.

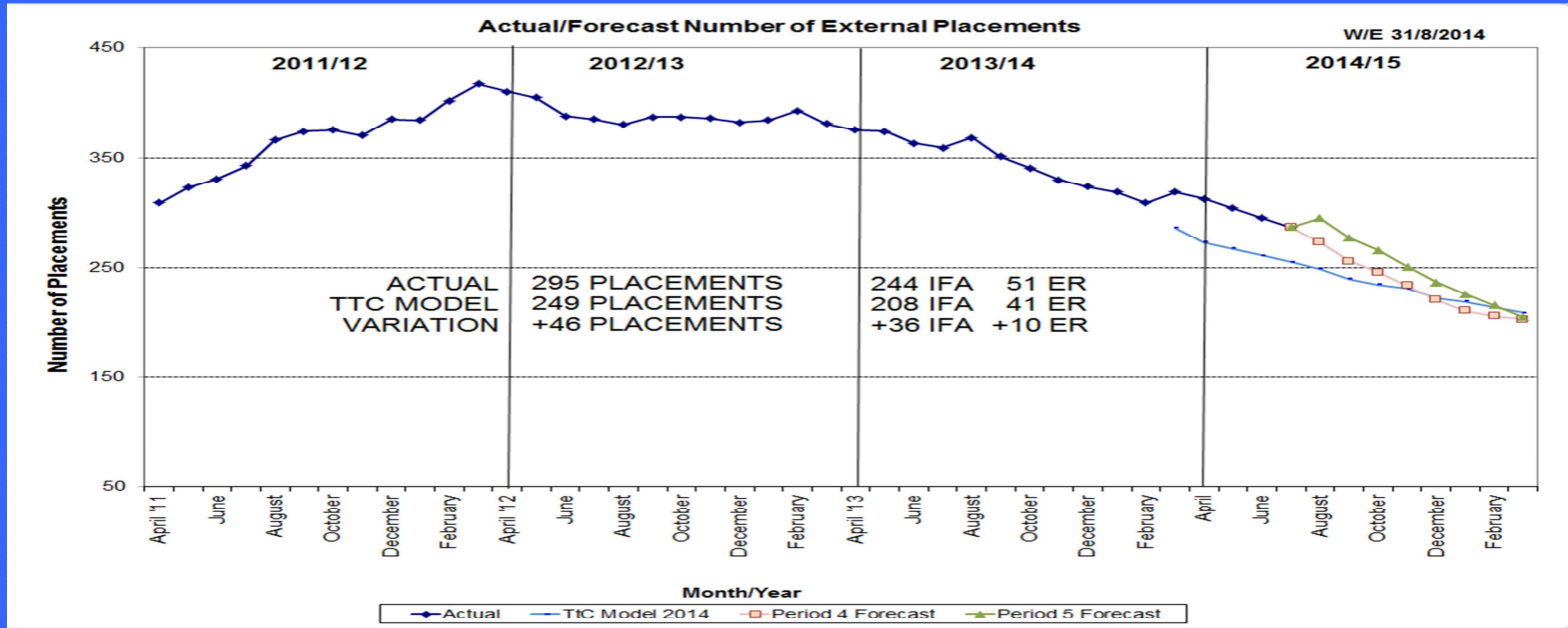
Transport

The 2014/15 budget strategy included £4.6m of budget action plan savings around policy and provision changes in respect of home to school/college transport. At month 5, the projection is for slippage of around £2.5m, primarily around discretionary post 16 SEN transport.

Income

The forecast £0.6m variation across the income budgets recognises the utilisation of the additional capital receipts to fund the schools capital spend and also forecast slippage on the creation of early education/childcare places across the children's centres and private, voluntary and independent sector providers which are funded via the dedicated schools grant. The projection also takes into account the additional transitional implementation grant funding for the implementation of the Children and Families Act in respect of children and young people with Special Educational Needs and Disabilities.

CHILDREN'S SERVICES FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR MONTH 5 (APRIL TO AUGUST)



Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'000
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Quarter 1	281,087	(153,351)	127,736	(805)	99	253	154	86	1,831	(122)	0	1,496	428	1,924
Month 4	282,319	(154,696)	127,623	209	355	320	2,008	791	832	299	(368)	4,446	(518)	3,928
Month 5	282,598	(154,976)	127,622	204	146	296	1,992	735	1,915	144	(213)	5,219	(636)	4,583

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES												Outturn £'000
				Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000			
Partnership, Development & Business Support	10,446	(3,366)	7,080	(39)	29	15										
Learning, Skills & Universal Services	83,166	(65,822)	17,344	649	1,059	1,178										
Safeguarding, Targeted & Specialist Services	118,475	(26,003)	92,472	1,333	2,424	2,770										
Strategy, Performance & Commissioning	66,818	(55,963)	10,855	(19)	416	620										
Total	278,905	(151,154)	127,751	1,924	3,928	4,583	0	0	0	0	0	0	0	0	0	

City Development
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Month 5

Overall Narrative The projected outturn position at Period 5 is an overspend of £336k an increase of £151k from the position reported at Period 4 This is mainly due to a downward revision of advertising income of £80k and Kirkgate Market deteriorating by £128k as a result of decreasing income and a £39k back dated rates bill. The Period 5 position assumes that the Directorate achieves further savings or additional income of £600k. This is currently shown against Resources and Strategy but as in previous years is likely to be achieved across the Directorate. The Directorate has recently received additional one off income following the conclusion of a mediation process to reimburse the Council for costs it incurred to rectify damage caused to the Council's property. It is proposed to use this income to offset pressures in specific services as detailed below.

Planning and Sustainable Development is forecast to have an overspend of £114k. Staffing is forecast to be £104k over budget as the budgeted vacancy factor is unlikely now to be fully met although the service is currently considering some ELI business cases. Expenditure is forecast to be £25k overspent as a result of anticipated additional spend on the Core Strategy including legal costs. Income from planning and building fees for Period 5 is slightly ahead of the phased budget with actual income of £1,951k against the phased budget of £1,866k. There is a risk that income does not achieve the budget during the year however the projection assumes that external income will be on budget for the year .

Economic Development is forecast to be £104k overspent mainly due to deteriorating income and the receipt of a £39k back dated rates bill . The main budget risk for the Service is that income from Kirkgate Market continues to decline.

Asset Management and Regeneration Services is forecast to almost be within budget.

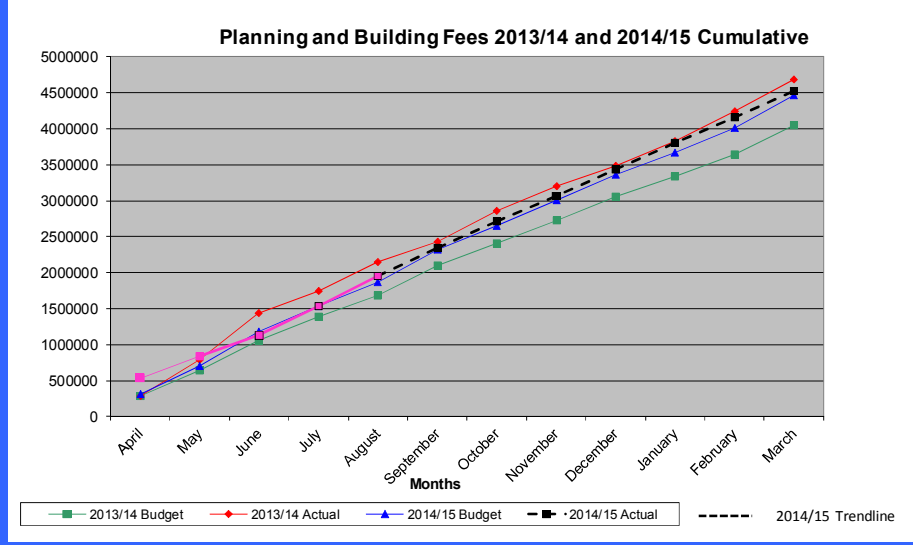
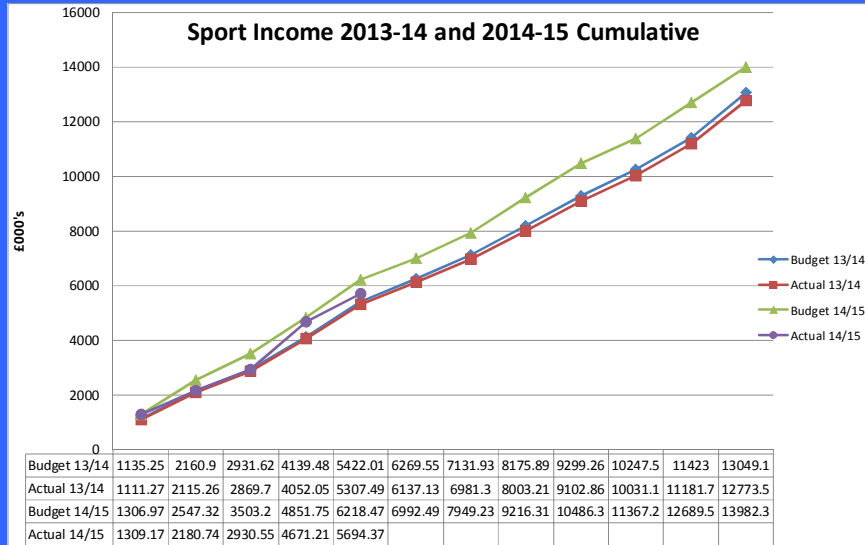
Employment and Skills and Highways and Transportation are projected to be within budget, this assumes that the efficiency targets are met. In Highways and Transportation there has been a need to progress work around masterplanning for the South Bank and related work around HS2. The costs of this are estimated at £250k in 2014/15. It is proposed that these costs are funded by a release from reserves. The Service is also projected to have additional expenditure on supplies and services which will be offset by additional income. This is as a result of more work being awarded externally than was originally budgeted for.

Sport and Active Recreation is also forecast to be within budget. The main risk is that income levels fall short of the budget although the budget was reduced in 2014/15 reflecting the trends in 2012/13 and 2013/14. At Period 5 cumulative income to date is less than the phased budget but the shortfall is expected to be covered in savings elsewhere.

Libraries, Arts and Heritage is forecast to be £43k above budget. This is mainly because there will be a delay in achieving staff savings in Libraries as the review of opening hours will take longer to implement than was originally envisaged. A new structure is also due to be implemented in Heritage Services. These pressures have been mostly offset by an additional £350k in off income that has been allocated to Libraries.

Resources and Strategy is forecast to have a small overspend of £92k although this includes a Directorate savings target of £600k on staffing and other savings with options to achieve this to be discussed and agreed with the other services. There is also a target saving of approximately £100k from the Business Management review and it is assumed that this target will be achieved during the year as this work stream progresses. As in previous years the Directorate will continue to closely manage staffing levels, vacancies, overtime and agency spend to ensure that these savings can be realised.

City Development FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR



Budget Management - net variations against the approved budget;

	Latest Estimate £'000	Projected Variations									Total (under) / overspend £'000	
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Appropriation £'000	Total Expenditure £'000		Income £'000
Quarter 1	60,162	384	307	334	(5)	(52)	20	4		992	(561)	431
Month 4	60,191	536	317	949	31	8	20	(40)		1,821	(1,636)	185
Month 5	60,079	124	354	799	36	39	20	0	(35)	1,337	(1,001)	336

	Latest Estimate £'000	Quarter 1 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Planning and Sustainable Development	3,901	20	96	114								
Economic Development	1,412	1	0	104								
Asset Management and Regeneration	3,260	0	0	15								
Highways and Transportation	20,594	(1)	0	0								
Resources and Strategy	1,854	50	43	92								
Employment and Skills	2,879	3	(8)	(39)								
Libraries, Arts and Heritage	19,532	350	44	43								
Sport and Active Recreation	6,730	8	10	7								
Total	60,162	431	185	336	0	0	0	0	0	0	0	0

ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5 (August 2014)

Overall Position

The Directorate is currently projecting a balanced position at period 5.

Community Safety (£100k underspend)

Staffing is expected to be £177k under budget. This is primarily due to a projected staffing underspend on CCTV/Security (£235k) due to pre-restructure vacancies and Signpost (£19k) offset by a projected £90k pressure against the staffing efficiency target for ASBU. The additional income targets for the service that were built into the 14/15 budget are projected to be achieved, however a £60k pressure has been assumed on other work contracts and other net pressures total £4k.

Strategic Housing and General Fund Support (£105k underspend)

An underspend is anticipated on Supporting People contracts (£154k) after achieving efficiencies of £1,254 between 13/14 and 14/15. The underspend is primarily due to additional Police and Crime Commissioner funding that can be applied to alcohol related contracts. The amounts borrowed from the reserves in 11/12 is now deemed to have been repaid. The restructure of the Sustainable Energy and Climate Change team is projected to give a one-off staffing pressure of £8k in 14/15 due to staff in Managing Workforce Change. A £12k overspend on the performance team has been projected along with a £29k staffing overspend on General Fund Support Services.

The Strategic Housing £220k staffing efficiency target is expected to be achieved over the year, and it has been projected that the £30k pressure from Bond Retrieval and £37k pressure from the Cross Green facelift scheme will be managed within the overall budget provision.

Parks & Countryside (£0k balanced)

Parks & Countryside is expected to come in on budget. The recent judicial review ruling on allotments is expected to create a pressure of £104k (£50k reduced income and £54k of legal costs) which can be partially offset by other horticultural service savings of £29k. Income from golf and sports pitches is expected to be £133k below the budgeted level and a pressure of £147k is expected for Bereavement Services. Staffing savings in Forestry are the primary reason for a projected underspend of £66k. Estates, including cafe and retail are expected to be £25k under budget. Grounds Maintenance costs are expected to be £82k under budget and workshop spares are projected to be under budget by £100k and NNDR savings of £31k are expected. Other net savings total £33k.

Car Parking (£469k underspend)

Savings from vacant posts that are in the process of being recruited to will save £71k. However, this is offset by expenditure increases of £108k associated with additional charges for Cash collection and credit card /bank charges. Parking income is projected to be £546k higher than the budget. On Street income is projected to generate additional income £274k. After 5 months all sites appear to show good levels of income. Off street parking up £181k offset by reductions in PCN offences £305k, though BLE income projected up £136k. (Phase 1 down £285k) Woodhouse Lane - continues to be busy during week days, projected increase of +£106k (incl Sept price increase to £5.50). Currently managing the former Quarry Hill site for a monthly fee. Projection assumes 6 months (£47k). Other income +£68k

Waste Management (£679k over)

The budget assumes the delivery of £2.5m of savings, predominately in waste disposal resulting from the full year effects of last years roll out of Alternate Week Collection (AWC) and the roll out of the service to a further 106,000 households during 14-15. Refuse Collection is forecast to be £145k overspent. The pay budget remains a challenging area with a projected overspend of £180k arising from the use of back up and additional cost of sickness. There is a strong focus in the service with regard to tackling attendance issues to improve on the 13/14 position. The delay to AWC will impact on route changes which will cost circa £148k in year. Other transport costs, mainly fuel, are projected to save £95k and additional income of £90k is forecast. Delayed implementation of AWC results in disposal savings of £302k not being realised. Other disposal costs are forecast to rise by around £120k mainly due to increased recycling costs. Reduced gas levels at Gamblethorpe has resulted in the current engine being decommissioned as it is no longer cost effective. This will result in a £66k shortfall in income, however, other savings of £25k can help mitigate.

Delayed closure of Kirkstall Road waste site is projected to cost £53k and other HWSS variations are £19k

Environmental Action (£5k underspend)

There are no significant variations to report, although the delayed restructure is projected to not fully achieve the budgeted efficiency.

ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5 (August 2014)

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations							Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000			
Quarter 1	73,272	75	137	(58)	(6)	37	(20)	0	165	(165)	0
Month 4	73,272	102	(154)	596	(145)	71	(140)	0	330	(330)	0
Month 5	72,272	(89)	(174)	691	(124)	155	(150)	0	309	(309)	0

Summary By Service

	Latest Estimate £'000	Quarter1	Period 4	Period 5	
		£'000	£'000	£'000	
Community Safety	3,187	0	0	(100)	
Strategic Housing & GFSS	12,177	0	(118)	(105)	
Parks & Countryside	9,124	0	0	0	
Waste Strategy and Disposal	20,402	0	357	462	
Waste Operations	2,595	0	53	72	
Refuse Collection	17,761	0	114	145	
Environmental Action	13,676	56	14	(5)	
Car Parking	(6,650)	(56)	(420)	(469)	
Total	72,272	0	0	0	

STRATEGY AND RESOURCES
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5

Overall Position

The projected outturn for Strategy and Resources as at month 5 is a modest underspend of £63k. All the professional support services are projected to be on target, although a challenge still exists to achieve some of savings targets built into budgets.

Strategy and Improvement

Strategy and Improvement are projecting to balance to budget at Period 5. Staffing is £157k over budget as current staffing levels mean the service are not fully achieving the vacancy factor allocated. This is partly being covered by £6k of savings on training budgets and £121k Supplies and services savings. Slippage in implementing the Transactional Web Service project means some costs will now be incurred in 2015/16. This has also had an impact on prudential borrowing, saving £25k in charges. Income is expected to be £-52k better than budget due to income received by Relationship Management for activities they are involved in and TDF secondments. The overall split between internal and external income has altered from initial budgets as Regional Economic Intelligence Unit undertake more external work for City Regions.

Finance

The main challenge for this service is to meet the current shortfall based on staff in post to date and known recruitment and leavers through to year end. The service is pro-actively pursuing further options to achieve savings of approx. £166k so that a balanced position is achieved by year end. In addition, a virement is in progress to input a budget of £551k to reflect the transfer of former ALMO staff into Finance.

Human Resources

HR are expecting to meet the £236k pay savings incorporated into the budget, through freezing recruitment and the use of the Early Leavers Initiative. The projection assumes that further savings will be made and that a balanced position will be achieved by year end. Costs associated with Manager Challenge are expected to be offset by additional income. In addition, a virement is in progress to input a budget of £492k to reflect the transfer of former ALMO staff into Human Resources.

Technology

ICT are projecting to balance to the budget at Period 5. ICT are currently operating with a high number of vacancies and are seeking to recruit to these over the coming months. Additional spending is being incurred on external contractors, though these are being funded by charges to the capital programme. Additional charges will be incurred from PPPU for a Project Manager to lead on the Managed Print Project - which will be funded from the saving generated from the new printing contract. This investment will bring long term savings to the council in the region of £200k. One off in year savings have been made on support and maintenance contracts (McAfee Security and SCC Hardware Support) and these savings are being used to fund one off pressures and initiatives.

PPPU and Procurement

Certain risks exist around the income assumptions and projections for the year, partly as a result of recently merging in project teams from other sections. In addition, as in 2013/14, it is likely that some work will not be chargeable or charged at reduced rates, thus causing a pressure on income. A review of income is currently in progress and at this stage in the year a balanced position is forecast.

Regional Policy

The expansion of the Leeds City Region role and its associated increase in funding has allowed the group to recruit, so that the additional workload can be covered. This has led to the staffing budget overspending by £213k. This is fully recovered by additional income that the service is set to receive.

Legal Services

Staffing costs are projected to be underspent by approx £330k against the OE budget and this reflects vacant posts, both on the professional side and also office support. The reduced expenditure will largely be offset by a reduction in income, with the incidence of the 'real' saving being in the legal budgets in other directorates. It is proposed to make suitable budget adjustments to capture these savings. The office support savings can contribute towards the Directorate's BBM savings target.

Democratic Services

The budget for 2014/15 included additional income of £75k in relation to charges for school appeals. Latest information on this is that actual income is expected to be about £23k less. Fortunately, this is offset by savings on staffing as a member of staff has left under the Early Leavers Initiative. Additional savings are arising through changes in conditions for elected members who are no longer allowed to join the LGPS.

STRATEGY AND RESOURCES
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations								Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000				
Quarter 1	40,561	(346)	1	(2)	(3)	76	0	0	(276)	276	0	
Month 4	40,561	224	2	(205)	5	52	0	0	78	(116)	(38)	
Month 5	40,561	72	3	(36)	18	111	0	0	168	(231)	(63)	

Summary By Service

	Latest Estimate £'000	Quarter1	Period 4	Period 5	Outturn £'000
		£'000	£'000	£'000	
Strategy and Improvement	4,896	0	0	0	
Finance	9,935	0	0	0	
Human Resources	6,493	0	0	1	
Technology	14,991	0	0	0	
PPPU & Procurement	271	0	0	(1)	
Regional Policy	116	0	0	0	
Legal Services	(1,428)	0	0	0	
Democratic Services	5,287	0	(38)	(63)	
Total	40,561	0	(38)	(63)	0

PUBLIC HEALTH
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5

Overall

2014/15 is the second year of the Public Health function being carried out by Leeds City Council. The first year allocation of government funding was £36.9m and at the end of 2013/14 there was an overall in year underspend of 947k of the ring fenced grant. This amount has been carried forward to 2014/15 in accordance with the grant conditions. Of this amount, £655k is being used to fund expenditure which was committed in 2013/14, but did not take place by the end of the year. Added to the 2014/15 allocation of £40.5m, the total amount available for the ring fenced Public Health function in 2014/15 is £41.49m. As with last year, funding is ring-fenced to Public Health activities and any underspend would be carried forward into the next year. For 2014/15 the Supporting People Service, Staff and Drugs Commissioning budgets have transferred to the Public Health directorate.

Staffing

The projected staffing underspend has increased to £-534k as a result of posts becoming vacant and a review of the posts now needed to ensure the council can fulfil its Public Health responsibilities. This underspend is likely to increase further as the recruitment process is followed. Discussions are being held with finance colleagues in the context of the Council's overall financial position.

Commissioned and Programmed Services

This is the main area of spend with a budget of £35.9m. Public Health commissions and funds services directly and with other parts of the authority. Almost all the contracts are fixed price with payments made on a monthly or quarterly basis so there is minimal risk of over (or under) spend. However there are some contracts which are based on payment by activity. There are risks of under or over trading on these contracts and these are being monitored closely to minimise any impact on the budget. This includes:

- * Sexual Health treatment and testing by Leeds Teaching Hospitals Trust and out of area testing for Leeds patients
- * Pharmacy supervised consumption (methadone), nicotine replacement therapy (NRT) and enhanced sexual health services
- * GP NHS Health check, smoking cessation and sexual health services
- * Drug misuse prescribing, dispensing and diagnostic tests

The Public Health ring-fenced grant for 2014/15 is funding other council Public Health activity. In total, over £2m of additional funding has been allocated across a range of Public Health services:- Care and Repair (£194k), Luncheon Clubs (£185k), Active Lifestyles services (£369k), Family Outreach workers/Children's centres (£777k), Leeds Directory (£132k), Leeds Irish Health and Homes (£33k), Black Health Agency Sexual Health skyline project (£289k) and Neighbourhood Networks (£200k).

In addition to the increase in grant allocation, there is £947k unused grant from 2013/14 brought forward for use in 2014/15. The majority of this has already been committed to specific projects where the tendering process has already taken place. A further £153k will be used to fund 2013/14 Sexual Health treatment and testing activity due to Leeds Teaching Hospitals Trust reporting incorrect data at year end (2013/14).

£160k has been projected as an over spend on Public Health running costs, which is in the main the Public Health contribution towards the corporate and democratic costs incurred by the Council. At present, LCC is in discussion with the Department of Health regarding inherited balanced from the PCT which could result in a new unfunded burden. In order to ensure the Public Health ring-fenced grant can fund this new unfunded burden (should it be required) this budget at present has been reflected as committed.

Supporting People

The Supporting People service commissions services to support people in need. An agreed plan is in place to meet the required staffing efficiencies and so a balanced budget position is projected. Following a re-grading process, there are increased staffing costs of £8k, which is funded by income.

Drugs Commissioning

The Police Crime Commissioner has now confirmed funding for the final 6 months of 2014/15. In order to respond to this, a number of contracts have been issued for 6 months. Should funding be received for the remaining half of the year, these contracts will be extended. These contracts are paid monthly or quarterly and are substantiated by provider returns. At this stage, no variance is projected against this budget.

Contribution to the cost of the 'Corporate and Democratic Core'

A charge of £120k is now reflected in Public Health and this is a contribution to the corporate and democratic costs incurred by the Council, for example member and committee services.

**PUBLIC HEALTH
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5**

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate	Projected Variations										
		Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Total Expenditure	Income	Appropriation	Total (Under)/ Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Quarter 1	490	(400)	0	0	0	0	230	0	(170)	0	170	0
Month 4	490	(462)	0	72	0	171	117	0	(102)	(68)	170	0
Month 5	490	(534)	0	76	0	172	318	0	32	(67)	35	0

Summary By Service

	Latest Estimate	Quarter1	Period 4	Period 5	Outturn
Public Health Grant	(41,487)	0	0	0	
PH staffing and general running costs	5,622	(400)	(330)	(395)	
Commissioned and Programmed Services:					
General Public Health	509	200	0	0	
Health Protection & Population Healthcare	1,813	0	0	0	
Healthy Living & PH Intelligence	16,214	30	30	30	
Older People and Long Term Conditions	2,350	0	0	200	
Child and Maternal Health	5,635	0	2	2	
Mental Wellbeing	9,344	0	128	128	
Transfer to Reserves	0	170	170	35	
Supporting People	558	0	1	0	
Drugs Commissioning	(68)	0	0	0	

CITIZENS AND COMMUNITIES
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5

Overall

The directorate is projected to achieve a largely balanced budget by the end of the year, though within this, there are a number of variations.

Communities

The Community Centres budgets have a savings target of £-110k. Currently it is expected that they will achieve £-30k of this through savings on Facilities Management charges (£-10k) and income (£-20k). This leaves a shortfall of £80k which will need to be achieved by a combination of rationalisation of existing centres and further efficiencies in Facilities Management charges. Small amounts of additional income have been received resulting in an overall projected underspend of £-4k.

Customer Access

There is a one off investment required as part of the Community Hub developments. £100k was set aside from savings delivered in the 2013/14 budget and these will be used to fund the additional spend in 2014/15.

Licensing and Registration

The main problems in 2013/14 were in relation to legal costs in Entertainment Licensing and it is expected that this was a one off. The entertainment licensing income budget was increased in 2013/14 in expectation of legislative changes that have still not materialised. As a result of this there is a risk of shortfall in income of potentially £100k which should be offset by £80k savings in staffing cost and £20k savings in running costs. There is also an expected shortfall in income for the Registrars Service (£56k) and this is expected to be met through savings on staffing and running costs.

Benefits, Welfare and Poverty

Benefits Welfare and Poverty is reporting a balanced position at period 5. Vacancies on the section as a result of turnover have created a staffing saving of £-122k. In particular the service is expecting the Investigations Unit to transfer to the DWP from January 2015 saving £-119k. Supplies and Services budgets are expected to overspend by £131k as high spend is projected on print and postage costs and work has been outsourced to Liberata and Capita and new technology is being investigated for E claims, though this is mostly funded by staff savings. Income budgets are £-22k better than anticipated due to a range of small sources, but mainly MacMillan providing income to support work in the Welfare Rights section. In respect of Discretionary Housing Payments and Local Welfare Support, trends of spend to date indicate that budget provision, including the amounts carried forward from 2013/14, will be sufficient to meet demand.

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations							Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000			
Quarter 1	19,349	(98)	0	255	25	0	0	0	182	(183)	(1)
Month 4	19,432	(125)	2	34	30	(14)	0	0	(73)	68	(5)
Month 5	19,432	(253)	3	107	30	(14)	0	2	(125)	122	(3)

Summary By Service

	Latest Estimate £'000	Projected Variations			Outturn £'000
		Quarter1 £'000	Period 4 £'000	Period 5 £'000	
Communities	5,876	(1)	(4)	(2)	
Customer Access	11,326	0	(2)	(2)	
Licensing & Registration	630	0	1	1	
Benefits, Welfare and Poverty	1,600	0	0	0	
Total	19,432	(1)	(5)	(3)	0

CIVIC ENTERPRISE LEEDS
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Period 5

Overall position

The CEL budget includes savings and efficiencies amounting to £1.4m. Given the early stage in the financial year, it is assumed that all areas are on track apart from two specific pressures within Commercial Trading which amount to £400k.

Business Support Centre

Currently on target.

Facilities Management

No significant risk areas identified to date and the projection assumes that any pressures will be managed throughout the year.

Commercial Services

There are 2 budget pressures to report; firstly the decision to decrease the price of a paid primary school meal from the budget assumption of £2.50 per KS2 meal to £2.30 on commercial grounds, results in a financial pressure for Catering of £250k.

Secondly, for Property Maintenance a budget assumption was that the service would deliver £2m turnover, generating £200k profit. It is now very unlikely that the necessary turnover will be achieved. An additional £100k pressure for Lift installation schemes. Service will no longer deliver this type of work due to the majority being sub-contracted. Reflects lost profit.

To counter the above, whilst it is still relatively early in the year, demand for work in other areas in Property Maintenance is strong, so an estimate of additional surplus of £150k has been reflected in the year end projection.

Corporate Property Management

On target

Budget Management - net variations against the approved budget;

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations							Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000			
Quarter 1	12,834	(185)	35	(30)	0	5	0	0	(2,240)	2,690	450
Month 4	12,834	(370)	8	(2,895)	9	1	0	0	(3,247)	3,649	402
Month 5	12,834	(451)	11	(2,886)	10	2	0	0	(3,323)	3,723	400

Summary By Service

	Latest Estimate £'000	Quarter1 £'000	Period 4 £'000	Period 5 £'000	Outturn £'000
Business Support Centre	3,847	0	0	(3)	
Commercial Services	(4,760)	450	401	402	
Facilities Management	7,462	0	1	1	
Corporate Property Management	6,285	0	0	0	
Total	12,834	450	402	400	0

Report of the Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 15th October 2014

Subject: Citizens@Leeds: Delivering Community Hubs across 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 checked="" type="checkbox"/> Yes	<input 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 the main issues

1. Executive Board have received a number of reports over the last 12 months which established and reported progress on the delivery of the work being progressed to address poverty and deprivation across the city. Four propositions were agreed by members, brought together under the banner of Citizens@Leeds, in order to achieve the following outcomes:
 - providing more accessible and integrated services;
 - helping more people out of financial hardship;
 - helping more people into work; and
 - being responsive to the needs of local communities.
2. As part of the accessible and integrated services proposition, three pathfinder community hubs have been developed and Members received a progress report on their development at their meeting in July 2014, during which Members requested that work be undertaken to develop proposals for a city-wide network of community hubs. This report, therefore, sets out the proposed way forward for developing a city-wide network of community hubs.

Recommendations

Members of Executive Board are recommended to:

- i. Approve the adoption of a city-wide community hub model that sees a network based approach, developed in partnership with Community Committee's and local ward councillors, and supported by a city centre community hub.
- ii. Approve the proposal to bring together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, to enable the development of a city-wide network of community hubs.

- iii. Approve the proposal to create a single 'front of house team' to provide the community hub workforce. The team to be made up from all existing front-of-house staff based in customer services, libraries, housing Leeds and jobs and skills.
- iv. Authorise the Assistant Chief Executive (Citizens and Communities) to progress the detailed design of the proposed city-wide community hub network and associated workforce arrangements as set out in section 5.
- v. Receive an update report in March 2015 updating Members on the progress being made and the development of a detailed business case to support delivery of the aspirations outlined in this paper.

Main Report

1. Purpose of this report

- 1.1. The purpose of this report is to set-out proposals to Executive Board to deliver a sustainable network of community hubs across the city. These proposals are concerned with:
 - The geographical approach proposed to develop a network of community hubs across the city;
 - The assets proposed to be used to deliver the community hub network, and;
 - The workforce arrangements required to deliver integrated and accessible services across the hub network to maximise efficiencies and service delivery.
- 1.2. The proposals within this report seek to set out the high-level basis upon which a city-wide network of community hubs can be developed building on the successes and learning from the three pathfinder hubs agreed by Executive Board in November 2013.
- 1.3. Once key decisions have been taken regarding the geographic approach to be adopted; the assets to be included in scope; and the single team/workforce approach, more detailed work can then be progressed to deliver a sustainable network of community hubs to be in place across the city by the end of March 2016.
- 1.4. There are clear links between this report and two further reports on the Executive Board agenda:
 - Review of Library Opening Hours – the proposals contained within this report provide the basis over the medium to longer term to ensure the council makes full use of all council resources to help mitigate the need for future service reductions. For example, in the short-term the pathfinders and co-located services at the Reginald Centre are mitigating the impact of reduced library opening times for those communities.
 - Strategic Asset Management Plan – the proposals contained in this report are integral to the delivery of the principles included within the Strategic Asset Management Plan and will provide the basis for the rationalisation of assets across the city, specifically public-facing assets.

2. Background information

- 2.1. Executive Board received a report in June 2013 on the issue of welfare, benefits and poverty. That report identified a number of challenges to be addressed in order to make a step change in tackling poverty and deprivation across the city.
- 2.2. In response to these issues, more detailed reports to Executive Board have been brought over the past 12 months to outline, and provide progress on, a new approach under the identity of Citizens@Leeds. These reports provided clarity on what was being done to ensure a focus on tackling poverty and deprivation across the city built around four key propositions as follows:
 - providing more accessible and integrated services;
 - helping more people out of financial hardship;
 - helping more people into work; and

- being responsive to the needs of local communities.
- 2.3. A key objective for Citizens@Leeds, through the accessible and integrated services proposition, is to build on the work done through the development of the council's one stop centre network to deliver local solutions within communities that truly integrate council and partner service delivery so as to provide greater resolution for individuals and their families of increasingly more complex issues at the first point of contact.
 - 2.4. Executive Board agreed in November 2013 to the development of three community hub pathfinders to inform our thinking and identify the best form of provision for delivering truly integrated face-to-face services. The three pathfinder community hubs are at the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley, all of which have been operational community hubs since 1st April 2014. Attached at Appendix A is a table outlining the key differences between a traditional One Stop Centre and the new service delivery model proposed through the Community Hub network.
 - 2.5. It is important to recognise that the integrated and accessible service proposition does not have a sole focus on providing help and support to those most in need. Indeed, the very essence of what the proposition is trying to achieve is to make it easier and simpler for all citizens and communities to access whatever service(s) they require in an integrated way.
 - 2.6. Therefore, whilst there is a clear focus on tackling poverty and inequality, the development of community hubs has a much broader aim to provide trusted places in local communities where local people can access the whole range of council and partner services in an easy and integrated way. In addition, we want community hubs to become a place and a resource that citizens use for wider community based activities that have a positive impact on broader social value and well-being. Libraries, for example, have played this role for some time and are absolutely central to the idea and design of community hubs moving forward as they embody that spirit of locally trusted places, often developed over generations, where people can engage, interact, learn and develop as pursuits in their own right.

3. Community Hub Pathfinders – Key Achievements and Challenges

- 3.1. A report to Executive Board in July 2014 provided an update on the significant progress that has been made with the delivery of the integrated and accessible services proposition.
- 3.2. For ease of reference, and for the purposes of outlining practical examples of how the community hub concept can facilitate improved service delivery to local citizens and communities, this report restates below the key achievements from the pathfinders, with Appendix B providing a more comprehensive list of the key service changes and improvements that have taken place.
- 3.3. Key achievements include:
 - Each pathfinder site now operates as a single team. Effective from the 1st April 2014, the three existing teams from customer services, library and information services and employment and skills services have come together as one team under the leadership and management of a community hub manager within customer services. Formal structural changes have not yet taken place and the teams are working effectively due to the goodwill of the staff involved.

- The establishment of a single team ethos at each of the pathfinder sites has led to improvements in the existing services provided previously by the three separate teams. Improvements include a single reception point, standardised opening hours across all three services and increased staff flexibility.
- There have been some significant examples of cross-council working since the hubs went live in April, specifically with children's services and Housing Leeds where several opportunities for more integrated working have been implemented or are being explored. One example of this at the Compton Centre where closer working with the local children's centre has led to services such as ESOL courses for adults and families, an antenatal support group, Citizens Advice Bureau and the social justice team for asylum seekers and travellers being delivered from the community hub rather than – as previously – the children's centre. By moving these services and creating one 'community campus', the children's centre has freed up space for 80 additional under two free nursery places. Initially the children's centre had intended to spend £100k on portable cabins to accommodate the nursery places, but instead the centre has spent £12k on refurbishment so that the spaces can be provided in the children's centre itself, saving £88k. There are a number of examples where this could be replicated across the city and demonstrates the type of cost-savings that can be achieved through closer integration of services.
- Some excellent work with partners outside of the council has also been delivered since April. A specific example is with West Yorkshire Police who are co-locating their Neighbourhood Policing Teams in the pathfinder sites so as to ensure closer working with council services and increase their presence in local neighbourhoods. This co-location is currently live at St George's Centre, Middleton where the police launched the local neighbourhood policing strategy in early April. At Middleton both police officers and PCSOs are now working from, and out of, the building and the St George's Community Hub team are providing a 'front of house' service for the police and taking referrals on their behalf. Work is also currently ongoing to co-locate neighbourhood policing teams at Armley Community Hub and the Compton Centre in Harehills.
- A key objective of the community hubs approach is to go where people are through 'pop-up' provision and again some good progress has been made in this area since April. One early example of where community hub staff are providing 'pop-up' services is at Stocks Hill Day Centre in Armley. This has proved very popular with the service users as Armley community hub staff have been able to assist with a range of issues for them including general advice regarding bidding for a property, re-housing and anti-social behaviour and property repairs requests. It is intended that this service will be provided twice a month.
- Another key objective of the community hubs is to ensure they are used by the community they support such that local people truly see the community hubs as community assets. To this end a number of good examples across all three pathfinder sites have delivered on this objective. One good example is at Armley community hub where a Caring Dads service is now being provided. Classes start at 6pm and run until 8.15pm (extending the opening hours of the centre) to cater for working fathers who want to build a (previously broken) relationship with their children.

3.4. Whilst the above demonstrates impressive achievements, it is also clear that the pathfinders have experienced challenges and barriers to providing easier, more

integrated access to services which need to be addressed if a more sustainable community hub infrastructure is going to be delivered.

3.5. Highlighted below are the key challenges to progressing the community hub concept across the city.

- Whilst it is clear that the development of single teams within the pathfinders has had a positive impact, the lack of a coherent staffing structure is a key barrier to progress. As there has not been any formal restructure or staffing moves as part of the pathfinders, colleagues within the teams are operating under their existing job descriptions and salaries which makes integrated working more difficult from both a management and staff perspective. This is a key barrier to moving forward and has been identified by management, staff and trade union colleagues as something that needs to be addressed as a matter of some urgency.
- Another key barrier to progress is the lack of time during the working day to undertake dedicated training to up-skill and cross-skill members of the teams. Whilst training has been undertaken in the pathfinders it has not been as consistent as both managers and staff would have liked. This is in part due to the need for managers and staff to be helping and supporting customers during the day which means that training / shadowing becomes difficult. However it is also down to issues such as the inability of the team to access shared IT systems, and also (linked to the above issue), personal perceptions amongst team members about what is being asked of them compared with what they are paid etc. Again moving forward, the development of a structured, timetabled and resourced training plan for members of the team will need to be developed and actioned as a matter of urgency.
- As referenced above, the lack of integrated and shared IT systems has caused problems for the pathfinder teams, as access to each of the service systems is not available to all the team and is still access-controlled based on previous service lines. This is a key barrier to progress, as without integrated systems, it is impossible to work in an integrated way, not least because it makes it impossible for the team to provide access to a wider range of services, even at a basic enquiry level. Moving forward it is imperative that an IT workstream is established to ensure that integrated and shared systems exist within the hub network.
- The final key barrier to progress is the gap that exists between the desire to bring about change quickly and the organisation's ability to mobilise itself to meet this desire. Experience from the pathfinders show that this manifests itself in two ways. Firstly where progress has been made quickly, it has been at the expense of 'agreed' procedure with 'work-arounds' agreed to enable changes to be made quickly and the work needed to meet the agreed process only being done after the event. An example of this is the lease agreements for West Yorkshire Police to co-locate in the St George's Centre which was only developed after WYP moved in. Secondly where changes require the input of specific council resources (e.g. property management / ICT etc. etc.), the work is prioritised against all other competing demands from across the council which inevitably slows down the pace of change. This has had a detrimental impact on the development of the hub pathfinders both in terms of the 'look and feel' of the sites but also from a staff perception perspective where they don't see things that have been promised happening. Again moving forward, there is a clear need for more dedicated resources to be made available to the development of the community hub network from a number of council support services.

3.6. The above clearly demonstrates both key successes and barriers from the three pathfinders. Moving beyond the pathfinders and establishing a city-wide community hub infrastructure will clearly extend the opportunities that exist to deliver further key achievements. However a failure to address the barriers will seriously curtail the Council's ability to move the community hub concept from pathfinder status to a sustainable city-wide solution.

4. Main Issues – Moving towards a city-wide solution

4.1. As reported to Executive Board in July 2014, the next step needed in moving the community hub concept to the next stage is to deliver a sustainable network of community hubs across the city and put in place an appropriate workforce. In order to achieve this it is now important, therefore, to determine:

- the geographical approach that will be adopted to develop a network of community hubs across the city;
- the assets proposed to be utilised to deliver the hub network, and;
- how the workforce may best be organised to deliver integrated and accessible services across the hub network in the most efficient and effective manner.

4.2. At this stage agreement on these three critical issues is important to guide the next phase of the work.

The Geographical Approach to Develop a City-Wide Network of Community Hubs

4.3. Whilst to date work around community hubs has been focussed on the three pathfinders, demand for more integrated and accessible working from a face-to-face perspective is being seen across the whole of the city. Indeed the conversations and discussions ongoing with both internal and external partners has not been limited to the pathfinders and has been city-wide in scope, although any agreed work has almost exclusively been limited to the three pathfinder sites.

4.4. Given this, work has been done to better understand what the best geographical approach would be to establish a city-wide network of community hubs. It is, therefore, proposed to develop a network based upon discussions and considerations at a Community Committee level with a plan being developed for each Community Committee area, plus the development of a city-centre hub building on the current provision at 2 Great George Street. This will ensure our plans are informed from a local perspective taking account of local needs and issues and supported by city centre provision. It is also recognised that more local discussions will be required in some areas at ward member level to ensure local needs and issues are fully understood and considered. We are also keen to develop arrangements so that when community hubs become operational, relevant ward members are actively involved in their ongoing development and operation with Community Committees maintaining oversight of overall provision.

4.5. Delivering a model which puts Community Committees and ward members at the heart will help ensure local members have a pro-active and positive influence on the services delivered by their community hub network and will ensure that other geographical models adopted by other services, such as school clusters and integrated health and social care teams, are appropriately integrated and engaged.

- 4.6. Further to this, a Community Committee based model also fits with West Yorkshire Police's local neighbourhood policing strategy which is also based on the same approach. This again will allow more streamlined services to be delivered in partnership with the police, a key early success of the community hub pathfinders.

Public Facing Assets to be utilised to deliver the Community Hub Network

- 4.7. Delivering a Community Committee based approach across the city will see a range of council assets and pop-up locations across a Community Committee area being used for the development and delivery of the community hub network. This will enable the council to provide more 'points of access' to council services without the need to grow the asset base used to provide them. Indeed, early indications from the work undertaken to-date demonstrates that the approach being proposed will aid the council's desire to rationalise its asset base through a commitment to service integration and co-location into existing public facing buildings.
- 4.8. Therefore, to make good on this commitment to rationalise the council's assets through the delivery of community hubs, whilst at the same time providing easier and increased access points to council and partner services, the second proposal is to agree that all existing community based one stop centres, libraries and housing management offices be brought together to be managed as a single set of front-of-house assets and services, to enable a city-wide network of community hubs to be developed.
- 4.9. This proposal when delivered would see these buildings being used and branded as community hubs, providing access to the full range of council and partner services rather than, as now, them being used, and seen, as predominantly single-service buildings. This proposal would also highlight those assets that could be rationalised as a result of integration and co-location of services. Discussions are ongoing with asset management colleagues to ensure these are captured and reported as part of the asset rationalisation programme as indicated in the Strategic Asset Management report also included on this Executive Board agenda.
- 4.10. The community hub asset base would be brought together as a singular front-of-house set of assets/services, managed within the citizens and communities directorate, with services being commissioned from directorates and partners in a similar manner to the operation of many existing one stop centre and contact centre services.

A Sustainable Community Hub Workforce

- 4.11. The third proposal for delivering a sustainable network of community hubs builds on the previous two proposals, and is that a single 'front of house' team is created from front-of-house staff in customer services, libraries, housing Leeds and jobs and skills. Seeing this workforce as a single team based within the citizens and communities directorate will provide the workforce needed to deliver services at the network of community hub buildings and provide appropriate mobile/pop-up services across each community committee area.
- 4.12. It is important to recognise that a move of this nature will not lead to the development of a simple, generalised workforce. The principle of developing a workforce of the nature expected to deliver within community hubs is one that is capable of serving a wide population whilst also providing the dedicated and specialised skills and resources needed to help local people and communities. In this regard, and as a form of example, it is clear that this workforce will be developed and trained to fully deliver the statutory responsibility required of a comprehensive and efficient library service, as defined by the

Public Libraries and Museums Act 1964. Furthermore, for Leeds library and information service to remain effective, the continued development of the library service and its delivery to people who live, work and are educated in the city is crucial. This needs to be maintained by specialised staff in both the central library (which does not form part of this proposal) and a wider library team away from the front line, to innovate, then train and support the integrated front line team. The same principle will apply to other services such as housing management and employment and skills services.

- 4.13. This proposal, which is in-line with the council's approach to increased staff-flexibility, the development of career families and the new way of working being developed in the three community hub pathfinders, is a radical departure from the more traditional service delivery model commonly adopted. In essence, and as stated above, delivery of this proposal would see relevant council services commissioning a front-of-house service from a single team made up of colleagues who are currently part of the public-facing aspects of the four services identified in 4.11 above. Under this proposal those colleagues would be brought together into one formally structured team within customer services to provide the full range of services to be delivered by the community hub network.
- 4.14. It is envisaged that the development of this single front-of-house workforce will provide an appropriate professional career development route for colleagues in the team and will enable the flexibility required to provide both a static and mobile / pop-up services across the Community Committee areas.
- 4.15. Furthermore, the workforce design will both deliver savings, through reductions in management and supervisory levels and enable the workforce to be managed in such a way that the range of services can be provided over an extended day, moving the council away from having to reduce opening times of public-facing buildings as a result of the need to make savings. Indeed, it is intended that through this move, the council will be in a position to extend opening hours to key council services.
- 4.16. In taking these changes forward, service re-design will be a key component, both in regard to front-of-house operations within community hubs, but also where certain policy or city wide functions continue to exist in professional service areas. This whole system approach to service design will be important to ensuring the new arrangements work effectively and that resources are in the right place.

5. Main Issues – Next Steps

- 5.1. The above proposals represent significant change and innovation for the way services are delivered locally through face-to-face contact and it is intended that delivery will be seen nationally as best practice.
- 5.2. Bringing about this degree of change will require fundamental change in the way we organise and structure the workforce and, therefore, it is critical that the organisation proceeds from design to delivery in a controlled and managed way.
- 5.3. Given this, the next steps proposed for the development of these proposals into workable arrangements and processes are outlined below:
 - The establishment of a project team from existing resources across all the areas affected by these proposals.
 - The identification of local service needs to ensure the community hub network is developed in response to local need and demands for services and support.

- Consultation with all key service areas and partners on the proposals contained within this report to determine the specific scope in terms of services, assets and workforce.
- Consultation with Community Committees on the proposals contained within this report to ensure the proposals and design of the 'front of house' provision meets need across the Community Committee area.
- More detailed discussion with ward councillors where more local consideration is required.
- The development of a new leadership and management model for all services in scope to provide the leadership basis and capacity to support the roll-out of the city-wide network.
- To develop a business case that sets out the proposed city-wide approach, timescales and resourcing needs, including the financial savings to be achieved from these changes.
- Asset transfers, staff transfers and budget virements to be determined and agreed with full responsibility transferring to Citizens and Communities directorate as at 1st April 2015 to coincide with the commencement of the new financial year and providing the basis for the new arrangements to be fully implemented during 2015/16.
- Progress report to Executive Board in March 2015.

6. Corporate Considerations

6.1. Consultation and engagement

- 6.1.1. During the development of the accessible and integrated service proposition and in the nine months since the November 2013 Executive Board report, a significant amount of consultation and engagement has been undertaken with all stakeholders involved including staff, services and directorates, elected members and other public and third sector organisations.
- 6.1.2. Recent consultation has taken place with Trade Union colleagues through the Citizens@Leeds Trade Union Engagement group on the proposals contained in this report. It is clear from this engagement that they are supportive of the proposals and are keen to see them developed and put in place as soon as possible.
- 6.1.3. Feedback from customers and staff using the three pathfinder sites has been very positive and a recent external assessment referenced that staff were "wildly enthusiastic" about the new arrangements and ways of working.

6.2. Equality and Diversity / Cohesion and Integration

- 6.2.1. As per the November 2013 report, there are clear links between poverty and inequality of outcomes in relation to education, employment, health and life expectancy and the accessible and integrated services proposition is focussed on ensuring that citizens and communities can access services in the simplest way for them whilst ensuring that the council and its partners response to help citizens and communities is integrated and joined up so that access is as equal as possible.

6.3. Council Policies and City Priorities

6.3.1. Addressing poverty and deprivation, helping people into work and tackling social isolation are key priorities for the Council. The activities set out in this report support the Best Council Plan objectives of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth. The Citizens@Leeds agenda also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income through helping people into work, moving people and families out of poverty and providing facilities and services which help address social isolation.

6.4. Resources and Value for Money

6.4.1. As per the November 2013 report additional funding which is required to deliver the proposals set out in section 4 above will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes. To-date any developments and improvements identified for the three community hub pathfinders have been implemented from within existing budget provision.

6.5. Legal Implications, Access to Information and Call In

6.5.1. There are no legal implications arising from this report.

6.6. Risk Management

6.7. There are no significant risk management issues arising from this report other than that identified in the November 2013 report around demand and available resources. However as detailed in section 6.4.1, any additional resources required will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes.

7. Conclusion

7.1. Overall, the three proposals outlined above will ensure that the council is able to meet the key principles of the integrated and accessible services proposition around simple and easy access to a range of council and partner services, which are locally influenced and designed to ensure that in the majority of cases the customer / citizen has their needs met at the first point of contact.

8. Recommendations

8.1. Members of Executive Board are recommended to:

8.1.1. Approve the adoption of a city-wide community hub model that sees a network based approach, developed in partnership with Community Committee's and local ward councillors, and supported by a city centre community hub.

8.1.2. Approve the proposal to bring together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, to enable the development of a city-wide network of community hubs.

- 8.1.3. Approve the proposal to create a single 'front of house team' to provide the community hub workforce. The team to be made up from all existing front-of-house staff based in customer services, libraries, housing Leeds and jobs and skills.
- 8.1.4. Authorise the Assistant Chief Executive (Citizens and Communities) to progress the detailed design of the proposed city-wide community hub network and associated workforce arrangements as set out in Section 5.
- 8.1.5. Receive an update report in March 2015 updating Members on the progress being made and the development of a detailed business case to support delivery of the aspirations outlined in this paper.

9. Background documents¹

- 9.1. 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.

What is a One Stop Centre v's a Community Hub

One Stop Centre (OSC)	Community Hub
Service specific departmentally based management structure	One front-of-house team with a single management structure improved working relationships across the hub
Departmentally based and service specific standards	Cross centre service standards
Clearly defined staff roles and responsibilities	Cross-skilling of front-of-house staff provides better value for money as able to do more with same level of resource Teams cross-skilled across library, employments and skills, housing and customer service processes and procedures Cross-skilling of staff allows greater sign-posting and awareness of different services provided in the hub
Job shop only co-located in some of the bigger OSC's	Whole team cross skilled and focussed on helping customers with job searching
OSC promotes local / city wide job opportunities	Hub used by employers for recruitment open days, interview test centres and training centres
Credit Union branches only co-located in some of the bigger OSC's	Whole team cross-skilled and focussed on helping customers manage their finances Credit Union access through all hubs with the intention to also develop all as loan shops
Deals with specific service requests	Triage approach to assisting customers with enquiries which will provide an improved customer experience
Deals with transactional service requests	Ensure an holistic approach is taken to a customer's needs
OSC closed on an evening and weekend	Evening use of the centre encouraged for the local community cross-skilling of staff ensures that some basic functions of the jobshop, customer services and library can be completed whilst centre is open
OSC only open Monday to Friday with service specific opening hours	Hubs open standard hours with all services open when the building is open
OSC only operates within the building that its based in	Pop-up service provided by hub staff at other locations e.g. day centres, supermarkets, GP surgeries etc.
Work with specific space with the building	Able to maximise space within the building Can ensure that partner services within the building are focussed around providing a customer-focused integrated service delivery
	Drive to integrate more services into community hubs and work with other service areas to respond to needs and pressures e.g. example of children's centre and Compton Centre
	Drive to provide more community based use
	Co-location and service integration with key partners such as West Yorkshire Police
	Strong links with local ward members and community committees
	Focus on providing fun community events which draws customers in who then access other services
	Greater opportunity for job development for staff working in a community hub

Community Hub Pathfinders - Key Service Changes and Improvements

Armley Community Hub - Key Achievements

Integrated & Accessible Services

- Aldi information sessions held to link local people to 30 local jobs – well attended. 280 local people attended the sessions
- Caring Dads service now provided at Armley Community Hub offering the opportunity for Dads to rebuild a (previously broken) relationship with their children. Classes start at 6pm to cater for those working fathers and will run for 17 weeks. Armley Community Hub now opens until 8.15pm on these days.
- Plans being developed for integration of Housing Leeds into the Community Hub.
- Discussions with the adjacent Children's Centre are ongoing on how one Community Campus can be created.
- Archway surgeries now provided twice a week. This new service is aimed at vulnerable 16 – 25 year olds and is new to the community hubs. The surgeries at Armley are targeting young people with tenancies. Archway provides intense support for any issues young people are facing.
- New Credit Union surgery is now being provided at the centre which helps promote Credit Union services to council tenants in arrears and for those tenants wanting budget advice and help around paying bills. The Credit Union will help encourage tenants to set up a credit union budget account and where appropriate they will refer them to our staff for Step Change Debt Advice and other services that we can offer.
- Development work ongoing with Family Support & Parenting service to provide support from the centre to parents who want to work or attend training courses but are unsure how to find good quality childcare.
- Meeting held with Connexions and BARCA regarding the use of rooms at Armley for drop in sessions for young people. Connexions provide personal, transition and career support for 13 – 19 year olds. BARCA is a multi-purpose charity in Bramley which provides specialist support to people to help them overcome a broad range of issues.
- Talks are on-going with West Yorkshire Police regarding their co-location into the centre. The nearest Police Station is at Pudsey but there is no 'drop-in' at this site so location within Armley brings the Police local. The space is ready and we are awaiting the Police go live date
- A new 'pop-up' service has taken place at Stocks Hill Day Centre and proved very popular with the customer group. Armley Community Hub Staff were able to assist with a range of enquiries. This service will be provided twice a month.

New Team

- Team Armley has been created from customer services, library and job shop colleagues. By using the name Team Armley the Council is bringing together services and creating a team serving the people of Armley from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team Armley sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- The majority of Team Armley have now shadowed library duties and are now able to assist with helping to open up the centre on a morning.

- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre including:
 - Changing the layout of the main library area to open up the space more.
 - Creating a new single reception desk and area for self-serve PCs.
 - Refurbishing the entrance area to create a more welcoming first impression of the centre. This part is complete
 - The Credit Union area is to be refurbished to promote it as a viable alternative to pay day lending

Compton Centre - Key Achievements

Integrated & Accessible Services

- Worked with the adjacent Children's Centre to look at how services are delivered by the Compton Centre and by the Children's Centre in a Community Campus. The following services have been moved from the Children's Centre to the Compton Centre: ESOL course for adults, ESOL for families (focus on literacy for schools), antenatal support group, citizens' advice bureau and the social justice team for asylum seekers and travellers. By creating a one campus approach and operating across the two centres, the Children's Centre has freed up space for 80 additional under 2 free nursery places, saving £88k in potential costs.
- IT skills sessions for customers are now being delivered by the Learning Partnership and the YMCA. This frees up time for Team Compton to do more in depth interviews/ support for jobseekers.
- Welfare Rights are now providing weekly surgeries to help support members of the deaf community from the community Hub.
- Video Conferencing for British Sign Language Interpretation will be piloted from the Community Hub which helps support the welfare rights surgeries.
- The community hub will be involved in the Harehills festival in September 2014. Team Compton staff have formed a working group to consider what will be promoted at the festival.
- Talks are on-going with West Yorkshire Police regarding their co-location into the centre. The nearest Police station is Seacroft so location within Compton brings the Police local. There is no parking for a Police vehicle which has delayed the Police moving in but Highways have agreed a new parking bay at the front of the building specifically for the Police. Once this is in place the Police can co-locate.
- Team Compton have delivered cross service front of house support which has enabled time to be freed up in the jobshop for staff to provide a more supportive role to customers e.g. Arranging an appropriate support referral for a disabled youth and reassuring their parent of support available for them at college. The new team have also started to book Job Shop appointments in private enquiry booths for more in-depth / sensitive appointments.
- During the school holidays the wider team delivered fun sessions of craft and knit & natter.
- A local care home asked if they could promote vacancies and recruit at the Centre as they wanted local people to take the jobs. 5 jobs were available and 5 local people were employed. This to be extended to other local employers.
- The Hate Crime Strategy was launched in the garden of the Centre and attended by Police Commissioner, Senior Councillors and Police plus local people

New Team

- Team Compton has been created from customer services, library and job shop colleagues. By using the name Team Compton the Council is bringing together services and creating a team serving the people of Harehills from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team Compton sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- Floor walking introduced for library and Job Shop areas as well as customer services, referring to self-serve and giving general advice. Team Compton have also helped customers with IT queries during busy periods.
- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre and early wins include all services being delivered from a single reception desk, a more inviting and open job shop that is integrated into the rest of the building and not stand alone
- A loan shop is to be established in the Centre to promote Credit Union lending
- A longer term look at the use of the whole public area space is to be undertaken.

St Georges Centre - Key Achievements

Integrated & Accessible Services

- Middleton Neighbourhood Police Team now co-located in St George's Community Hub.
- Community Hub Staff now provide a reception function for customers wishing to speak to the Police in addition to the council and NHS customers during opening hours.
- The Police launched their local neighbourhood policing strategy for Leeds at the new centre.
- The Job Shop is now open 8am – 6pm during weekdays for job searching. Previous opening times were 2 days a week
- Archway is providing a surgery each week at the Community Hub. This service is aimed at vulnerable 16 – 25 year olds and is new to the community hubs. Archway provides intensive support of a range of issues for young people
- On-going work with the NHS to look at further integration, specifically the role of the hub reception staff.
- Job shop celebration event held at the centre in May. Hosted by local Ward Councillors, the event was a thank-you to partners and staff for the work the job shop and Community Hub did to assist local people into jobs at the new Asda which has opened opposite the centre. In total 220 jobs were filled by Asda with 147 (67%) of these going to people with LS10 postcode.
- New Credit Union surgery is now being provided at the centre which helps promote Credit Union services to council tenants in arrears and for those tenants wanting budget advice and help around paying bills. The Credit Union will help encourage tenants to set up a credit union budget account and where appropriate they will refer them to our staff for Step Change Debt Advice and other services that we can offer.

- Meeting ongoing with IGEN and GMB, who provide employment and skills services, to see what they can offer in terms of support to the job shop expertise services at St George's Centre.
- Work-around achieved with IT to enable hub staff to use library PC's. This has extended the number of PCs available to 15 at all times.

New Team

- Team St George's has been created from customer services, library and job shop colleagues. By using the name Team St George's the Council is bringing together services and creating a team serving the people of Middleton from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team St George's sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- A weekly training hour has been set-up for staff to begin shadowing and on each other services.
- Work is ongoing to develop the type of enquiries that can be dealt with at the reception desk so as to ensure that only more complex enquiries are dealt with in the booths.
- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre and early wins include new flooring in the library part of the public area to give the feel of greater integration with the rest of the public area.
- The redesign of the Centre will look at creating more space to be used for the public. The review of how space is used includes the NHS. The idea is to use the space better to co-locate more organisations.

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Report author: Ian Cameron
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Report of the Director of Public Health

Report to Executive Board

Date: 15 October 2014

Subject: Due North – Report of the Inquiry on Health Equity for the North

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 checked="" type="checkbox"/> Yes <input 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. An Inquiry on Health Equity in the North was released on September 15th 2014. The independent report – Due North – was commissioned by Public Health England.
2. The report makes the following recommendations to both central government and agencies in the North.
 - Tackle poverty and economic inequality within the North and between the North and the rest of England.
 - Promote healthy development in early childhood.
 - Share power over resources and increase the influence that the public has on how resources are used to improve the determinants of health.
 - Strengthen the role of the health sector in promoting health equity.
3. The recommendations fit the aspirations and current priorities of the Council and the city as set out in the Best Council Plan and the Joint Health & Well Being Strategy. The challenge is how the Council can best use its influence in the Leeds City Region, the Combined Authority and beyond to progress the recommendations aimed at central government and other agencies in the North.

Recommendations

4. The Executive Board is recommended to:
 - Support the findings and recommendations of the Due North report.

- Use its influence in the Leeds City Region and the Combined Authority to progress the recommendations of the Due North report and help achieve the ambitions of the city.
- Request the Health & Well Being Board to review the recommendations and identify opportunities for further progress at both city wide and local level.

Purpose of this report

- 1.1 To outline the key recommendations from Due North – The report of the Inquiry on Health Equity for the North and to seek agreement on ways to implement those recommendations through the Leeds City Region.

2 Background information

- 2.1 The Inquiry on Health Equity for the North was commissioned by Public Health England (PHE) and led by an independent Review Panel of leading academics, policy makers and practitioners. The report, Due North, details evidence on trends in health inequalities and provides a set of recommendations – based on the root causes of health inequalities – for policies that can address social inequalities in health within the North and between the rest of England. The report was published by the University of Liverpool and Centre for Local Economic Strategies, on 15th September, 2014.
- 2.2 The executive summary is appended.

3 Main issues

- 3.1 The report makes the following four recommendations to both central government and agencies in the North.
 - Tackle poverty and economic inequality within the North and between the North and the rest of England.
 - Promote healthy development in early childhood.
 - Share power over resources and increase the influence that the public has on how resources are used to improve the determinants of health.
 - Strengthen the role of the health sector in promoting health equity.
- 3.2 The report describes how economic strategy in the UK is primarily based around economic growth and creating more jobs. These objectives are not anchored in wider social objectives such as reducing economic differences between regions in the UK, reducing inequalities or promoting health & well being. The report argues the need to shift economic development to promote healthier economic policies and social inclusion. The report also sets out how public service reform could help to prevent poverty and promote economic prosperity.
- 3.3 The report highlights the importance of investing a greater proportion of public resources in the early years along with a criticism that the reverse is happening. Leeds City Council is specifically praised for being one of only six local authorities to have signed a partnership with UNICEF.
- 3.4 The report highlights the diminishing proportion of public expenditure controlled by local government and that limitations on local government's capacity to raise additional resources reduces its ability to develop solutions on local priorities. There are a series of recommendations to reverse this trend coupled with calls for democratic structures such as Combined Authorities to be used as a vehicle to develop a pan Northern approach to economic development and health

inequalities. The importance of the advocacy role of Health & Well Being Boards on a collective basis for the North is also highlighted.

- 3.5 There are a series of recommendations for Public Health England and NHS agencies on enhancing the NHS role on tackling health inequalities.
- 3.6 In framing the recommendations, the report highlights the scale and persistence of the North/South divide. There is also a steeper social gradient in health within the North than the rest of England.
- 3.7 The picture in Leeds mirrors the picture for the North of England as demonstrated by successive Leeds Joint Strategic Needs Assessments. The Leeds Health & Well Being Board is taking action to reduce health inequalities through the Joint Health & Well Being Strategy. With a principle in all outcomes that people who are the poorest will improve their health the fastest.
- 3.8 There is already a priority within the Joint Health and Wellbeing Strategy on early childhood through Leeds Best Start – a preventative programme from conception to age 2. Ensuring everyone will have the best start in life is one of the Health and Wellbeing Board's four Commitments.
- 3.9 Work also continues with the health sector to maximise its contribution to tackling the “big killers” within the city e.g. heart disease, cancer, respiratory disease. The Joint Health & Wellbeing Strategy also has an objective on the determinants of health including action on housing, debt, education and employment.
- 3.10 The report highlights via maps (see appendix) how the North has suffered the greatest cuts in council funding and financial losses from welfare reforms. The comment is made that “it is difficult to see in these circumstances how, local government can make an impact on health inequalities”.
- 3.11 While the Public Health Grant can only make a small contribution to the inequalities challenge it is worth noting the Leeds position. The baseline figure for Leeds in 2013/14 equated to £43 per head compared to a target figure of £57 per head, a gap of £10.7m. The government has sought to narrow the gap which has been welcomed. However, the Department of Health has now announced that there will be no further increase for Leeds in 2015/16, leaving a gap from target of £6.2m.
- 3.12 The report makes a series of recommendations to central government and agencies in the North to ensure that reducing economic and health inequalities are central objectives of local economic development strategies and delivery. In addition there is a call for greater devolution of power and resources to cities and local government to drive both the economic growth and reduce regional inequalities.
- 3.13 The recommendations above chime with the aspirations and current priorities of Leeds City Council and also the Commission on the Future of Local Government. Plus other recent reports and initiatives including Centre for Cities Manifesto 2015, Devo Max-Devo Manc and the Decentralisation Decade report.

3.14 The challenge is how the Council can best use its influence in the Leeds City Region and Combined Authority and beyond to progress the recommendations aimed at central government and other agencies in the North.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The report has been produced for Public Health England by an independent panel chaired by Professor Margaret Whitehead.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The inquiry report highlights that poor health falls disproportionately on those in the poorest socio-economic position.

4.3 Council policies and City Priorities

4.3.1 The content of the inquiry report supports the Best Council objectives and priorities; the Joint Health & Well Being Strategy and the, Children's & Young People's Plan and the Safer Leeds Plan.

4.4 Resources and value for money

4.4.1 The inquiry report does not provide details on this although there is comment that the NHS can do more through its commissioning and procurement to promote the local economy and employment.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications from this report.

4.6 Risk Management

4.6.1 There are no risks to the Council from the inquiry report.

5 Conclusions

5.1 The report is to be welcomed and reiterates again the scale of the North/South health inequalities divide. The recommendations are centred around the twin aims of the prevention of poverty in the long term and the promotion of prosperity by boosting the prospects of people and places. These recommendations are aligned with the ambitions of Leeds' Best Council Plan.

5.2 The Council will need to consider how best to promote the recommendations in this report, beyond the footprint of Leeds.

6 Recommendations

6.1 The Executive Board is recommended to:

- Support the findings and recommendations of the Due North report.

- Use its influence in the Leeds City Region and the Combined Authority to progress the recommendations of the Due North report and help achieve the ambitions of the city.
- Request the Health & Well Being Board to review the recommendations and identify opportunities for further progress at both city wide and local level.

7 Background documents¹

7.2 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.

DUE

NORTH

**Executive summary report of
the Inquiry on Health Equity
for the North**

Due North: The report of the Inquiry on Health Equity for the North

Inquiry Chair: Margaret Whitehead

Executive summary report prepared by the Inquiry Panel on Health Equity for the North of England

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Aknowledgements

We thank the many people who contributed to the Inquiry's work. This Inquiry was carried out by a panel chaired by Margaret Whitehead and supported by a secretariat from the Centre for Local Economic Strategies (CLES). The review was informed by 18 policy makers and practitioners, with expertise in the relevant policy fields (see appendix 1) and four discussion papers prepared by Ben Barr, David Taylor-Robinson, James Higgerson, Elspeth Anwar, Ivan Gee (University of Liverpool), Clare Bambra and Kayleigh Garthwaite (Durham University), Adrian Nolan and Neil McNroy (CLES) and Warren Escadale (Voluntary Sector North West). This report was prepared by the Inquiry Panel supported by CLES (Neil McNroy, Adrian Nolan and Laura Symonds) and the WHO Collaborating Centre for Policy Research on Social Determinants of Health (Ben Barr). Public Health England provided financial support for the conduct of the Inquiry and the gathering of evidence but played no part in the decisions or conclusions of the Inquiry Panel.

PREFACE

Life is not grim up North, but, on average, people here get less time to enjoy it. Because of poorer health, many people in the North have shorter lifetimes and longer periods of ill-health than in other parts of the country. That health inequalities exist and persist across the north of England is not news, but that does not mean that they are inevitable.

While the focus of the Inquiry is on the North, it will be of interest to every area and the country as a whole.

This has been an independent inquiry commissioned by Public Health England. We particularly wanted and welcome fresh insights into policy and actions to tackle health inequalities within the North of England and with the rest of the country, in the context of the new public health responsibilities locally and nationally, and the increasingly live debate about greater economic balance.

I would like to thank Professor Whitehead, her panel, witnesses to the Inquiry and the Centre for Local Economic Strategies for the time, energy and commitment that has resulted in this report

PHE's own interim response to the issues and recommendations from this inquiry is published alongside this report and we will produce a fuller response at a later date, when we have had time to explore and consider the issues in greater depth. We look forward to contributing to stimulating discussion and debate with partners over the coming months.

*Paul Johnstone
Public Health England
August 2014*

FOREWORD

We have lived with a North-South health divide in England for a long time, illustrated by the shocking statistic that a baby girl in Manchester can expect to live 15 fewer years in good health than a baby girl in Richmond. This gap is not static but has continued to widen over recent decades. This regional health divide masks inequalities in health between different socio-economic groups within every region in England which are just as marked: health declines with increasing disadvantage of socio-economic groups wherever they live in the country.

By and large, the causes of these health inequalities are the same across the country – and are to do with differences between socioeconomic groups in poverty, power and resources needed for health; exposure to health damaging environments; and differences in opportunities to enjoy positive health factors and protective conditions, for example, to give children the best start in life. It is, however, the severity of these causes that is greater in the North, contributing to the observed regional pattern in health. It also marks out the North as a good place to start when inquiring into what can be done about social inequalities in health in this country. There may be lessons to be learnt for the whole country.

There are more pressing reasons, however, for setting up this Inquiry on Health Equity for the North at this point in time. The austerity measures introduced as a response to the 2008 recession have fallen more heavily on the North and on disadvantaged areas more than affluent areas, making the situation even worse. Reforms to the welfare system are potentially increasing inequalities and demand for services. At the same time, there are increasing calls for greater devolution to city and county regions

within England. There is a growing sense that now is the time to influence how the process of devolution happens, so that budgets and powers are decentralised and used in ways that reduce economic and health inequalities.

It is against this background that the Inquiry Panel developed its' recommendations – recommendations that are based on an analysis of the root causes of the observed health inequalities. A guiding principle has been to build on the assets and agency of the North. There are plenty of ideas, therefore, about what agencies in the North could and should do, made stronger by working together, to tackle the causes of health inequalities. These are centred around the twin aims of the prevention of poverty in the long term and the promotion of prosperity, by boosting the prospects of people and places. They are also about how Northern agencies could make best use of devolved powers to do things more effectively and equitably.

The Panel is keen to stress, however, that there are some actions that only central government can take. Government policy is both the cause and the solution to some of the problems analysed by the Inquiry. The report therefore sets out what central government needs to do, both to support action at the regional level and to re-orientate national policies to reduce economic and health inequalities. There is an important role too for national health agencies, including the NHS and Public Health England. The aim of this report is to bring a Northern perspective to the debate on what should be done about a nationwide problem. We are optimistic that something can be done to make a difference and that this is the right time to try.

*Margaret Whitehead
Chair, Inquiry on Health Equity for the North
August 2014*

EXECUTIVE SUMMARY

Why have an inquiry into health inequalities and the North?

The North of England has persistently had poorer health than the rest of England and the gap has continued to widen over four decades and under five governments. Since 1965, this equates to 1.5 million excess premature deaths in the North compared with the rest of the country. The latest figures indicate that a baby boy born in Manchester can expect to live for 17 fewer years in good health than a boy born in Richmond in London. Similarly, a baby girl born in Manchester can expect to live for 15 fewer years in good health, if current rates of illness and mortality persist.

The so called 'North-South Divide' gives only a partial picture. There is a gradient in health across different social groups in every part of England: on average, poor health increases with increasing socio-economic disadvantage, resulting in the large inequalities in health between social groups that are observed today. There are several reasons why the North of England is particularly adversely affected by the drivers of poor health. Firstly, poverty is not spread evenly across the country but is concentrated in particular regions, and the North is disproportionately affected. Whilst the North represents 30% of the population of England it includes 50% of the poorest neighbourhoods. Secondly, poor neighbourhoods in the North tend to have worse health even than places with similar levels of poverty in the rest of England. Thirdly, there is a steeper social gradient in health within the North than in the rest of England meaning that there is an even greater gap in health between disadvantaged and prosperous socio-economic groups in the North than in the rest of the country. It is against this background that this Inquiry was set up.

Aims of the inquiry

In February 2014, Public Health England (PHE) commissioned an inquiry to examine Health Inequalities affecting the North of England. This inquiry has been led by an independent Review Panel of leading academics, policy makers and practitioners from the North of England. This is part of 'Health Equity North' - a programme of research, debate and collaboration, set up by PHE, to explore and address health inequalities. This programme was launched in early 2014, with its first action to set up this independent inquiry.

The aim of this inquiry is to develop recommendations for policies that can address the social inequalities in health within the North and between the North and the rest of England.

The Inquiry Panel

The Inquiry Panel was recruited to bring together different expertise and perspectives, reflecting the fact that reducing health inequalities involves influencing a mix of social, health, economic and place-based factors. The panel consisted of representatives from across the North of England in public health, local government, economic development and the voluntary and community sector. The members of the Inquiry Panel were:

- Professor Margaret Whitehead (Chair), W.H. Duncan Chair of Public Health, Department of Public Health and Policy, University of Liverpool;
- Professor Clare Bambra, Professor of Public Health Geography, Department of Geography, Durham University;
- Ben Barr, Senior Lecturer, Department of Public Health and Policy, University of Liverpool;
- Jessica Bowles, Head of Policy, Manchester City Council;
- Richard Caulfield, Chief Executive, Voluntary Sector North West;
- Professor Tim Doran, Professor of Health Policy, Department of Health Sciences, University of York;
- Dominic Harrison, Director of Public Health, Blackburn with Darwen Council;
- Anna Lynch, Director of Public Health, Durham County Council;
- Neil McNroy, Chief Executive, Centre for Local Economic Strategies;
- Steven Pleasant, Chief Executive, Tameside Metropolitan Borough Council;
- Julia Weldon, Director of Public Health, Hull City Council.

The process

Recommendations were developed through 3 focused policy sessions and 3 further deliberative meetings of the panel over the period February to July 2014. The policy sessions involved the submission of written discussion papers commissioned by the panel, as well as a wider group of experts and practitioners, with expertise in the relevant policy fields, who were invited to these sessions (see Appendix 1 for a list of participants). During the three further deliberative sessions held by the Inquiry the panel refined the recommendations, drawing on the discussions and written evidence from the policy sessions, and the experience and knowledge of the panel members.

This report sets out a series of strategic and practical policy recommendations that are supported by evidence and analysis and are targeted at policy makers and practitioners working in the North of England. These recommendations acknowledge that the Panel's area of expertise is within agencies in the North, while at the same time highlighting the clear need for actions that can only be taken by central government. We, therefore, give two types of recommendations for each high-level recommendation:

- What can agencies in the North do to help reduce health inequalities within the North and between the North and the rest of England?
- What does central government need to do to reduce these inequalities - recognising that there are some actions that only central government can take?

What causes the observed health inequalities?

The Inquiry's overarching assessment of the main causes of the observed problem of health inequalities within and between North and South, are:

- Differences in poverty, power and resources needed for health;
- Differences in exposure to health damaging environments, such as poorer living and working conditions and unemployment;
- Differences in the chronic disease and disability left by the historical legacy of heavy industry and its decline;
- Differences in opportunities to enjoy positive health factors and protective conditions that help maintain health, such as good quality early years education; economic and food security, control over decisions that affect your life; social support and feeling part of the society in which you live.

Not only are there strong step-wise gradients in these root causes, but austerity measures in recent years have been making the situation worse – the burden of local authority cuts and welfare reforms has fallen more heavily on the North than the South; on disadvantaged than more affluent areas; and on the more vulnerable population groups in society, such as children.

These measures are leading to reductions in the services that support health and well-being in the very places and groups where need is the greatest.

The burden of local authority cuts and welfare reforms has fallen more heavily on the North than the South;

Policy drivers of inequalities and solutions

1. Economic development and living conditions

The difference in health between the North and the rest of England is largely explained by socioeconomic differences, including the uneven economic development and poverty. One of the consequences of the uneven economic development in the UK has been higher unemployment, lower incomes, adverse working conditions, poorer housing, and higher unsecured debts in the North, all of which have an adverse impact on health and increase health inequalities.

The adverse impact of unemployment on health is well established. Studies have consistently shown that unemployment increases the chances of poor health. Empirical studies from the recessions of the 1980s and 1990s have shown that unemployment is associated with an increased likelihood of morbidity and mortality, with the recent recession leading to an additional 1,000 suicides in England. The negative health experiences of unemployment are not limited to the unemployed but also extend to their families and the wider community. Youth unemployment is thought to have particularly adverse long term consequences for mental and physical health across the life course.

The high levels of chronic illness in the North also contribute to lower levels of employment. Disability and poor health are the primary reasons why people in the North are out of work, as demonstrated by the high levels of people on incapacity benefits. Strategies to reduce inequalities need to prevent

people leaving work due to poor health, enable people with health problems to return to work and provide an adequate standard of living for those that cannot work.

A great deal of evidence has demonstrated an inverse relationship between income and poor health, with falls in income and increases in poverty associated with increased risk of mental and physical health problems. Poor psychosocial conditions at work increase risk of health problems, in particular cardiovascular conditions and mental health problems. More precarious forms of employment, including temporary contracts, are also increasing and these have been associated with increased health risks.

Poor housing has been shown to have numerous detrimental effects on physical and mental health. Living in fuel poverty or cold housing can adversely affect the mental and physical health of children and adults. It is estimated that this costs the NHS at least £2.5 billion a year in treating people with illnesses directly linked to living in cold, damp and dangerous homes. For infants, after taking other factors into account, living in fuel poor homes is associated with a 30% greater risk of admission to hospital or attendance at primary care facilities.

This calls for a strategy that not only ameliorates the impact of poverty but also seeks to prevent poverty in the future

People in debt are three times more likely to have a mental health problem than those not in debt, the more severe the debt more severe the health difficulties. In terms of physical health, debt has been linked to a poorer self-rated physical health, long term illness or disability, chronic fatigue, back pain, higher levels of obesity and worse health and health related quality of life.

What could be done differently?

The evidence reviewed by the panel has outlined a number of actions that have the potential to address the economic and employment causes of health inequalities. This calls for a strategy that not only ameliorates the impact of poverty but also seeks to prevent poverty in the future, not least by investing in people (improving skills and health and hence employment prospects), as well as investing in places. This strategy links public service reform to economic development in the North, to refocus services on preventing poverty and promoting prosperity.

2. Early childhood as a critical period

The UK has some of the worst indicators for child health and well-being of any high-income country. In 2007 a UNICEF study found that the UK had the worst levels of child well-being of any developed country and a recent study found that it had the second worst child mortality rate in Western Europe. Within England, the health of children is generally worse in the North, reflecting the higher levels of child poverty.

There is a large body of evidence demonstrating that early disadvantage tracks forward, to influence health and development trajectories in later life,

and that children who start behind tend to stay behind. For example, children living in poverty and experiencing disadvantage in the UK are

more likely to: die in the first year of life; be born small; be bottle fed; breathe second-hand smoke; become overweight; perform poorly at school; die in an accident; become a young parent; and as adults they are more likely to die earlier, be out of work, living in poor housing, receive inadequate wages, and report poor health.

Whilst the higher levels of child poverty and disadvantage in the North of England are potentially storing up problems for the future, none of this is inevitable. Numerous reviews of evidence have repeatedly shown that providing better support early in children's lives is the most effective approach to significantly reduce inequalities in life chances. In the North of England, where large proportions of children are growing up in poverty, it is critical that action to improve early child development takes place on a scale that is proportionate to need.

In the North of England, where large proportions of children are growing up in poverty, it is critical that action to improve early child development takes place on a scale that is proportionate to need.

Some progress has been made over the past decade; however these gains are now under threat. The UK was the first European country to systematically implement a strategy to reduce health inequalities. In particular, the Government set targets to reduce inequalities in infant mortality and to cut and eventually 'eradicate' child poverty. To address these targets, a raft of well-funded policies were implemented including changes to the tax and benefits system that led to a reduction in child poverty and the establishment of Sure Start centres, which aimed to reduce child poverty through the targeted provision of pre-school education. Child poverty did reduce dramatically and inequalities in infant mortality also fell during this period. Unfortunately, we are now seeing signs that these achievements are being undone. For the first time in more than 17 years, child poverty in the United Kingdom increased in absolute terms in 2011 and the reduction in inequalities in infant mortality ceased with the onset of the financial crisis in 2008. The Social Mobility and Child Poverty Commission has

estimated that by 2020 3.5 million children will be in absolute poverty, about 5 times the number needed to meet the Government's legal obligation to end child poverty.

What could be done differently?

Children are often not in a position to speak out for themselves and for this reason are offered special protection under the UN charter on human rights. The arguments are not just about the evidence, but also that investing in children is morally and legally the right thing to do. A rights-based approach to

addressing inequalities in the health and well-being of children has the potential to engender a new commitment to investment in the early years.

The evidence indicates that two strands of action are required to significantly reduce child health inequalities at a population level. Firstly, a universal system of welfare support is needed that prioritises children, in order to eliminate child poverty. Well-developed social protection systems result in better outcomes for children and protect them against shocks such as economic crises. Those countries in Europe that do have more adequate social protection experience better child health outcomes. The recent analysis of the Social Mobility and Child Poverty Commission has shown that the Government's current strategy for reducing child poverty is not credible. They conclude that 'hitting the relative poverty target through improved parental employment outcomes alone is impossible' and recommend that increases in parental employment and wages are supplemented by additional financial support for families.

Secondly, a system of high quality universal early years child care and education support is also necessary. In Nordic countries, a child's life chances are not so dependent on how privileged their

parents were than they are in other developed countries. One reason for this is the provision of universal and high-quality early years intervention and support, which can have a powerful equalising effect.

There is a great deal of agreement that providing good quality universal early years education and childcare proportionately across society would effectively reduce inequalities. Providing any education is not enough, though, since it is the quality of preschool learning that appears to be critical for longer-term beneficial effects. This needs to be supported by routine support to families through parenting programmes, key workers, and children's centres with integrated health and care services and outreach into communities. The evidence base for these early interventions is strong.

3. Devolution: having the power to make a difference at the right spatial scale

The evidence suggests that there are three ways through which levels of community control and democratic engagement have an impact on health. Firstly, those who have less influence are less able to affect the use of public resources to improve their health and well-being. The Northern regions, for example, have had limited

Northern regions have had limited collective influence over how resources and assets are used and this has hindered action on health inequalities.

collective influence over how resources and assets are used in the North of England and this has hindered action on health inequalities. Secondly the process of getting involved, together with others, in influencing decisions, builds social

capital that leads to health benefits. Thirdly, where people feel they can influence and control their living environment, this in itself is likely to have psychological benefits and reduce the adverse health effects of stress.

There is a growing body of evidence indicating that greater community control leads to better health. Low levels of control are associated with poor mental and physical health. A number of studies have found that the strength of democracy in a country is associated with better population health and lower inequalities. Countries with long-term social-democratic governments tend to have more developed preventive health services. US states with higher political participation amongst the poor have more adequate social welfare programmes, lower mortality rates and less disability. There is evidence indicating that the democratic participation of women is particularly important for the health of the whole population.

When community members act together to achieve common goals there are indirect benefits resulting from improved social support and supportive networks which can reduce social isolation and nurture a sense of community, trust and community competence. Research indicates that community empowerment initiatives can produce positive outcomes for the individuals directly involved including: improved health, self-efficacy, self-esteem,

social networks, community cohesion and improved access to education leading to increased skills and paid employment. Evidence from the 65 most deprived local

authorities in England shows that, as the proportion of the population reporting that they can influence decisions in their local area increases, the average level of premature mortality and prevalence of mental illness in the area declines.

A constraint on the capacity of local government to make a difference is the highly centralised nature of the political system in England. England has one of the most centralised political systems in Europe, both political and economic power are concentrated in London and the surrounding area and this has contributed to the large inequalities between regions. The disproportionate cuts to local government budgets currently being implemented are exacerbating the problem. Successful regions will have control over the prerequisites of growth, such as skills, transport and planning.

What could be done differently?

Increasingly, the new combined authorities and core cities are demanding greater devolution of powers and resources to cities and local government. There is also a growing consensus across political parties that this is needed to drive economic growth and reduce regional inequalities in England. Simply devolving power to city regions and combined authorities, however, will not, on its own, address inequalities. Giving local areas greater control over investment for economic development will only reduce health and economic inequalities if local strategies for economic growth have clear social objectives to promote health and well-being and reduce inequalities, backed by locally integrated public services aimed at supporting people into employment. The public health leadership of local authorities will need to play a central role if devolution to cities and regions is going to reverse the trend of rising inequalities. Devolution of power and resources to local administrations needs to be accompanied by greater public participation in local decision-making. Decisions in Whitehall may seem distant and unaccountable

to people living in the North, but decisions made by combined authorities or local economic partnerships will seem no more democratic unless there is greater transparency and participation.

There is the potential for devolution within England to herald a new approach to health inequalities

There is the potential for devolution within England to herald a new approach to health inequalities that is based on fundamentally shifting power from central government to regions, local authorities and communities. But only if there is real devolution, rather than just rhetoric, and local powers are used to improve health and reduce inequalities – allowing them to do the right things at the right spatial scale.

None of this, however, should reduce the responsibilities of national government. The role of national government in addressing health inequalities remains of the utmost importance. Robust national policy is essential to ensure that there are sufficient public resources available and that these are distributed and used fairly to improve the life chances of the poorest fastest. National legislation remains an important mechanism for protecting people from the adverse consequences of uncontrolled commercial markets. Where services are delivered through national agencies, they need to work flexibly as part of a set of local organisations that can integrate services so that they address local needs.

4. The vital role of the health sector

We did not consider that the observed health inequalities between the North and the rest of England and within the North are caused by poorer access or quality of NHS services. Although there are still inequalities in access to healthcare by deprivation, these could not account for the size

and nature of the differences in health status that we observe. On the contrary, access to NHS care when ill has helped to reduce health inequalities. The NHS helps to ameliorate the health damage caused by wider determinants outside the health sector. To do this, NHS services in deprived areas need to be adequately resourced to enable them to reduce inequalities and the principle of the NHS as free at the point of need must be maintained.

The NHS can influence health inequalities through 3 main areas of activity. Firstly by providing equitable high quality health care, secondly by directly influencing the social determinants of health through procurement and as an employer, and thirdly as a champion and facilitator that influences other sectors to take action to reduce inequalities in health.

What could be done differently?

The most pressing concern for the NHS is to maintain its core principle of equitable access to high quality health care,

free at the point of need. This will involve addressing those inequalities in health care that do exist, avoiding introducing policies that will increase

health inequalities and ensuring that health care provision across the country is planned and resourced so that it reduces health inequalities. Specifically the panel identified the following priority areas through which the health sector can play an important role in reducing health inequalities.

Firstly the NHS needs to allocate resources so that they reduce health inequalities within the North and between the North and the rest of England. There is evidence to indicate that the policy to increase the proportion of NHS resources going to deprived areas did lead to a narrowing of inequalities in mortality from some causes. This highlights the importance of having resource allocation policies with an explicit goal to reduce inequalities in outcomes.

Secondly, local health service planning needs to ensure that the resources available to the NHS within each area are used to reduce inequalities. This means targeting resources to those most in need and investing in interventions and services that are most effective in the most disadvantaged groups. The current focus of CCGs on demand management has tended to mean increased investment in services for the elderly. Whilst this is important, it should not be at the expense of investment earlier in the life course, which is a vital component of all health inequalities strategies.

Access to NHS care when ill has helped to reduce health inequalities, ameliorating the health damage caused by wider determinants outside the health sector.

Thirdly a more community-orientated model of primary care needs to be encouraged that fully integrates support across the determinants of health. This includes enabling people seeking help through the primary care system to get the support they need for the full range of problems that are driving them to seek help in the first place. These are often the wider determinants of their health, such as financial problems, unsuitable housing, hopelessness and generally feeling out of control of their lives.

Fourthly a large-scale strategy for the North of England is needed to maximize the impact of the NHS on health inequalities through its procurement and its role as an employer. There are also promising examples indicating how local NHS organisations are using their commissioning and procurement of services to improve the economic, social, and environmental well-being of their area. If the commissioning and procurement of all the NHS organisations in the North of England focused on maximizing social value for the North, this could make a significant difference.

Finally the health sector needs to be a strong advocate, facilitating and influencing all sectors to take action to reduce inequalities in health. With Directors of Public Health transferring from the NHS to local authorities there are fewer voices in the NHS speaking out on issues relating to the public's health and health inequalities. Public Health England was established to be an independent advocate for action across all sectors on health inequalities. The actions that are required to address health inequalities involve radical social change. They are therefore often controversial. Public Health England needs to be supporting and challenging all government departments to tackle health inequalities.

Recommendations

Tackling these root causes leads to a set of 4 high-level recommendations and supporting actions that build on the assets of the North to target inequalities both within the North and between the North and the rest of England. These recommendations are explained in detail in Section 4. These recommendations are formulated from a Northern perspective and address the core question: what can the North do to tackle the health equity issues revealed in this report? This perspective does not mean that we discount national actions – far from it – we give two types of recommendations for each high-level recommendation:

- 1) What can agencies in the North, do to help reduce the health inequalities within the North and between the North and the rest of England?
- 2) What does central government need to do to reduce these inequalities – recognising that there are some actions that only central government can take?

We believe that the recommended actions would benefit the whole country, not just the North.

Recommendation 1: Tackle poverty and economic inequality within the North and between the North and the rest of England.

Agencies in the North should work together to:

- Draw up health equity strategies that include measures to ameliorate and prevent poverty among the residents in each agency's patch;
- Focus public service reform on the prevention of poverty in the future and promoting the prosperity of the region by re-orientating services to boost the prospects of people and place. This includes establishing integrated support across

the public sector to improve the employment prospects of those out of work or entering the labour market.

- Adopt a common progressive procurement approach to promote health and to support people back into work;
- Ensure that reducing economic and health inequalities are central objectives of local economic development strategy and delivery;
- Implement and regulate the Living Wage at the local authority level;
- Increase the availability of high quality affordable housing through stronger regulation of the private rented sector, where quality is poor, and through investment in new housing.
- Assess the impact in the North of changes in national economic and welfare policies;

Central government needs to:

- Invest in the delivery of locally commissioned and integrated programmes encompassing welfare reform, skills and employment programmes to support people into work;
- Extend the national measurement of the well-being programme to better monitor progress and influence policy on inequalities;
- Develop a national industrial strategy that reduces inequalities between the regions;
- Assess the impact of changes in national policies on health inequalities in general and regional inequalities in particular;
- Expand the role of Credit Unions and take measures to end the poverty premium;
- Develop policy to enable local authorities to tackle the issue of poor condition of the housing stock at the bottom end of the private rental market;

- End in-work poverty by implementing and regulating a Living Wage;
- Ensure that welfare systems provide a Minimum Income for Healthy Living (MIHL);
- Grant City and County regions greater control over the commissioning and use of the skills budget and the Work Programme to make them more equitable and responsive to differing local labour markets;
- Develop a new deal between local partners and national government that allocates the total public resources for local populations to reduce inequalities in life chances between areas.

Recommendation 2: Promote healthy development in early childhood.

Agencies in the North should work together to:

- Monitor and incrementally increase the proportion of overall expenditure allocated to giving every child the best possible start in life, and ensure that the level of expenditure on early years development reflects levels of need;
- Ensure access to good quality universal early years education and childcare with greater emphasis on those with the greatest needs, so that all children achieve an acceptable level of school readiness;
- Maintain and protect universal integrated neighbourhood support for early child development, with a central role for health visitors and children's centres that clearly articulates the proportionate universalism approach;
- Collect better data on children in the early years across organisations so that we can track changes over time;
- Develop and sign up to a charter to protect the rights of children to the best possible health.

Central government needs to:

- Embed a rights based approach to children's health across government;
- Reduce child poverty through the measures advocated by the Child Poverty Commission which includes investment in action on the social determinants of all parents' ability to properly care for children, such as paid parental leave, flexible work schedules, Living Wages, secure and promising educational futures for young women, and affordable high quality child care;
- Reverse recent falls in the living standards of less advantaged families;
- Commit to carrying out a cumulative impact assessment of any future welfare changes to ensure a better understanding of their impacts on poverty and to allow negative impacts to be more effectively mitigated;
- Invest in raising the qualifications of staff working in early years childcare and education;
- Increase the proportion of overall expenditure allocated to the early years and ensure expenditure on early years development is focused according to need;
- Increase investment in universal support to families through parenting programmes, children's centres and key workers, delivered to meet social needs.
- Make provision for universal, good quality early years education and childcare proportionately according to need across the country.

Recommendation 3: Share power over resources and increase the influence that the public has on how resources are used to improve the determinants of health.

Agencies in the North should work together to:

- Establish deep collaboration between combined authorities in the North to develop a Pan-Northern approach to economic development and health inequalities;
- Take the opportunity offered by greater devolved powers and resources to develop, at scale, locally integrated programmes of economic growth and public services reform to support people into employment;
- Re-vitalise Health and Well-being Boards to become stronger advocates for health both locally and nationally.
- Develop community led systems for health equity monitoring and accountability;
- Expand the involvement of citizens in shaping how local budgets are used;
- Assess opportunities for setting up publicly owned mutual organisations for providing public services where appropriate, and invest in and support their development;
- Help develop the capacity of communities to participate in local decision-making and developing solutions which inform policies and investments at local and national levels;

Central government needs to:

- Grant local government a greater role in deciding how public resources are used to improve the health and well-being of the communities they serve;

- Revise national policy to give greater flexibility to local government to raise funds for investment and use assets to improve the health and well-being of their communities;
- Invest in and expand the role of Healthwatch as an independent community-led advocate that can hold government and public services to account for action and progress on health inequalities;
- Invite local government to co-design and co-invest in national programmes, including the Work Programme, to tailor them more effectively to the needs of the local population.

Recommendation 4: Strengthen the role of the health sector in promoting health equity.

Public Health England should:

- Conduct a cumulative assessment of the impact of welfare reform and cuts to local and national public services;
- Support local authorities to produce a Health Inequalities Risk Mitigation Strategy;
- Help to establish a cross-departmental system of health impact assessment;
- Support the involvement of Health and Well-being Boards and public health teams in the governance of Local Enterprise Partnerships and combined authorities;
- Contribute to a review of current systems for the central allocation of public resources to local areas;
- Support the development a network of Health and Well-being Boards across the North of England with a special focus on health equity;
- Collaborate on the development of a charter to protect the rights of children;

- Work with Healthwatch and Health and Well-being Boards across the North of England to develop community-led systems for health equity monitoring and accountability.

Clinical Commissioning Groups and other NHS agencies in the North should work together to:

- Lead the way in using the Social Value Act to ensure that procurement and commissioning maximises opportunities for high quality local employment, high quality care, and reductions in economic and health inequalities;
- Pool resources with other partners to ensure that universal integrated neighbourhood support for early child development is developed and maintained;
- Work with local authorities, the Department for Work and Pensions (DWP) and other agencies to develop 'Health First' type employment support programmes for people with chronic health conditions;
- Work more effectively with local authority Directors of Public Health and PHE to address the risk conditions (social and economic determinants of health) that drive health and social care system demand;
- Support Health and Well-being Boards to integrate budgets and jointly direct health and well-being spending plans for the NHS and local authorities;
- Provide leadership to support health services and clinical teams to reduce children's exposure to poverty and its consequences;
- Encourage the provision of services in primary care to reduce poverty among people with chronic illness, including, for example, debt and housing advice and support to access to disability-related benefits.

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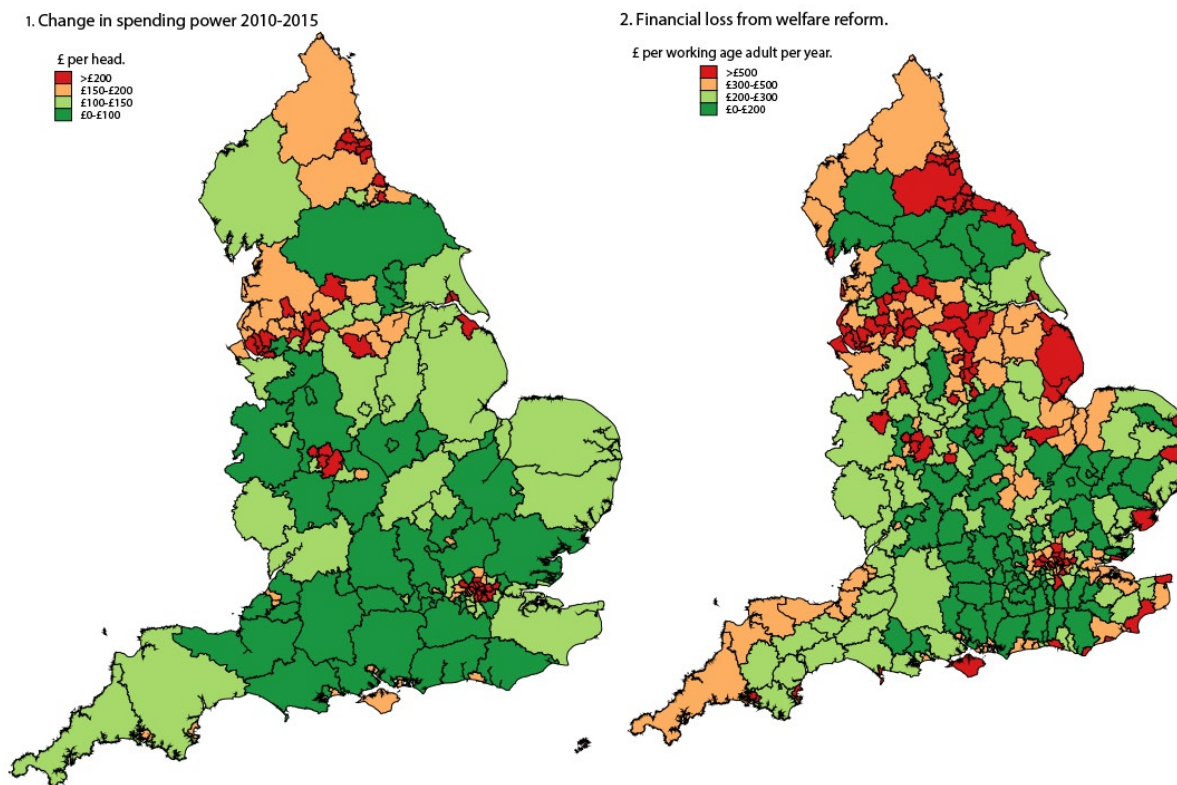
2.2 Action on health inequalities in an age of austerity

The capacity for local government to influence the health and well-being of the places they represent is limited by a programme of austerity that is hitting councils hardest in some of the poorest parts of the North. In 2013 the Government allocated a ring-fenced public health budget to local authorities. The Secretary of State for Health at the time said this should be used to tackle 'poverty-related health need'.¹⁰ This 'public health grant' represents approximately 3% of local government expenditure and only 1% of the combined local expenditure of the NHS and local government in an area.^{11,12} This in itself would be

inadequate to address the health effects of poverty, but given that this grant was transferred to councils at a time when their core budgets are being cut by nearly 30%, it is difficult to see how, in these circumstances, local government can have an impact on health inequalities. In fact these cuts are likely to make health inequalities worse because they are disproportionately hitting the poorest areas with the worst health outcomes hardest (see Figures 1 and 2). On top of these cuts to local authority budgets, more deprived areas are experiencing large financial losses due to welfare reform with the three regions of northern England losing an estimated £5.2bn a year¹³ This has an impact not just on the individuals and families facing reduced incomes from welfare benefits, but also represents a large loss to the local economy (see Figure 1).

Figure 1: Map of change in local authority spending power and financial losses from welfare reform for each council in England.

Map shows that cuts in council funding and financial losses from welfare reform are greatest in the North



Sources: 1. DCLG - Local government financial settlement, 2. Beatty and Fothergill 2014

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Report author: Christine Addison
Tel: 0113 247 4233

Report of Director of City Development

Report to Executive Board

Date: 15 October 2014

Subject: Asset Management Plan

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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Members will be aware of the significant financial challenges that the Council faces across all areas of its activity. The Council's land and property portfolio is a major resource that is integral to the delivery of many of the Council's services. The Council's portfolio, which extends to 9,700 hectares of land, is very diverse and includes community facilities, parks, depots, offices, libraries, sports centres and small industrial units in our investment portfolio and, in one way or another, impacts in the quality of life of every Leeds Citizen. Currently, the Council spends £40m per annum on its property portfolio and in the context of the Council's financial challenges, careful consideration and review is needed to ensure that our land and property assets are fully contributing to the Council's objectives and the on-going economic, social and cultural development of Leeds.
2. The Asset Management Plan has been prepared in this context and in line with the Best Council Plan 2013-17 objective of becoming '*a more efficient and enterprising council*' through '*improving how we're organised and making the best use of our assets.*'
3. It covers the period 2014- 2017 and includes the current budget savings target of £4.5m revenue savings on the cost of operating council assets through an asset rationalisation programme. The plan incorporates the main ambitions of the Council in relation to its assets:
 - ensuring the estate is fit for purpose, in the right place for public service and efficiently run;

- rationalising the estate to make budget savings, and developing partnerships with other public bodies and the third sector to share assets for the public good;
- using our assets to support economic growth, housing growth, and regeneration; including where possible partnerships with community organisations to make better use of important assets locally through social enterprise; and
- using our assets to provide the Council with an additional income stream to support service delivery.

Recommendations

4 Executive Board is recommended to:

- (i) approve the Asset Management Plan;
- (ii) note the implementation timescale for the plan is 2014- 2017; and
- (iii) note the Head of Asset Management is responsible for implementation of the plan.

1 Purpose of this Report

1.1 To seek Executive Board approval of the Asset Management Plan as presented at Appendix 1.

2 Background Information

2.1 The Council's property portfolio extends to some 9,700 hectares of land and approximately 59,000 properties (including the Council house and school portfolios) valued in the region of £8bn. It includes major heritage assets such as the Town Hall and Temple Newsam Estate, unique venues such as the Arena together with community facilities, parks, depots, offices, libraries, sports centres and small industrial units in our investment portfolio. A significant proportion of the Council's assets support Council service delivery in localities or in the city centre and have been acquired, vested, bequeathed or purchased over many years. The Council spends c£40m a year maintaining and running its General Fund estate.

2.2 The purpose of the Asset Management Plan is to ensure that the Council has a clear overview of its property portfolio; how it works to support service delivery, regeneration or revenue budgets; and what changes are required to ensure that the Council's assets are fit for purpose and efficient. This is particularly important in the context of the significant and ongoing budget pressures that the Council has been under over the past six years.

2.3 The Asset Management Plan has been prepared in line with the Best Council Plan 2013-17 objective becoming '*a more efficient and enterprising council*' through '*improving how we're organised and making the best use of our assets.*'

- 2.4 In addition to ensuring that the Council's estate is efficient in terms of cost and carbon use, the Asset Management Plan includes a stronger emphasis on the Council's property portfolio as a generator of income to support the Council's revenue budget. In this context, the plan includes scope to acquire strategic assets which will grow in capital value over the years and produce an annual income the Council.
- 2.5 The Council has already undertaken significant rationalisation of its assets, resulting in over £6.5m revenue savings to date and which has generated capital receipts over the last 3 years of £27m, with a further potential £66m identified over the next 5 years. A number of dated and difficult properties have been improved or demolished as part of the linked derelict and Nuisance Properties Programme. Council services have all committed to sharing assets and to identifying and reducing surplus space, with a further 56 properties identified for vacation over the next 4 years to achieve savings in excess of the current £4.5m target, in particular through the review of city centre office accommodation and the joint venture with TCS to refurbish Merrion House with the Council taking 50% ownership of the asset. As part of this the Council has played a major role in the Government's One Public Estate programme, and part of the ambition of the Asset management Plan is to increasingly share assets across the public estate.
- 2.6 The Council's land assets have also been used very effectively to support new and growing regeneration priorities, including for example older people's housing and affordable housing, in particular on brownfield sites. In addition a number of sites are now in the process of development to support the economic and cultural growth of the City including John Lewis at the extended Victoria Quarter and Sovereign Square commercial development and green space.
- 2.7 The Council has supported community use of assets over many years with a range of community centres being run through management committees, or assets having been transferred to third sector organisations to support their important work locally. Additionally and more recently, the Council has taken forward a number of community asset transfers, which have secured the future of locally important assets which the Council has no longer any use for or is not in a position to continue to pay for in light of service needs and significant budget pressures.
- 2.8 The strategic review of the use and occupation of land and property is being delivered through a One Council approach. Decisions to stay, leave or share property are being taken jointly and in the context of the budget situation and the ambition to deliver better more joined up services locality through the Citizens@ Leeds 'community hub' programme.
- 2.9 The plan has been subject to consultation with Executive Members for Transport & the Economy, and Neighbourhoods, Planning & Personnel, as well as the Sustainable Economy & Culture Scrutiny Board. In addition, Ward Members have been involved in work to consider the local estate.
- 2.10 The Asset Management Plan has been prepared in line with the Best Council Plan 2013-17 objective of becoming '*a more efficient and enterprising council*' through '*improving how we're organised and making the best use of our assets.*' '

- 2.11 Schools, council housing and highways assets are excluded from the scope of the asset management plan.

3 Main Issues

Asset Management Plan

- 3.1 The Asset Management Plan is at Appendix 1 for Executive Board consideration. Consultation has taken place with the Executive Members for Transport & the Economy and Neighbourhoods, Planning & Personnel, as well as the Sustainable Economy and Culture Scrutiny Board whose comments are attached at Appendix 2.
- 3.2 The Asset Management Plan provides a strategic overview of the approach to the use, management, acquisition and disposal of assets to enable the Council and its partners to deliver high quality services to the citizens of Leeds, and to support Leeds' economic and housing growth ambitions.
- 3.3 Good asset management underpins a wide range of service activity across the Council, whether front facing delivery or back office functions. Land and property play a vital, yet potentially understated role in supporting the achievement of Council priorities.
- 3.4 This plan aims to facilitate better and more efficient use of Council property and to make use of the Council's current and future assets to contribute to tackling the revenue challenges currently facing the Council. It sets out the ambition to maximise both the quality and quantity of income across the investment portfolio, and where appropriate generate revenue/capital receipts from the Council's operational land and buildings.
- 3.5 The proposed Asset Management Plan sets out how the Council's assets can be used to support regeneration, including delivery of new housing and economic growth through use of the Council's buildings and its land, in particular its brownfield land portfolio.
- 3.6 In addition the Council's property portfolio includes a number of underused, empty and derelict properties. Some of these form part of a the Derelict & Nuisance property programme and will be dealt with over the course of the plan as part of that programme, and the future of any others will be reviewed to ensure that the Council is not holding for the long term, buildings which are not fit for purpose and are in a poor state.
- 3.7 The Council owns a range of special and listed buildings and needs to make arrangements for these to be kept in good condition and well used, or find solutions which secure their future either as public assets or to support economic growth. Examples include the project to refurbish the Town Hall through grant, and the project to improve Kirkgate Market.
- 3.8 Two strands of the asset management plan are driven by the Council's need to address major revenue shortage:-
- (i) the budget requirement to reduce the running costs of the Council's buildings by £4.5m by 2017, and a stretched target within the plan to reduce costs by, in total £7.75m by March 2019 following the completion of Merrion House refurbishment and a further rationalisation of the Council's existing office

accommodation. In addition the plan sets out a target to decrease in locality office accommodation of 10% (7 buildings) by March 2017, but continuing to support locality provision through the 'community hub' programme being developed by Citizens@Leeds, with a plan to roll-out further hubs by 2017.

(ii) to increase the quality and size of the Council's investment portfolio. This includes targeted acquisitions where supported by a strong business case, but also some rationalisation of the existing commercial and investment portfolio, and taking decisions about properties which do not generate sufficient income or are wasteful of management resources.

- 3.9 The Council has a history of working with other public services and the third sector to deliver services and better lives for people in Leeds. Over time this has included agreements over use of land and property, illustrated by the work that Adult Social Care has carried out with the health service to bring together care services through the Integrated Health & Social Care Programme; and the joint service centre approach. The Council is part of the Government's One Public Estate Programme and the Asset Management Plan aims to promote the One Public Estate philosophy to ensure an efficient use of assets across the public estate.
- 3.10 The plan aims to facilitate work with the third sector and social enterprise where they may be better placed to take responsibility for assets to support local service delivery and growth, and where possible transfer running costs from the Council. This could be through a range of mechanisms including Community Asset Transfer, as has already been achieved at Bramley Baths, Middleton Tenants Hall and Headingley Primary School. These routes to alternative ownership of community based assets can enable the third sector to run deliver local services and much needed community infrastructure to support growth and social enterprise at a local level.
- 3.11 The plan embeds a change in approach to the use of buildings, in the context of what is most efficient for the Council as a whole. Historically, directorates and services have buildings and land 'vested' with them, which has often resulted in localised decisions being taken regarding occupation and future use. Given the need to drive financial savings, and ensure the most efficient use of land and property, it is proposed that asset management be delivered through a One Council approach, ensuring the Council's assets are considered holistically and used to best effect to achieve the Council's service, growth and budgetary goals.
- 3.12 The move to a One Council approach to asset management embeds the principles in all services and for all managers to put efficiency and spending money wisely at the centre of their service planning about the use of space. The benefits of the One Council approach are that it enables better:
- support to wider organisational objectives and priorities;
 - use of assets and resources;
 - informing of strategic decision making; and
 - equity across all services.

3.13 If approved the move to a One Council approach would take place for the 2015/16 financial year with the transfer of appropriate budgets following discussion with directorates and finance teams.

3.14 Delivery of the plan and objectives will be led by Asset Management, but is very much a cross Council activity working in partnership with external services and stakeholders.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The Executive Members for Transport and the Economy, and Neighbourhoods, Planning and Support Services have both been consulted on the Asset Management Plan.

4.1.2 A series of ward based Member briefings took place over summer 2014, with discussion centred on asset rationalisation opportunities within each ward which links to the asset review and rationalisation element of the asset management plan.

4.1.3 The plan was presented to the Sustainable Economy and Culture Scrutiny Board, on 9th September 2014, as part of their recent inquiry into Asset Management. Scrutiny Board's comments are attached at Appendix 2.

4.1.4 Consultation on the plan has also taken place with Corporate Leadership Team, as well as senior leadership teams across each directorate. The attached plan reflects the outcomes of these consultations.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An Equality, Diversity, Cohesion and Integration impact assessment has been completed and is attached at Appendix 3.

4.2.2 The implementation of the plan will impact various communities and neighbourhoods across the city, and equality, diversity, cohesion and integration will be a factor in a range of resulting decisions concerning assets.

4.2.3 As the Asset Management Plan provides a high level, strategic direction of travel for the Council's future approach to use of its assets there are no specific EDCI considerations at this point. As projects and programmes are developed and delivered each will need to take responsibility for ensuring EDCI screening, assessment and compliance as appropriate.

4.2.4 The individual project EDCI considerations should give regard to ensuring open and clear communication with impacted stakeholders.

4.3 Council Policies and City Priorities

4.3.1 The Best Council Plan 2013/17, prior to a 2014 refresh had as one of its objectives the development of an Asset Management Plan.

4.3.2 The plan has at its core a range of objectives and priorities of the Best Council Plan, including:

- Being a more efficient and enterprising council;
- Reduce the cost of our property assets;
- Review the operational portfolio and optimise the investment portfolio;
- Promoting sustainable and inclusive economic growth; and
- Maximising housing growth.

4.3.3 In addition the plan sets out to support the delivery of a range of Council wide programmes to achieve city priorities, including;

- Joining up health and social care services;
- Ensuring sufficiency of school places; and
- Providing accessible and integrated services.

4.4 Resources and Value for Money

4.4.1 The Council's Budget Strategy has an asset savings target of £4.5m (revenue) to be achieved by the March 2017. Beyond this there will be future savings realised, of up to £4.5m, through the re-occupation of Merrion House, allowing the rationalisation of a significant amount of current Council office accommodation.

4.4.2 The asset review programme will ensure that wherever possible and appropriate spare sharing opportunities are maximised which will generate revenue savings through co-location.

4.4.3 In order to take forward the asset management work the Asset Management Service is currently being re-established through a restructure under the Chief Asset Management & Regeneration Officer.

4.4.4 Where assets are to be retained over the medium to long term opportunities to generate or increase revenue income will be explored.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Legal Services has advised about the proposed move to a One Council approach. The process of moving to a One Council approach does not give rise to any legal implications, or require changes to the Council's scheme of delegation.

4.6 Risk Management

4.6.1 The risk that the programmes of work directed and supported by the asset management plan do not deliver against the targeted revenue savings, will be

mitigated through close project and resource management through Asset Management.

- 4.6.2 An asset management guide will provide comprehensive information on decision making processes and service related asset issues/matters that may arise to ensure that decisions are taken at a strategic level where appropriate.

5 Conclusions

- 5.1 The Asset Management Plan details the strategic approach for the use and rationalisation of Council assets over the next 3 years.
- 5.2 The plan will contribute towards achievement of the Council's current budget strategy by reducing running cost savings and increasing income generated through land and property. Further to this there will be significant asset savings achieved outside of the current budget strategy period (2017/18 onwards) following the refurbishment of Merrion House, allowing the release and disposal of several city centre office buildings.
- 5.3 Work to deliver the objectives of the Asset Management Plan will include supporting asset elements of Council wide projects and programmes such as Integrated Health & Social Care, Citizens@Leeds and Better Business Management.
- 5.4 Adoption of a One Council approach to asset management will enable decision making on a strategic level, where relevant, so maximum efficiency can be achieved from the property portfolio.

6 Recommendations

- 6.1 Executive Board is recommended to:
- (i) approve the Asset Management Plan;
 - (ii) note the implementation timescale for the plan is 2014- 2017; and
 - (iii) note the Head of Asset Management is responsible for implementation of the plan.

7 Background documents¹

- 7.1 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.

**Leeds City Council
Asset Management Plan
2014 – 2017**



The purpose of this Asset Management Plan is to set a framework for enabling achievement of Leeds' Best Council Plan outcomes, through making better use of public assets to support service improvement and best business programmes, maximising benefits of regeneration, housing and economic growth opportunities, and investing, where appropriate, to delivery city priorities and/or generate income. It sets out the Council's direction of travel for asset management over the next 3 years.

The Council is the largest owner of land and property in Leeds, with holdings extending to 9,700 hectares, representing 13% of the entire metropolitan area. This plan sets out the Council's approach to asset management to meet the following aims over this time frame:

- enable achievement of strategic priorities and Best Council outcomes;
- ensure that operational property is fit for purpose to deliver the Council's services and strategic priorities now, and in the future, in the most efficient manner and to make strategic property acquisitions where necessary to assist service delivery;
- support regeneration of the city, including delivery of new housing and economic growth;
- manage underused, empty and derelict Council owned property effectively, including listed and other traditional buildings;
- reduce the running costs of the Council's buildings by £5 million by 2017;
- increase the quality and size of the Council's investment portfolio, generating additional revenue to support the Council's finances;

- promote the One Public Estate philosophy to ensure an efficient use of assets across the public estate; and
- work with the Third Sector, private and other partners to support, through asset related work, service delivery.

These aims will be achieved by:

- strategic decision making on the use of assets, taking a holistic approach to maximise opportunities for regeneration, new housing and economic growth;
- making strategic property or land acquisitions where there is a strong business case to do so in terms of value for money or delivery of city priorities;
- developing a strategic approach to ensure responsible stewardship and unlock the potential of historic buildings and heritage assets, particularly those at risk;
- supporting services across the Council to deliver transformational change programmes;
- identifying latent or under-developed income potential within the council's investment portfolio and release unproductive investment property;
- working with directorates to support their service plans and planning processes to ensure that asset implications are identified and considered at the earliest opportunity;
- collaboration with partners across all sectors, under the through the One Public Estate, to make better use of assets and deliver increased benefits to the City through a joined up approach;
- transfer of responsibility for assets, where appropriate, allowing locality assets to be managed at a local level, delivering local services; and
- implementing a programme of asset rationalisation based upon assessment of priorities, working with services and Members.

1. Introduction

'Leeds has an ambition to become the best city in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful'

In this context as the largest owner of land and property in Leeds, with

holdings extending to 9,700 hectares, representing 13% of the entire metropolitan area, the Council is well placed to make a significant contribution to this outcome through the strategic use and disposal of its assets.

The Council's asset base is a key resource which underpins the operational work of the Council, from direct service delivery through to back office functions. There is also a fundamental role for assets and land within the majority of Council projects and programmes which support the delivery of corporate plans and priorities. This is true from Changing the Workplace, through to the Citizens@Leeds agenda, as well as economic growth, regeneration and affordable housing programmes.

Given unprecedented reductions in public sector funding, there is now more than ever a need to ensure effective, efficient and joined up use of public assets. Good asset management will underpin service transformation through 'fit for purpose' and efficiently used accommodation, which offer opportunities for co-location and integration of public services. As well as realising service improvements this will also result in savings being made on building running and maintenance costs. This Asset Management Plan starts by setting out the work that has been undertaken to make the Council's asset portfolio more efficient and supportive of strategic priority delivery, including achievement of revenue savings, reduced pressure on the Council's capital programme, rationalisation and dispose of surplus land and property. It then identifies the 10 key actions which need to be implemented to deliver the plan.

The plan does not include housing, school buildings or highways infrastructure.

2. Context

The Council has been operating over the past few years in the context of significant reduction in resources.

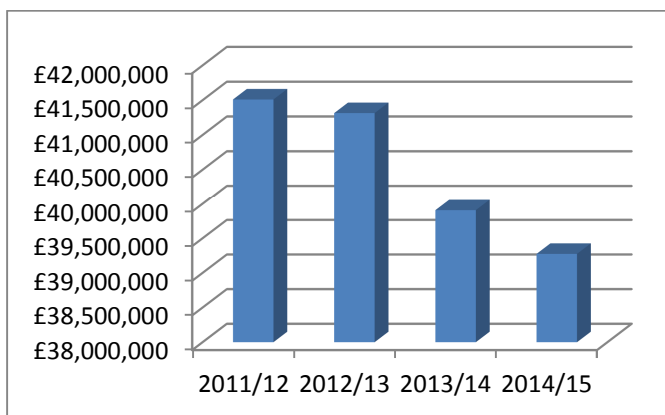


Fig 1. Annual premises spend 2011/12 to present

In 2012/13 the annual revenue expenditure on assets (excluding schools and housing) was £41m, including a £5m revenue maintenance budget. This level of cost makes assets a significant area of expenditure for the Council. Since 2010 the Council has reduced spending on its operational assets by £6.2m. In addition to these revenue savings, efficiencies have also been achieved through the disposal of surplus assets, which in turn reduces the pressure on the Council's maintenance budget.

With the continued pressure to reduce budgets through making cost savings it is imperative that the Council makes more efficient use of its assets, to manage timely disposals of surplus land and property and adopt a strategic approach to ensure the use of assets achieves Council priorities, as well as supporting those of public partners.

The Council's asset portfolio covers approximately:

- 6,000 properties (excluding schools and housing);
- over 2,000 organisational units;
- approximately 350 operational properties, these being libraries, sports centres, offices, older people's homes, day centres, community centres etc; and
- circa 4,000 properties that are held within the Council's Investment Portfolio which generates an annual income of circa £7.8m per annum.

The Best Council Plan 2013-17

It is the ambition for Leeds to be the best city and Leeds City Council to be the best council in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so that all our communities are successful. The Best Council Business Plan 2013-17 (May 2014 update) sets out the approach, outcomes and objectives to achieving this ambition:

Outcome:

- Achieve the savings and efficiencies required to continue to deliver frontline services.

Objectives:

- Supporting communities and tackling poverty – providing accessible and integrated services.
- Promoting sustainable and inclusive economic growth – maximising housing growth; and developing a low carbon, resilient energy infrastructure for the city.
- Building a child-friendly city – ensuring sufficiency of school places.

- Delivery of the better lives programme – joining up health and social care services.
- Dealing effectively with the city’s waste – ensuring a safe, efficient and reliable waste collection service.
- Becoming a more efficient and enterprising Council – improving how we’re organised and making the best use of our assets; and generating income for the Council.

3. Where are we now?

Asset rationalisation has been ongoing in the Council for many years contributing to its Capital Receipts Programme which was established in the 1990s. Over the past 4 years, the rationalisation of the Council’s property portfolio and more efficient use of accommodation, running costs have been reduced by £6.2m.

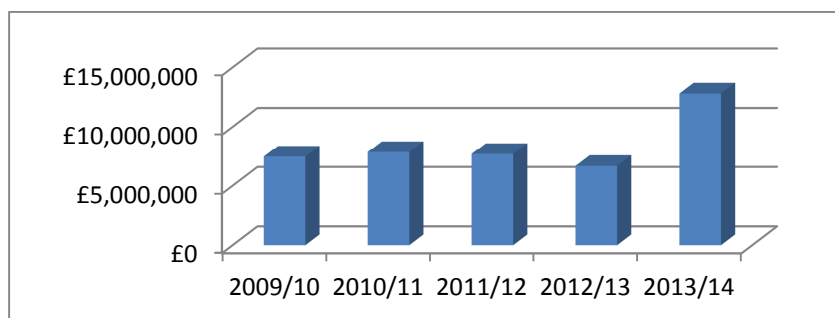
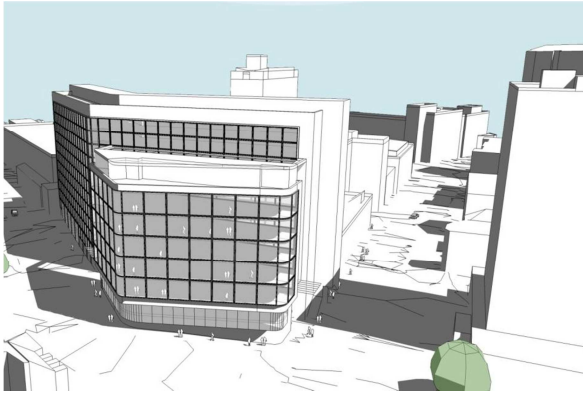


Fig 2. Capital Receipts achieved over the period 2009/14

The greatest challenge facing Asset Management over the next 2 years is to support the delivery of the Budget Plus target of £5m savings on the revenue cost of running the Council’s property portfolio over and above what has already been achieved. To put this into context, the 2012/13 running costs for the Council’s property portfolio was £39m, of which £5m represents 13%.

Leeds City Council currently holds c.6,000 property interests, of which circa 4,000 are leased out, e.g. Leeds Arena, the commercial investment portfolio, the small industrial units (SIUs) and the agricultural portfolio. However, there are some 350 (approximate) operational properties split between front facing service delivery to clients, such as leisure centres, libraries, community hubs, community centres and back of house office accommodation and depots used by Council staff.

A considerable amount of work has been undertaken to deliver long term savings through rationalisation of the Council’s city centre office accommodation. This has already led to the reduction of city centre office accommodation to 4 by 2017. Phase 1 of Changing the Workplace Programme will lead to the majority of city centre Council staff occupying a refurbished and extended Merrion House by 2017.



New Merrion House

A programme of asset review, focusing initially on core operational buildings at a ward level, was undertaken throughout 2013/14. This has involved engagement with Members, services and area support teams. The outcome of this work has resulted in the identification of approximately £3m of savings on premises running costs which could be achieved through asset rationalisation, without affecting service delivery outcomes for the Leeds citizens. The remaining £2m will be more challenging to achieve as the larger asset revenue savings will be realised in 2017/18 and 2018/19 when the re-occupation of Merrion House will enable the rationalisation of significant office accommodation across the City, mainly from the reduced need for leased in property.

The retained estate needs to be fit for purpose and able to meet the requirements of the Council to deliver its Best Council priorities, for example, the investment made in the Grand Theatre, Town Hall and works proposed to Merrion House. Following the rationalisation programme the Council will be left with a leaner and more efficient asset portfolio and to drive further efficiencies over time, investment will be required, enabling the Council to respond flexibly to future changes in its priorities, the economic climate and shifts in service requirements.

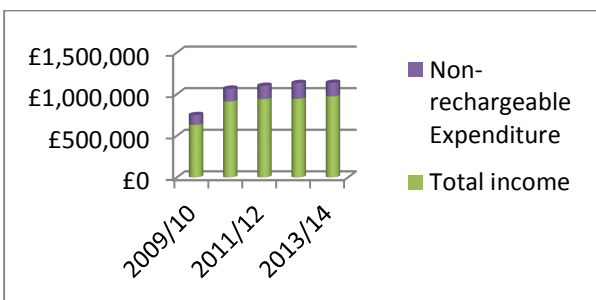


Fig3. Income generated through Small Industrial Units

The current asset management challenges which face the Council include:

- identifying land to support economic and housing growth;
- future use of brownfield land and void properties;

- meeting Schools' Basic Need requirements through identification and possible purchase of suitable land for new provision;
- supporting Adult Social Care in its review of residential and day care provision, including delivery of alternative older people's housing through the third and private sectors;
- identifying sites for renewable energy programmes to meet carbon emission and sustainability targets;
- alignment of strategic projects and programmes with asset implications;
- using the Council's land and property to generate new revenue;
- strategic investment in land and property to stimulate regeneration and improve service delivery; and
- proactively manage heritage and listed buildings at risk, including accessing funds to secure the future of such buildings.

In terms of delivering an effective and efficient asset management service, structural changes have been made to clearly separate the operational and strategic functions. The repair and maintenance of property has been transferred to Civic Enterprise Leeds (CEL), whilst the Asset Management function remains in City Development directorate within Asset Management & Regeneration.

4. Where do we want to be?

In line with the Best Council Plan there needs to be a change to a One Council approach regarding the occupation of property, to encourage the most efficient use of an asset by a service for the better good of the Council as a whole. To achieve this change Asset Management will support the Council's Best Business Management programme, across all projects, to:

- **Simplifying the way we do things;**
- **Standardising what we do, where this makes sense; and**
- **Sharing across our resources.**

4.1 Good asset management

The Council currently has an operational asset portfolio that offers significant opportunities for:

- improving efficiency of use, through a more intense occupation of buildings;
- front facing services to share space in community hubs and co-locate with partners such as West Yorkshire Police;

- identifying accommodation solutions for the Integrated Health and Social Care programme with Leeds Community Health; and
- working with the third and private sectors to deliver some building based services, including the management of assets where appropriate.

To deliver an effective rationalisation programme, all operational assets will need to be reviewed with a view to retaining, improving or vacating.

4.2 One Council Approach

To make better use of what we have, change is necessary, at the very forefront of this is the necessity for a new set of principles to be implemented by all services, which will guide property and land management going forward. Fundamental to these principles is the occupation of assets by way of a One Council approach, whereby buildings are not ‘vested’ and therefore do not ‘belong’ to a particular directorate or service.

Under this approach Asset Management will provide a strategic overview on the use and occupation of property, with Civic Enterprise Leeds providing the facilities management, on behalf of the occupying service, and ensure that properties are maintained to good and safe standards. The aim of this approach is to enable better:

- Support to wider organisational objectives and priorities;
- Use of assets and resources;
- Informing of strategic decision making; and
- Equity across all services.

It will be a function of Asset Management to continuously monitor space utilisation within buildings, as part of a wider responsibility to maintain up to date and consistent data across the Council’s entire property and land portfolio.

The One Council approach will also encompass and direct the work of the Property & Land Service, responsible for the practical delivery of all disposals, acquisitions, leases and licences.

To maintain revenue savings, the Council’s default position will be not to agree to any lease renewals or to commit to acquiring any further leased-in property and to vacate any currently leased-in property wherever possible upon lease expiry, unless a robust business case is made as to why leased-in space is needed.

4.3 Supporting Regeneration, Economic & Housing Growth

The Council has a good track record of using its assets to support regeneration and economic growth, with a number of strategic disposals and acquisitions related to this over the last few years.

Examples include:



- The disposal of Union Street car park and the acquisition and disposal of Millgarth Police Station land to facilitate the major John Lewis Victoria Gate retail development;

- The disposal of the surface car park at Sovereign Street to create a new premier office location which will include KPMG's office development at 1, Sovereign Square, the new Sovereign Square public realm and the potential for two further office buildings;



- The acquisition of the former Leeds Metropolitan University Brunswick building, which along with a Council owned car park facilitated the development of the highly successful new Leeds Arena;

- 'Put Options' in the Aire Valley, where to stimulate construction of warehouse/employment buildings the council has committed to underwriting the acquisition of three new buildings from developers, to ensure that Leeds has the best opportunity to attract new businesses to the city by the availability of buildings ready to occupy;
- The Council Housing Growth Programme will deliver in excess of 1,000

new homes, across 14 sites, growing the Council's housing stock and providing vitally needed affordable housing. The first scheme, at Richmond Hill, is due to go on site in September 2014. In addition, a further 742 units of accommodation for older people is required to be delivered by 2020; and

- The Holt Park draft masterplan currently out to consultation, to put the heart back into Holt Park.

Where land and property is strategically located within a regeneration area, or within a setting that could be used to regenerate a locality, its use will be considered in the context of its regeneration potential, either in economic terms or to contribute towards the city's annual new homes target. This will be undertaken through the production of a detailed planning brief and consultation with public sector, housing and private partners to maximise the development potential of land. Where necessary this will be achieved through the packaging of strategic sites and/or the retention of assets, to contribute to area regeneration. Delivery may be through open market disposal or one to one negotiation with specialist suppliers/developers, e.g. older people's extra care housing, supported living or affordable housing.

The Council as the major land holder within the city will seek to continue and strengthen its use of strategically located land and property to support economic growth and prosperity of the city. This will apply across the city but will be particularly relevant in the Aire Valley Enterprise Zone and city centre.

5. How do we get there?

Through the following ten key areas of focus:

- **Asset review and rationalisation**
 - achievement of over £5m revenue savings by March 2017 and a further £3m+ by March 2019 following the completion of Merrion House refurbishment
- **Office accommodation**
 - a decrease in locality office accommodation of 10% (7 buildings) by March 2017
- **Localities and Citizens@Leeds**
 - identify accommodation solutions and support delivery of at least 10 community hubs by March 2016
- **Services and Directorates**
 - support service planning processes across all directorates, and produce a Council wide asset delivery plan for 2015/16
- **Council projects and programmes**
 - secure grant funding for refurbishment of Leeds Town Hall; and
 - identify and deliver accommodation solutions for the Best Admin Project

by March 2016

- **Working with partners**
 - to establish a Public Estate Board by March 2015
 - identify and deliver accommodation solutions for the Integrated Health & Social Care Programme by September 2015
- **Make the Council's portfolio work better**
 - develop and gain approval of an investment strategy for the city by March 2015
- **Careful and planned disposal of property**
 - solutions for future use of surplus land or property are being progressed within 3 months of being declared surplus
- **Maintaining the retained estate**
 - Continuing to aim for a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017
- **Information management**
 - to implement a holistic data capture system by March 2017

5.1 Asset review & rationalisation

Achievement of over £5m revenue savings by March 2017 and a further £3m+ by March 2019 following the completion of Merrion House refurbishment

It is important that the scale of the Council's property portfolio is proportionate to the resources available to maintain it in a fit state of repair. In order to respond to the changing operational property requirements of the Council, as staff numbers decrease and the New Ways of Working programme is introduced, an ongoing review and regular monitoring of the office accommodation portfolio will be required.

An assessment has been carried out of the period of requirement of operational buildings over the short (2017), medium (2020) and long term (2020+), using the following criteria:

- Operational/service need;
- Backlog maintenance;
- Running costs;
- The nature of the building (e.g. heritage and listed buildings);
- Intensity of occupation; and
- Locality specific issues.

The outcome of the assessment will include closure, demolition, replacement, disposal, investment or transfer. It is important to ensure that the Council uses its asset base to support service delivery and that in rationalising its property the

retained estate is fit for purpose in terms of service use, health & safety and the low carbon agenda. The review will need to take into account the impact on services and localities, and find ways to mitigate this whilst still reducing the number of assets the Council holds.

5.2 Office Accommodation

A decrease in locality office accommodation of 10% (7 buildings) by March 2017

The Council currently occupies 73 office buildings outside of the city centre. Over the short-term the major focus for making better use of Council assets, and potential for realising revenue savings, will be rationalising the non-city centre office accommodation (phase 2 of Changing the Workplace). A review of all property within this category is being undertaken to assess for each building:

- Existing service/occupancy levels;
- Net internal space;
- Maximum occupancy capacity;
- Backlog maintenance;
- Capital value/redevelopment opportunities;
- Regeneration/housing/economic growth potential; and
- Revenue generation opportunities.

This information, along with the geographical location requirement of services/teams, will be used to maximise the use of buildings, in-line with the approved principles of New Ways of Working.

A significant milestone will be the practical completion of the refurbishment of Merrion House anticipated late 2016 which will allow staff to relocate back into it over the course of 2017. The re-occupation of the building will enable the rationalisation of office accommodation in the city centre, delivering significant revenue savings. The release of the city centre properties for disposal will support city centre regeneration, including housing, commercial and retail opportunities. In addition to the £3m already identified, a further £3m+ savings will be generated mainly through the release of surplus offices outside the city centre.

5.3 Localities

Identify accommodation solutions and support delivery of at least 10 community hubs by March 2016

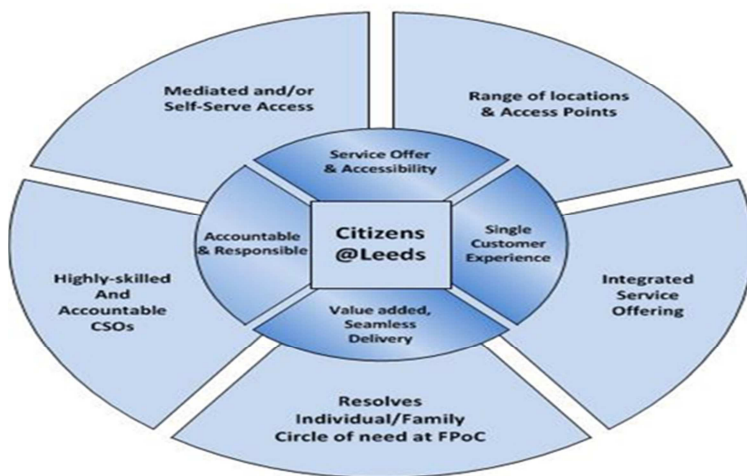
All operational assets within each locality will be reviewed in partnership with Services, Members and locality support. Each review will be made in the context

of local need and service demand, which will result in the development of area based asset management plans. The emphasis will be to rationalise and promote the most efficient use of space. One of the main influencing factors of how area based assets will look in the future will be delivery of the Citizens@Leeds approach to locally provided services. Through community hubs, the approach aims to:

- Provide accessible and integrated services;
- Help people out of financial hardship;
- Help people into work; and
- Be responsive to the needs of local communities.

Consolidation and integration of front facing services through community hubs will allow the most appropriate locality based property, in terms of demand and especially location, to be the focus of delivering service where they are most needed. Integration of this nature will facilitate the release and shift away from single service property. This will include sharing space with partner organisations including West Yorkshire Police and Leeds Community Health.

Citizens@Leeds – The Proposition



5.4 Services and Directorates

Support service planning processes across all directorates, and produce a Council wide asset delivery plan for 2015/16

Established relationships between directorates and asset management will be built upon to ensure that assets are being used in the best and most appropriate way to enable achievement of targeted service outcomes. Key service areas where assets play a particularly important role are:

- Older people’s residential and intermediate care;
- Day care provision;

- Children’s centres;
- School expansion;
- Leisure centres;
- Libraries and museums;
- Parks sports pavilions
- Community Hubs;
- Waste Management;

In order to achieve the above, Asset Management will work closely with services, to ensure that asset requirements are assessed as an integral part of the service planning process, whilst also ensuring the most efficient use of space. This will not only provide services with an increased level of assurance that service plans are deliverable, as they will be based upon considered and agreed asset requirements, but will enable Asset Management to maintain a forecast of asset demand over the short and medium terms. This process will also underpin more detailed work with some service areas to review and implement change programmes where a priority, for example Waste Management requiring a solution for household waste and vehicle storage depots across the city. With the ever increasing number of new homes and emphasis on households sorting waste pressure has built up over recent years on the two waste depots in the city, with the need now for either a third depot or an expansion of the existing two. Asset Management will work with the Waste Management service to support the land and property element to meet this need.

5.5 Council Projects & Programmes

Secure grant funding for refurbishment of Leeds Town Hall; and

Identify and deliver accommodation solutions for the Best Admin Project by March 2016

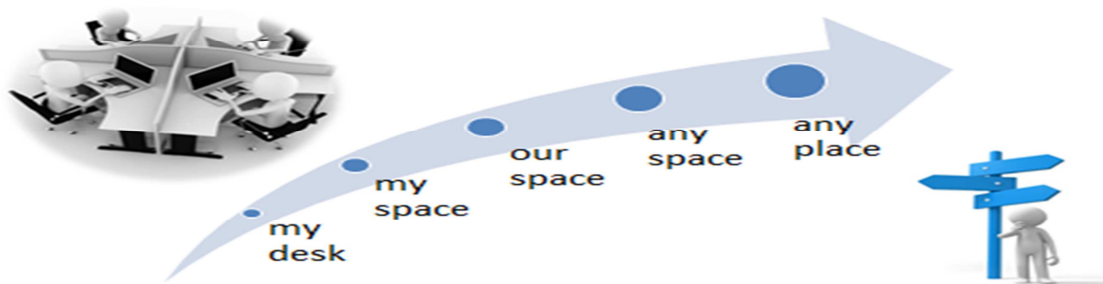
There will be asset implications across a range of Council projects and programmes, which will require involvement from Asset Management, including but not exclusive to:

- Changing the Workplace – the Council’s programme for implementing new ways of working to enable maximum flexibility to its office based workforce and which requires approximately 30% less space;
- Community Hubs – the Council’s approach to delivering accessible and integrated customer services from a single building or cluster within localities;
- Integrated Health & Social Care – a joint programme for the integration of

community based adult social care and health services from Leeds City Council and Leeds Community Health, which will require less buildings to be retained between the partners and also ensure that integrated teams work more effectively and efficiently;

- Best Council Admin Project – part of the Better Business Management programme, which will see administration and print functions across the Council brought together to be managed under a ‘hub’ arrangement; and
- District Heating - the Council plans to take advantage of the by-product of power generation from the new energy recovery facility to develop and operate an extensive district heating network, providing heat and hot water to municipal buildings in the city centre and around thirty Council multi-storey residential blocks on the edge of the City.

Smarter Working - Behaviours and Management



These asset solutions will have to be developed in the wider context of the whole asset review programme, as well as giving consideration to each and all projects and programme. On this basis the process for developing solutions will be complex, with numerous interdependencies and consequential impacts across the whole range of projects and programmes.

In addition to the above programmes, which will have an impact on use of operational buildings, the following will be priority areas of work for asset management:

- Basic Need Schools Provision;
- Housing Futures Strategy;
- Regeneration;
- Council Housing Growth Programme;
- Affordable Housing Programme; and
- Considering alternative and sustainable energy provision.

To deliver against these programmes will require the identification of viable land and building solutions, which may mean acquisition of such to enable delivery or

alternatively, the assessment of strategic benefits against the loss of a capital receipt due to retention or a less than best market disposal. Given the land requirement which will be necessary to deliver against both programmes there will be a need to work in close partnership with both other public sector organisations, as well as private land owners to enable, where necessary, the bringing forward of deliverable solutions.

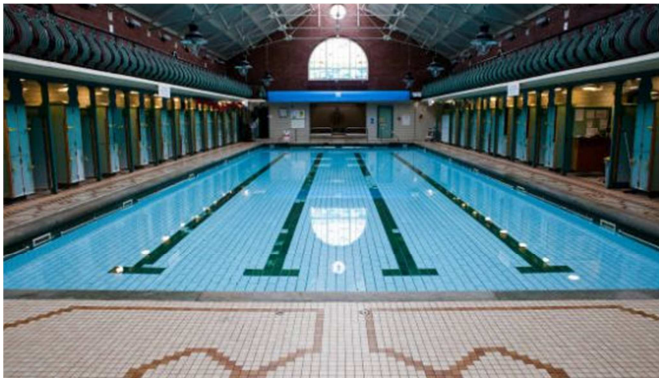
The Council will seek to use its portfolio to stimulate regeneration by maximising the leverage within our assets, in order to achieve a balanced and sustainable growth in the economy throughout the city.

5.6 Working with Partners

To establish a Public Estate Board by March 2015

Identify and deliver accommodation solutions for the Integrated Health & Social Care Programme by September 2015

There are already good examples of public and third sector partners working together to deliver improved services or regeneration in localities where there is an impact on assets, including:



- Community Asset
Transfer of Bramley Baths;



- Holbeck Urban Village where the Council acquired the listed Italianate towers and Engine House from the Homes & Communities Agency (HCA) which allowed the HCA to bring forward the disposal of the Tower Works site and jointly to deliver regeneration of the area;

- Council social workers being based within the city's hospitals to support on-going social care needs and patient discharge arrangements;
- Disposal of a Council owned 8 acre site at Elland Road to West Yorkshire Police Authority for a new divisional headquarters, enabling the consolidation and disposal of Millgarth and Holbeck police stations;
- Acquisition by the Council of Millgarth police station site to guarantee securing of John Lewis as the anchor tenant of the new Victoria Gate development;



- Long lease/Community Asset Transfer of Tenants Hall to enable investment and expansion of community services and activities offered by South Leeds Health for All;
- Integration of police and Council staff to deliver the work programme of the Safer Leeds Partnership; and
- Transfer of the former Headingley Primary School to HEART a community organisation.

Whilst the above provides a picture of the range of cross public and third sector partnership working that has already been achieved in Leeds, there are also significant projects and programmes in development which will further enhance the joint use of assets to achieve efficiencies and maximise regeneration potential, including:

- One Public Estate, the Council was one of 12 authorities selected in 2013/14 to pilot a cross public sector joint approach to use of assets. The main objectives of the pilot are to identify synergies through joint use of assets to achieve delivery of regeneration and housing, and co-location and integration to enable more efficient use and rationalisation across the public estate. Leeds' involvement in the pilot has been so successful that the Council has been asked to extend involvement in year two to include Bradford City Council and public partners covering its metropolitan district.

- Integrated Health and Social Care, which will see 900 staff across the Council and Leeds Community Health working in 13 fully integrated neighbourhood teams. To enable estate solutions to be delivered a joint office accommodation strategy has been developed and agreed by both organisations, an element of which will address recharging for space occupation;
- Co-location with the Police, housing and police officers sharing space in various buildings across the city. Not only will this allow closer working between the two organisations on neighbourhood issues, but will also promote an efficient use of both partners estate portfolios;
- Weetwood Multi Service Co-location, Leeds City Council, West Yorkshire Fire and Rescue Service (WYFRS) and West Yorkshire Police (WYP), have submitted a joint application to DCLG for capital funding to enable the redevelopment of Weetwood Police Station, a strategic site in the north of the city. If funding is secured the redeveloped site will be jointly occupied by staff from all 3 organisations. The outcome of the funding bid should be known by the end of September 2014, and if successful will enable the Council to come out of a leased in office in 2017, and allow WYFRS to release two fire stations and consolidate into one.
- Public Service Campus Opportunity, there is a significant NHS office accommodation requirement within Leeds city centre, with c.1,100 staff currently based within a cluster of leased in builds. Due to the cost of occupation there is a need to find alternative accommodation for these staff over the next 1-3 years. Discussions have begun with the Department of Health, and NHS Property Services to explore an opportunity for the Council to develop a significant city centre landholding to deliver a public service (DoH led) office accommodation campus of at least 150,000ft².

5.7 Making the Council's investment portfolio work better

Develop and gain approval of an investment strategy for the city by March 2015

The Council has some 3,911 commercial properties within its investment portfolio. There are ongoing reviews of the Small Industrial Units and pubs portfolios, with the remainder of the estate being strategically reassessed over the course of the next 12 months.

To ensure that there is a strategic and consistent approach taken to the management of the investment portfolio all commercial property is to be transferred to City Development, including those managed by Environments and Housing.

In light of the current budget pressures imposed upon the Council there is a need to improve the quality and scale of the investment portfolio to assist and support the Council's revenue budget. Key to achieving this will be the pro-active approach to the strategic management of our investment portfolio adopting the attitudes of a property company, driving efficiencies, ensuring every opportunity, whether it be physical or legal is exploited to maximise revenue and increase the quality and quantity of the portfolio.

In several of the Council's assets there is a latent potential to generate income, which has not been identified, or has been under realised to date. The Council needs to explore how it can best use its land and property portfolio to support delivery of the city priorities and to generate investment income to boost Council revenue. This may be allowing third parties to redevelop council properties to create better investments or to acquire strategic property or adopting new business models in the case of properties which operate a fee generating service, or permitting the use of land, in exchange for a rental income, for the purpose of commercial advertising.

5.8 Disposal of land and property

Solutions for future use of surplus land or property are being progressed within 3 months of being declared surplus

It is essential to ensure, through careful and planned disposal management, that when land or property is declared surplus to Council requirements it does not become a derelict and eyesore site which stands vacant for prolonged periods of time. This is particularly important when the property is listed or of heritage value. It may be better to accept a reduced capital receipt to ensure that there is a successful and sustainable development outcome.

When decisions are taken to declare assets surplus the disposal consideration will be given at the very beginning of the process as to the potential risks that may lead to a delayed disposal or delivery of an alternative use for the asset. This consideration will include factors such as the property market, local impacts, heritage value, inherent site constraints and regeneration opportunities.

5.9 Maintaining the retained estate

Continue to aim for a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017

The prioritisation of major maintenance work in order to reduce backlog maintenance, currently approximately £40m, though this figure is being revised, and improve the overall condition of the estate for service delivery is therefore a key priority moving forward. The survey programme will ensure we have appropriate and up to date information on the condition of buildings for decision

making purposes. The aim is to have at least 90% of operational buildings in good or excellent condition, this is currently 84%, by 2017, and all urgent and essential works completed. The current capital available is £2.75m p. a. which includes extra budget of £6m over 5 years for heritage buildings. Another estimated £2.25m is required to undertake a 70% ration of planned maintenance.

There is an ongoing programme of demolition of buildings which are no longer fit to be used and where there is no disposal potential, ensuring vacant buildings are not left to deteriorate and become eyesores in local communities.

The Council's revenue property maintenance budget is mainly used for responsive repairs, as well as the legislative annual testing and inspection regime. The cyclical testing highlights remedial works required to be undertaken and informs the programme of planned maintenance with a view to reducing backlog maintenance, along with the condition surveys. As the Council's asset portfolio reduces through the programme of strategic rationalisation some of the budget could be released towards the planned maintenance required to maintain the condition of the Council's holdings resulting in 'fit for purpose' assets.

Leeds has a successful track record of securing investment in its own, as well as privately owned, heritage and listed buildings, recent examples of this include refurbishment of Leeds Art Gallery, City Museum, The Grand Theatre, Leeds City Varieties. Focus on these types of properties is planned to continue with a heritage lottery bid planned for the refurbishment of Leeds Town Hall.

5.10 Information management

To implement a holistic data capture system by March 2016

If the Council is to make best use of its asset portfolio it is important that the understanding of it is informed by accurate, comprehensive and current data. Underpinning achievement of this has to be an efficient and effective information management system, either through a sole database or an umbrella package that pulls all relevant data from the existing, often disparate software packages. The acquisition of infrastructure to ensure that the correct information is readily available upon which to base strategic decision making will be progressed under the period covered by this plan.

6 Key Performance Indicators

Knowing what we have and how we use it are essential tools in ensuring we have a full and proper understanding of our asset portfolio. To further enhance this knowledge and to provide a full range of information upon which to base future planning and decision making a range of key indicators will be used to assess performance on an annual basis, these are in addition to the specific targets

outlined above under the ten areas of focus, include:

- Revenue running costs;
- Average cost of operating the office portfolio per FTE;
- Service/tenant satisfaction level (annual sample survey);
- m² of leased in space;
- m² of rationalised space;
- Carbon emission levels;
- Land sales to deliver housing growth;
- Land sales to facilitate economic growth;
- Number of Council owned listed buildings at risk;
- Grant received to restore or maintain parts of the public estate;
- Overall capital receipts;
- Investment in the asset portfolio; and
- Condition of the property portfolio.

To assess what these KPI's means benchmarking will take place, where possible, against other public sector organisation, as well as, where appropriate, the private sector.

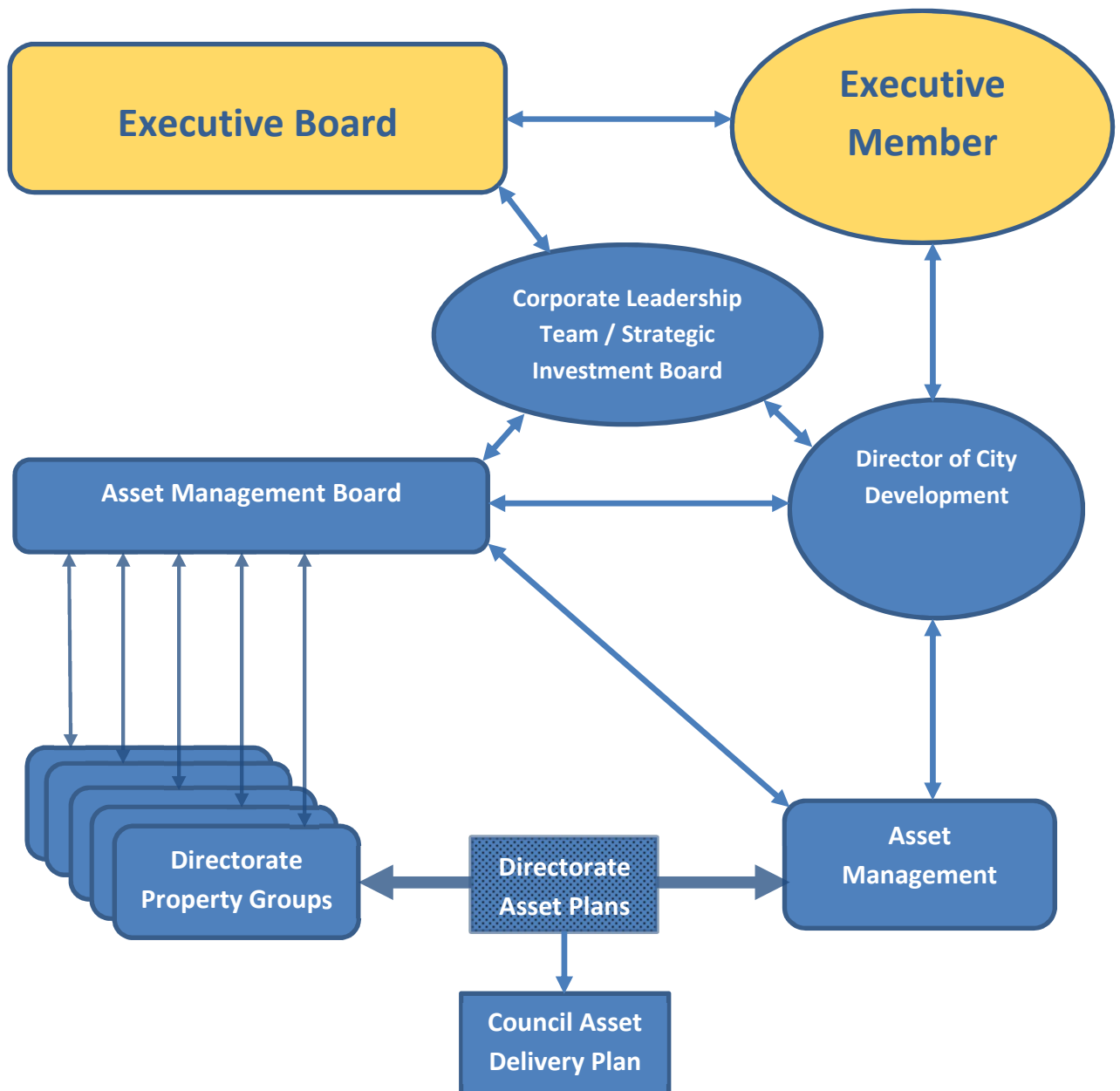
7 Decision making

7.1 Financial Regulation

The Council's Financial Regulations, published in 2014, has a specific section in relation to Land & Buildings which seeks to *'ensure that there are effective controls in place in relation to all property matters, including acquisition, disposal, lease, licence or use of property so that the Council's portfolio is managed in an efficient, effective and secure manner.'*

7.2 Governance

The management and governance of the One Council approach will look as follows:



This governance framework and decision making process will ensure that:

- Decisions about assets are taken in a corporate context;
- Appropriate options appraisals of asset related proposals are carried out which take a broader view where necessary;
- Meaningful and continuous engagement takes place between Asset Management, services and localities, facilitating stronger proposals which contribute to better service delivery and better places as well as better use of assets;
- Services and localities are supported to develop and deliver their service or area based plans with due consideration to asset implications; and

- There is a strong interface between asset management and capital investment decisions.

7.3 Asset Management Guide

The asset management guide will be an essential reference point for all staff and managers who have a degree of workplace overview or management, as well as those officers who are involved in projects and programmes with asset implications, whether on existing property and/or land, or in terms of asset acquisition. It details the necessary decision making processes in relation to property and land, including:

- Governance of leasing in or out of space/property;
- Declaring space/property surplus to requirements; and
- Movement of staff into, out of or within property.

The guide complements the Land & Building Financial Regulation toolkit and is intended to communicate the controls that are in place, which all operational property occupying services adhere to, to ensure the Council's operational property is managed in an efficient, effective, secure and strategic manner.

One of the aims of the guide is to avoid buildings being left void or underutilised for prolonged periods. Linked to this the guide also details the process for disposing of surplus assets where there is or maybe a community/third sector interest. In this circumstance there will be a 6 month consultation period prior to disposal during which time business cases for alternative use can be put forward. Following the expiry of this period, if no viable case has been received the asset will be progressed to disposal.

8.0 Conclusions

The key challenges of the Council's Asset Management Plan over the coming years will be to assess options and explore opportunities to deliver a more efficient and effective asset portfolio, through:

- Building on and embedding positive relationships between Asset Management and the respective Services/Directorates, to support service delivery and ensuring that requirements are best met, wherever possible, through available resources;
- Undertaking a programme of rationalisation of operational properties to deliver £5 m of running cost savings by March 2017, which includes maximising the use of buildings, implementing New Ways of Working as needed and managing space in accordance with the asset management guide;

- Investing sufficiently in the retained estate to provide efficient fit for purpose buildings which supports the provision of quality service delivery, enhances its value through the reduction of backlog maintenance and increases income potential;
- Disposing of land in a strategic manner to support, enable and facilitate economic growth, accelerate housing growth and/or regeneration and generate capital receipts;
- Working with public and Third Sector partners under the One Public Estate to identify and take up opportunities for adding value to services or regeneration projects, by sharing or pooling resources to achieve increased benefits to the City through better use of public assets; and
- Ensuring there is a strategic and consistent approach to the management of a consolidated investment portfolio.

Scrutiny Board (Sustainable Economy and Culture) 9 September 2014

Draft Asset Management Plan

Comments to Executive Board

The Scrutiny Board (Sustainable Economy and Culture) considered the draft Asset Management Plan at its meeting on 9 September 2014. Members made the following comments for consideration by the Executive Board when it approves the Plan.

Background

The Scrutiny Board considered the draft Asset Management Plan as part of its inquiry on Asset Management, conducted during July and September 2014. The inquiry was undertaken at the request of the Leader and had the following scope:

To make an assessment of and, where appropriate, make recommendations on the following areas:

- The progress being made against the Best Council Plan objective of making the best use of our assets;
- The development of a revised Asset Management Plan;
- The progress towards achievement of the £5m revenue savings target from asset running costs; and
- The outcomes of the government's One Public Estate pilot programme

We welcomed the production of a new Asset Management Plan for the council as an important step forward, providing evidence that there is a renewed momentum in the strategic management of the council's property base both to support service delivery objectives and to provide a contribution to the financial challenges facing the authority.

During the course of our inquiry we received evidence from a ward member, a third sector representative, Citizens and Communities, Adult Social Care and Leeds Community Health, in addition to the Executive Member and staff from Asset Management. This wider group of contributors helped us to understand better how the asset management rationalisation is impacting on services and communities.

Corporate Landlord

The Board strongly endorsed the proposal to vest all property covered by the plan with Asset Management. We felt that this would assist in taking a more proactive approach to the rationalisation programme. It should also help to avoid 'double counting' of savings realised through asset rationalisation.

One Public Estate

We were particularly pleased to hear about the council's leading edge involvement in the One Public Estate pilot project, to secure the more effective use of buildings between public sector partners. Having heard evidence about a number of specific initiatives and in more depth, the adult social care and health integration programme, we believe that it is important that financial protocols are clarified on recharging for

space occupied by partners. We particularly welcome the proposal to establish a Public Estate Board and hope that this will ensure the future success of the scheme.

Localities

We discussed the asset rationalisation work that is taking place at a ward level. We acknowledged that this requires some challenging and sometimes unpalatable negotiations and decisions. However we also recognise that maintaining surplus assets reduces the money available to us to invest in buildings, staff and services that communities require.

We feel that this work should also take account of non-council owned community assets in order to provide a more rounded picture of a community's needs. We welcomed news that asset management was starting to explore mapping of such assets with Voluntary Action Leeds (VAL).

We would support the development of 5 year ward based asset plans to provide a vision for the future.

Co-location of services

We welcomed the evidence we heard about the co-location of services, where it is an efficient use of resources, improves services for customers and is accompanied by consultation. We think that there may be further potential to include the third sector in some circumstances. We were also made aware that sometimes other partners can access funding that would not be available to the council that can help contribute to a building's viability.

Third sector

We heard about various models for the third sector occupation of council buildings, and also the Community Asset Transfer model. We feel that this is an area where some further clarification may be required to ensure transparency and sustainability, especially where some organisations may be significant providers of council commissioned services.

Savings Target

The Asset Management Plan refers to the budget strategy target to achieve £4.5m savings by 2016/17, but acknowledges that the Merrion House re-occupation (which would meet this target) will not happen until early in the 2017/18 financial year. The target date will either need to be revised or other decisions will need to be made to identify the target savings within the original timescale.

The Board agreed that it would continue to monitor progress in delivering the Asset Management Plan on a regular basis, and progress towards the savings target is an area that it will keep under close review. The work highlighted during the inquiry through Citizens@Leeds hubs and the One Public Estate programme, alongside the review of locality assets, should help to identify additional savings. It is acknowledged that this

may involve making some tough decisions in order to arrive at sustainable solutions that satisfy local service delivery needs.

Surplus property

The commitment to seeking faster solutions for surplus land or property is particularly welcome, alongside the careful management of disposals to avoid the creation of derelict and eyesore sites.

Further work

We had particular concerns about property that the council leases out which is not being fully utilised, as well as other buildings in local communities that may not be used to their full potential or may be better suited to alternative uses. We felt that these were areas where it might be possible to make more effective use of our assets, or realise savings. We welcomed the commitment from asset management to work on both of these areas with local councillors and departments over the coming months. We will check on progress in the spring when we revisit this inquiry.

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As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: City Development	Service area: Asset Management
Lead person: Ben Middleton	Contact number: 0113 2477817
Date of the equality, diversity, cohesion and integration impact assessment:	

1. Title: Asset Management Plan
Is this a:
<input checked="" type="checkbox"/> Strategy /Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Dayle Lynch	Leeds City Council	Asset Management Manager
Maggie Bellwood	LCC	Asset Management and Regeneration project officer

3. Summary of strategy, policy, service or function that was assessed:

The Asset Management Plan has been developed with a view to supporting the delivery of Best Council Plan objectives and priorities, through best use of land and property assets.

This assessment is made in support of an Executive Board Report seeking approval for the Asset Management Plan, expected to be considered 15th October 2014.

4. Scope of the equality, diversity, cohesion and integration impact assessment
(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan
(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input checked="" type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

Please provide detail:

The Asset Management Plan provides a high level, strategic direction of travel for the use and management of Council land and property, excluding schools, housing and highways assets. It aims to:

- enable achievement of strategic priorities and Best Council outcomes;
- ensure that operational property is fit for purpose to deliver the Council’s services and strategic priorities now, and in the future, in the most efficient manner and to make strategic property acquisitions where necessary to assist service delivery;
- support regeneration of the city, including delivery of new housing and economic growth;
- manage underused, empty and derelict Council owned property effectively, including listed and other traditional buildings;
- reduce the running costs of the Council’s buildings by £5 million by 2017;
- increase the quality and size of the Council’s investment portfolio, and generate additional revenue to support the Council’s finances;
- promote the One Public Estate philosophy to ensure an efficient use of assets across the public estate; and
- work with the Third Sector, private and other partners to support, through asset related work, service delivery.

The plan sets out ten key areas of focus which will form the basis of the Asset Management work programme over the next three years, including the review and rationalisation of, and investment in its property portfolio.

- Asset review and rationalisation;
- Office accommodation;
- Localities and Citizens@Leeds;
- Services and Directorates;
- Council projects and programmes;
- Working with partners;
- Make the Council's portfolio work better;
- Careful and planned disposal of property;
- Maintaining the retained estate; and
- Information management.

4b. Service, function, event	
please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
Please provide detail:	

<p>5. Fact finding – what do we already know</p> <p>Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p> <p>The implementation of the plan, subject to approval, will have wide reaching impact across the city and its communities and neighbourhoods, and equality, diversity, cohesion and integration will be a factor in a range of resulting decisions.</p> <p>At this high level of strategic development, EDCI considerations are not explicitly referenced, depending on partners and LCC services to take responsibility for ensuring EDCI analysis and compliance.</p> <p>The plan's strategic responsibility is therefore to ensure that assumptions that may be being made, for example, about equitable distribution of services and access to them, and appropriate access to that decision making, are appropriate and can survive challenge.</p> <p>Are there any gaps in equality and diversity information</p> <p>Please provide detail:</p>

Action required:

As individual elements of the plan progress to implementation, consideration of the needs of equality groups in service planning and use, and where neighbourhood services are concerned, of issues of community cohesion and integration will need to be made. Opportunities will be presented by, for example:

Asset Management Guide

The guide is intended as a tool to help manage decision making processes including

- Governance of leasing in or out of space/property
- Declaring space/property surplus to requirements
- Movement of staff into, out of or within property

Potential benefits and challenges to equality groups, and in particular those residing in disadvantaged neighbourhoods, can be imagined in all these scenarios. Support for people with mental ill health or affected disproportionately by other health determinants; younger and older peoples' services and accommodation and many others may be affected – and there is likely to be particular concern where services are delivered via third or private sector agents using council accommodation. The way that the plan's proposed efficiency savings are perceived needs careful management to avoid potentially significant communication and reputational risk and impact on cohesion.

The proposed guide is an opportunity to demonstrate good practice in ensuring accessibility in the broadest sense.

Information

The plan also recommends changes to information gathering and management processes that could significantly benefit EDCI by providing greater insight and understanding about the way land and property is used by equality groups.

Partnership working

The plan identifies successes achieved by the One Council and One Public Estate approaches and the further benefits Citizens@Leeds and evolving community hubs will have.

The challenge presented to safely share data and co-ordinate communications has the potential to impact more on groups of people more vulnerable to exclusion and should be built into partnership agreements.

Proactive maintenance/built environment improvement

Current Asset Management good practice should ensure that plans incorporate access considerations and should improve facilities for equality groups

Key Performance indicators

Will assist in ensuring targets can be set and should help improve conditions for equality groups; draft KPI's include:

- maximising asset investment;
- acreage of land sales for new housing and economic development; and
- service/tenant satisfaction.

The plan will be delivered via discrete, but not mutually exclusive, projects and programmes, each of which will give due consideration to edci and carry out their own screening/assessments.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes No

Please provide detail:

Ward Member briefing sessions have been held to discuss the ward implications of the asset rationalisation programme, which is a major workstream of the Asset Management Plan.

In addition, the Sustainable Economy and Culture Scrutiny Board has been presented with a draft of the plan for consideration and comment.

There has been consultation with directorates at a senior leadership level to ensure the plan fits with and reflects their strategic service plans, and that it details an approach to asset management going forward that is supported across the Council.

Action required:

It is anticipated that as the Plan and its associated work programme rolls out (subject to approval) KPI, risk management processes and other reviews will identify edci issues that can then be addressed.

In particular it will be necessary to ensure good practice in communication and engagement for example consulting with staff who will be impacted on/involved in office accommodation change, or engaging building users where disposal or co-location is a possibility at an early stage.

Any future activity from projects or programmes covered by the asset management plan will include service user/customer, community and staff consultation and engagement as appropriate.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	

Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

Please specify:

Where Asset Management Plan decisions affect service delivery to any user group, any or all equality groups could be impacted, and this is likely to be disproportionately greater in areas of greater disadvantage.

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify: Leaseholders and tenants

Potential barriers.

Built environment

Location of premises and services

Information and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

specific barriers to the strategy, policy, services or function

Please specify: Co-location of services, disposal of community-use buildings, pressure to generate/maximise income

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

Council property will be fit for purpose, providing staff and customers with better quality accommodation from which to run operational activities

One Public Estate co-location will help ensure co-ordinated and integrated cross-service

<p>delivery</p> <p>Accommodation will be accessible and where necessary reasonable adjustments will be made to ensure that all staff and customers can access regardless of any disability.</p>
<p>Action required:</p>
<p>Work programme will include communications and engagement strategy for example with service users via agencies and residents including equality groups via community infrastructure</p> <p>Ensure representation on governance bodies and access to appropriately presented information</p> <p>DDA assessment of all property is kept up to date</p>

<p>8b. Negative impact:</p>
<p>Some service users and providers may perceive proposals to rationalise assets negatively</p> <p>Staff groups may need to be relocated to alternative office accommodation, and potentially on more than one occasion.</p>
<p>Action required:</p>
<p>Neighbourhood change: Proposals should be shared via existing communications/ governance structures and should support or take account of local priority plans.</p> <p>Where specific equality groups are over-represented engagement plans must ensure information is presented appropriately and that particular groups' views are sought and properly represented.</p> <p>LCC/partner relocation and associated refurbishments: Communication plans to be developed for staff impacted upon, in conjunction with service managers and senior officers, to ensure that any individual or general considerations are taken into account when planning.</p>

<p>9. Will this activity promote strong and positive relationships between the groups/communities identified?</p>
<p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>Please provide detail: Improvements to local assets and service delivery should assist community well-being and may improve interaction between groups as more and different local networks and relationships flourish.</p>

Providing fit for purpose office accommodation should increase staff satisfaction with their work environment.

Action required:

See Neighbourhood Change paragraph at section 8b

Review all office accommodation; ensure condition surveys are carried out to programme; and that backlog maintenance budgets are managed efficiently.

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)

Yes

No

Please provide detail:

Community hub proposals will bring different groups of people, and professionals together.

Action required:

In the roll out of the plan, care will be needed to ensure that shared objectives for building use and that cultural difference, whether ethnic, religious or organisational can be positively managed.

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

Yes

No

Please provide detail:

Although the Asset Management Plan proposals will benefit the Council as a whole and its customers, in some instances, for example where providers can no longer afford to deliver a service, or where community asset transfer fails, the perception might arise that one area or type of service is being preferenced over another.

Action required:

An open and clear communications and engagement strategy and a willingness to discuss options at an early stage

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Ecdi screening and/or assessment to be carried out for each project or programme covered by the work of the Asset Management Plan.	In line with individual project/ programme timescales	All associate projects and programmes to have EDCI screening/assessments complete.	Project Manager from within relevant Service Dayle Lynch – Asset Management
Production of an Asset Management Guide	End October 2014	All operational property decisions made as per guidance.	Dayle Lynch – Asset Management
Consult with staff who will be impacted on/involved in office accommodation change projects	In line with individual project/ programme timescales	Post project service satisfaction rating	Project Manager from within relevant Service Shelagh Crossley – Asset Management
Open and clear communication and engagement plans in place for projects that have a locality/community impact	In line with individual project/ programme timescales	% of projects with communication plans in place	Project Manager from within relevant Service Shelagh Crossley – Asset Management
DDA assessment of all property is kept up to date	Initial review of DDA status for operational buildings to be completed by March 2015.	% of operational property which has a DDA rating or assessment carried out in the last 10 years.	Michele Kelly – Asset Management
Monitoring of Key Performance Indicators	Carried out on an annual basis for reporting April each year.	% of KPIs being met	Michele Kelly – Asset Management
Ensure condition surveys are carried out to programme	Ongoing – rolling programme	% of operational property with condition surveys not more than 10 years old.	Malcom Fisher – Asset Management

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Christine Addison	Chief Asset Management & Regeneration Officer	08/09/14

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board
Please specify which board: Asset Management Board
- Other (please specify)

15. Publishing

This Equality, Diversity, Cohesion and Integration impact assessment will act as evidence that due regard to equality and diversity has been given.

If this impact assessment relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** Equality and Diversity, Cohesion and Integration impact assessment's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date impact assessment completed

If relates to a Key Decision – **date sent to Corporate Governance** **25/09/14**

Any other decision – **date sent to Equality Team (equalityteam@leeds.gov.uk)**



Report author: Martin Farrington
Tel: 2243816

Report of Director of City Development

Report to Executive Board

Date: 15 October 2014

Subject: Leeds Bradford International Airport

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Otley and Yeadon	<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 checked="" type="checkbox"/> Yes	<input 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. In the modern economy successful businesses and cities need a global outlook and strong international connections. The economic competitiveness of Leeds City Region will depend partly on the future sustainable growth of Leeds Bradford International Airport (LBIA). A more extensive airline route network and better surface transport access will enhance the ability of Leeds City Region and its businesses to access global markets and attract inward investment and tourism. LBIA is already a huge asset for Leeds and Leeds City Region. It is one of the UK's fastest growing airports, supporting over 2,600 jobs and contributing £98.5m to the city region economy. However, it has the potential to contribute much more.
2. The airport is used currently by 3.3m passengers per year. The Department for Transport (DfT) has forecast that there is the potential to increase this to 7.3m by 2030 and to above 9 million passengers per year by 2050. There is potential to expand the airport's route network to open up new international connections, supporting international trade and creating new jobs. Better transport connections are needed to grow the airport's catchment and to enable its growth. There are opportunities to develop sustainably the area around the airport to strengthen its role as an economic hub.
3. However, this potential will not be realised without clear leadership and policies of the Council. This needs to cover topics including support for the expansion of the airport's route network, better transport links, future land-use strategy and planning policies, and employment and skills. It will be important that future proposals for the

growth of the airport are considered within the Council's policy framework to promote sustainable development. There is also a need for the airport to engage closely with local communities and work in partnership with the Council to ensure the benefits from its growth are realised widely and potential adverse impacts of the airport's growth are managed and mitigated.

4. It is important that Leeds City Council develops a clear and coherent policy approach to support the sustainable growth of LBIA and to maximise its positive economic role. To do this the Council needs to adopt the following main policy principles:
 - a. The Council will develop a coherent policy approach that supports the sustainable growth of LBIA and seeks to maximise the economic and jobs benefits for Leeds and Leeds City region;
 - b. The Council will support growth and expansion of the Airport's route network to enhance the international connectivity of Leeds and Leeds City Region;
 - c. The Council will support the development of proposals for better surface access to LBIA to support its growth and enable it to widen its catchment, subject to robust business cases being made for transport proposals with an appropriate package of financial contributions;
 - d. The Council will consider the future land-use strategy surrounding the Airport in the context of existing planning policies and future growth, demand, sustainable development considerations and environmental constraints in the context of the Airport Masterplan;
 - e. The Council will encourage and support LBIA and businesses based there in connecting people with jobs (including through apprenticeships and skills programmes); and
 - f. The Council will encourage and support LBIA to engage closely with the local community and to work in a positive partnership with the Council and others.

Recommendation

5. In context of White Paper motion passed at the meeting of Council on 14 March 2014, and the growth potential of LBIA outlined by DfT, Executive Board is recommended to:
 - i) Agree the main policy principles relating to the growth of Leeds Bradford Airport set out at section 5.1 above;
 - ii) Request that officers work with LBIA to support them in the timely completion of the Airport Masterplan and Surface Access Strategy work, to inform the development of the Council's policy position;
 - iii) Request that officers develop work on the proposals for surface access, working closely with LBIA, DfT and the West Yorkshire Combined Authority;

- iv) Request that Development Plans Panel takes account of this report in preparing land proposals through the Site Allocations Plan process for land use in the area surrounding LBIA;
- v) Request that officers develop proposals for the sustainable growth and enhancement of the economic and employment role of LBIA, working closely with the LEP; and
- vi) Instruct the Director of City Development to coordinate the work set out above and to bring a report on progress back to Executive Board in mid 2015.

1 Purpose of this report

- 1.1 This report sets out the main principles for the development of the Council's policy relating to the growth of Leeds Bradford International Airport. It considers how the Council's approach to enhancing the positive role of Leeds Bradford Airport in supporting economic and jobs growth and providing international connections. The paper considers the framework for the planned growth and improvement of the airport and its wider supporting infrastructure. This report considers the Council's approach to developing a unified approach across site allocations, transport and economic development and highlights the strategic issues that will need careful consideration.

2 Background information

- 2.1 Leeds Bradford Airport is the sole international airport in the Leeds City Region. It is the largest Airport in Yorkshire by passenger numbers, with current usage of around 3.3m passengers per annum.
- 2.2 Delivering sustainable and inclusive economic growth is a priority of the Best Council Plan. The report of the Commission for the Future of Local Government identifies supporting good growth and the development of 21st century infrastructure as priorities. The economic competitiveness of core cities such as Leeds is increasingly dependent on the ability of businesses to access international markets. There is strong evidence that good international connectivity by air supports the economy of the city. Businesses in Leeds need good access to global aviation routes to business destinations. This needs to be through direct short haul flights, and to intercontinental routes via major hub airports. Good surface access to LBIA and other main airports is also important in supporting their role and maximising their economic benefits. Strong international connectivity is also needed to strengthen the position of Leeds as a location for inward investment, and as a tourism destination.
- 2.3 In addition to providing scheduled airline routes, Leeds Bradford International Airport is also a growing base for low cost and leisure operators. This is positive because these services also have a positive economic impact and support jobs. They also contribute to the scale and critical mass of operations, creating

efficiencies (for example, shared maintenance crews and facilities between different airlines). Also low cost airlines are being used increasingly by business travellers.

- 2.4 Leeds Bradford Airport is an important economic generator, providing jobs, encouraging inward investment, boosting local tourism and providing worldwide access to the North of England. Arup and Oxford Economics undertook a study in August 2009, which assessed LBIA's economic impact. It established that LBIA provides in the order of 2,668 jobs, and makes a contribution of £98.5 million (GVA) to the Leeds City Region economy. The overall national contribution LBIA makes to productivity is estimated to be in the region of £180 million to GDP from UK and overseas business travel.
- 2.5 Against this background Members of Council recently recognised the importance of LBIA to the City Region's economy at the Full Council meeting that took place on the 26th March 2014, where a White Paper motion proposed that the:
- “Council recognises the long term benefits Leeds Bradford International Airport brings to the local and regional economy and fully supports the city region's proposed infrastructure improvements to improve both its accessibility and connectivity.”*
- 2.6 Following a full debate by Council Members this motion was supported by Full Council by a vote of 82 Members for, 3 abstentions and 0 votes against.
- 2.7 In recent years the passenger numbers at LBIA have continued to grow and the airport has seen sustained passenger growth during a period when some airports in the UK have seen a decline in their overall passenger numbers. LBIA is currently the fastest growing airport serving one of the Core Cities.
- 2.8 The schedule of airports in the UK by passenger numbers is shown in the attached Appendix 1.
- 2.9 There are three international hub airports serving England, namely, Heathrow, Gatwick and Manchester. Heathrow is one of the busiest airports in the World and Manchester has developed as the principal airport for the North of England. Outside of the UK, other European Airports also play a hub role for the UK market such as Schipol, Frankfurt, and Paris Charles De Gaul.
- 2.10 Stansted, which is currently the 4th busiest airport in the UK, and acquired recently by the Manchester Airport Group, focuses on budget airline services with a national catchment.
- 2.11 After Stansted, there are a number of regional airports, many located across the core cities of England. Manchester aside, of the other core city Airports, Birmingham is by far the largest, followed by Bristol, Liverpool, Newcastle, and East Midlands (Nottingham) which is also owned by Manchester Airport Group.
- 2.12 Leeds Bradford Airport is the 16th largest airport in the UK by passenger numbers (2013). Whilst LBIA's passenger growth has performed well relative to many other UK airports, its size relative to the size of the Leeds City Region economy appears to be out of balance, with the potential for LBIA to make a greater contribution to economic growth.

2.13 In January 2013 the DfT produced growth forecasts for all of the UK's main airports up to 2050. The unconstrained growth forecasts for the airports serving the core cities are identified in Table 1 below.

Table 1 – Unconstrained Passenger Growth Forecasts for Core City Airports (DfT)

Airport	2011 passenger numbers (million)	2013 passenger numbers (million)	2050 DfT unconstrained forecast (million)
Birmingham	8.6	9.1	22.7
Bristol	5.8	6.1	13.0
East Midlands	4.2	4.3	7.1
Leeds Bradford	2.9	3.3	9.2
Liverpool	5.2	4.2	6.8
Manchester	18.8	20.7	45.7
Newcastle	4.3	4.4	8.2
Sheffield/Doncaster	0.8	0.7	2.1

2.14 What is evident from the Table above is that LBIA is considered by the DfT to have significant potential to grow, which if realised would result in passenger numbers greater than regional airports that currently service more passengers. This includes Liverpool, East Midlands and Newcastle. Accordingly, if these DfT growth forecasts were realised it would result in LBIA being the second largest airport in the north of England and potentially the 10th largest in the UK.

2.15 Air freight also provides an opportunity for growth. Unlike some other regional airports LBIA is not a base for significant air freight operations.

2.16 Several other airports have plans for wider development of commercial uses adjacent to their operational boundaries to create economic hubs centred on airports. The rationale is to attract development and investment in uses that are ancillary to an airport (e.g. freight facilities, hotels) and business investment to attract occupiers that value the international connectivity that proximity to an airport brings. Development in locations adjacent to airports can also strengthen the business case for proposals for improved surface access. Examples in the UK include Manchester Airport City, and Newcastle.

2.17 It is clear that LBIA has significant growth potential, however the rate and nature of future growth of LBIA is dependent on a number of factors, which includes:

- The strategic policy and leadership role of the Council relating to LBIA's future growth and contribution to the economic competitiveness of Leeds and Leeds City Region;

- The ability of the Airport to expand its route network and market share;
- The delivery of improved surface access transport infrastructure to ensure that passengers can be attracted from a wide geographical catchment and increased passenger numbers can be accommodated;
- The Council's position as the Local Planning Authority and in particular the land use proposals that will come through the Site Allocations Development Plan Document process; and
- The approach to delivering positive jobs and skills outcomes at the Airport.

2.18 In considering the points highlighted above, LBIA has advised the Council that it is looking to develop its future Masterplan. The Masterplan will need to inform policy on the spatial implications that will flow from increased passenger numbers and an enhanced economic role. The production of the Masterplan is a process that the airport will lead on with input from Leeds City Council. However, notwithstanding LBIA's role on the Masterplan, it is the case that the Council has a lead role in terms of planning, transport, economic development and Jobs. It is therefore evident that the Council needs to consider its approach to the future growth of LBIA to ensure that across all of our function (including planning, transport and economic development), there is a unified and consistent approach which is working towards an agreed overall vision that realises the long term benefits Leeds Bradford International Airport brings to the local and regional economy.

3 Main Issues

3.1 Planning for the growth of Leeds Bradford Airport and maximising its positive economic contribution

3.1.1 A clear and consistent policy approach by Leeds City Council is needed to support the planned growth of Leeds Bradford Airport. Without a clear and planned approach and leadership from Leeds City Council it is unlikely that LBIA will fulfil its growth potential and maximise its positive economic contribution. There is also a requirement for LBIA to work in partnership with the Council and local communities to ensure that economic opportunities are realised, and the risks of adverse consequences of the Airport's growth can be managed and mitigated.

3.1.2 The framework for the growth of LBIA needs to encompass policies to support the development of the Airport's route network, improve surface access, planning policy, and maximising the employment benefits. The Airport Masterplan, which is being produced currently by LBIA has an important role to play in informing the Council's policy.

3.2 Growing the Airport's Route Network

3.2.1 Expanding the route network and strengthening the pattern of services is needed for LBIA to continue to grow and make an increasingly positive contribution to Leeds and Leeds City Region. In particular there is scope for LBIA to add more feeder services to existing and new major hub airports, and to serve new business destinations. Year-round schedules with regular flights are needed to maximise

use by business passengers. It will be important that the Council and the Leeds City Region Enterprise Partnership consider how best they can support LBIA's efforts to attract new routes and services.

3.3 Importance of Better Surface Access

- 3.3.1 Improved surface access to Leeds Bradford Airport would enhance its positive economic role, and would help it capture increased market share from other airports.
- 3.3.2 Good connectivity is essential to the accessibility of the airport for both outward UK travellers and inbound international travellers. However, these two groups have potentially different needs and expectations from the transport provision; with one group being currently dominated by car based travel and the other placing greater importance on good public transport and taxi provision.
- 3.3.3 Strategic road access to the airport is from the A658 Bradford – Harrogate – A1(M) route with access from Leeds city centre being via the A65 and A660 routes which the airport relies upon for access to the M1 (and thence M62 East) in Leeds city centre and M606 for the M62 West in Bradford. There is currently no access to the rail network from the airport; the nearest stations are Horsforth on the Harrogate line and Guiseley on the Wharfedale line. The construction of a new station at Apperley Bridge due to be ready by summer 2015 will provide a further rail opportunity.
- 3.3.4 The lack of a dedicated transport surface access infrastructure has been a theme of long term planning for the airport since it was first identified in the initial surface access strategy and Masterplan in 2000.
- 3.3.5 Partly as a consequence of the present access arrangements travel mode to the airport is predominantly by car, with around 60.5% arriving directly by this mode and a further 12% via off-site car parks and minibus; 6% by service bus; 10% by coach; and 11.5% by hackney carriage or private hire. This is not untypical of similar mid-sized UK airports without rail links.
- 3.3.6 In terms of surface access, the aspiration for a new link road has existed from some years and is identified in the LDF Core Strategy and the current surface access strategy. A direct rail link to the airport remains an ultimate ambition. Working towards this the West Yorkshire Plus Transport Fund investment plan approved by the West Yorkshire councils, City of York Council and the former Integrated Transport Authority (now West Yorkshire Combined Authority, WYCA) in Spring 2013 included provision for the progression of an airport link road in the core programme whilst the future development of proposals for a rail linkage were identified as part of longer term transformational programme. Both schemes are expected to contribute to the Fund's wider remit for supporting improved connectivity for economic growth and employment in the City Region.
- 3.3.7 With the agreement of the WYCA work has now commenced to investigate the detailed investment case and justification for an airport link road This work will also identify the range of options available for improving road access and set out the

initial options for the routing of a link road with a view to moving towards more formal public consultation during 2015/16. A detailed programme for the future progression of any emerging scheme remains to be confirmed as this will be contingent on the findings of this work.

- 3.3.8 The “One North” report, produced by cities in the north of England including Leeds City Council, published in July 2014 identified better public transport links to LBIA as a high priority.

Independently of the Council the Government indicated its intention to undertake a separate study into “Connectivity to Leeds Airport” as one of the six “notorious and long standing road congestion hotspots” in the document Investing in Britain’s Future in June 2013. The study, which has the objective to identify and appraise potential improvements that would substantially improve the connectivity of LBIA to its catchment area was commissioned by the Department for Transport in March, is now being progressed with input from the adjacent local authorities and is expected to be submitted to the Government shortly whereupon the advice is expected to be considered by Ministers during the autumn. It is expected that this report will provide Ministers with advice across the range of transport options available to meet the brief including both road and rail based solutions reflective of the origins and destinations of travellers arriving and departing from the airport. The timeline for the Government’s response to the study is not known at present.

Several bidders for the Northern Rail franchise are also working with LBIA to develop proposals for new links to the Airport using the rail network.

- 3.3.9 The work set out above is expected to form the foundation of the emerging revision to the airport’s surface access strategy and masterplan and as the basis for a longer term strategy for enhanced connectivity and transport integration at the airport site. As such it would complement the airport company’s own investment in site facilities including car parking provision and the ongoing support provided for the public bus network which serves the airport. Overall the expectation is that the work now taking place will allow final confirmation of all elements of a long term strategy for transport as part of the new Masterplan.

3.4 Land Use and Planning Policy

Planning Permission for the Terminal Building

- 3.4.1 Planning permission was granted in December 2009 for a two storey extension to the terminal building to provide a new entrance, improved internal facilities and associated landscaping works to the terminal building forecourt (ref: 08/06944/FU). The Section 106 Agreement attached a requirement for the review of the current Airport Masterplan:-

“LBIA shall commence the review and update of the Airport Master Plan, the Surface Access Strategy and the Travel Plan no later than 1 January 2011...and commence the review within 12 months thereafter”

3.4.2 The Airport's agent subsequently wrote to LCC in September 2011 explaining that whilst the review process had commenced prior to 1st January 2011, LBIA would be unable to complete the review within the 12 month period thereafter and suggested a revised completion date of 31st July 2012. The Master Plan has yet to be submitted and the airport has not implemented the terminal building extension. A draft of the Surface Access Strategy has been sent to the Council.

Planning Policy

- 3.4.3 Planning policy for the airport is still evolving and is contained in a number of documents: the UDP Review of 2006, the current development plan; the emerging Core Strategy, now nearing adoption; and the Site Allocations Plan, still in the early stages of development.
- 3.4.4 The UDP contains a number of policies that are directly related to LBIA. Policy T30 supports the growth of the airport subject to improvements to transport infrastructure. This is a "saved" policy of the UDP but will be superseded when the Core Strategy is adopted.
- 3.4.5 The more detailed "saved" policies of the UDP are unaffected by the Core Strategy and will therefore remain in place. Policy T30A defines a wide range of development and uses acceptable in principle within the Airport Operational Land Boundary (AOLB). The AOLB is shown on the Proposals Map, the whole of this area lying within the green belt. Policy T30B defines and limits development within the Airport Public Safety Zones shown on the Proposals Map. Policy T30C refers to the Aerodrome Safeguarding Area defined for LBIA by the Civil Aviation Authority (CAA). This is concerned with developments in a widely defined area that may affect aviation safety (e.g. tall buildings) and requires the LPA to consult LBIA. A separate safeguarding area concerned with wind turbine development covers the whole of the District. It is not known at this stage whether the Safety Zones and Safeguarding Area will need to change as the airport expands.
- 3.4.6 The new policy in the Core Strategy confirms the support for the growth of LBIA to enable it to fulfil its role as a regional airport. Policy SP12 (as amended in the Pre-Submission changes of December 2012) also makes clear that growth is contingent on public transport and other highway improvements, based on an agreed and funded surface access strategy. Following receipt of the Inspector's Report this policy will become part of the adopted development plan after November's Full Council meeting.
- 3.4.7 The Site Allocations Plan (SAP) is still at a relatively early stage. The Council consulted on Issues and Options in June 2013. This raised the possibility of the growth of employment uses that might be attracted by proximity to LBIA and the potential need to allocate additional land for such employment use outside the AOLB. Any such allocation would require a review of the green belt boundary in this area and would therefore need careful consideration and justification. Now that the Council has received the Inspector's Report on the Core Strategy it is intended to progress the SAP as quickly as possible with the current timetable indicating the publication of a draft plan in May/June 2015. It will therefore be necessary to reach

a conclusion on the scale and location of any such allocation in the next few months.

- 3.4.8 Looking ahead it is clearly important to understand the range of facilities needed to support the growth of LBIA at the projected levels. This will inform a view on the extent to which such development can be accommodated within the current AOLB and existing employment land and allocations or otherwise justifies new allocations through the site allocations process. This will include both facilities directly related to airport operations and the potential for associated employment development. The Airport is developing the case for a major employment hub, focusing on knowledge intensive businesses. The case for this would need to be fully tested through the planning policy process.

The key to this is an agreed airport masterplan, together with the surface access strategy. This should set the framework for developing the case for surface access improvements and the wider development and growth of the Airport. It should also set out the proposed public transport and highway improvements and establishing trigger points that indicate when such improvements are needed relative to levels of growth. It has long been recognised that the growth of the airport will require significant public transport and highway improvements with substantial public funding. The potential for further employment growth at the airport is contingent on such improvements but also has the potential to enhance the business case and maximise the benefits from such investment.

- 3.4.9 As the SAP is developed members might wish to consider whether any green belt release is allocated for development in its entirety or whether some is safeguarded for potential future use. This would allow consideration at a future plan review of whether this land was needed, based on an up-dated view on the actual growth of the airport and the take up of employment land in the intervening period and progress with infrastructure improvements.

3.5 Jobs and Skills

- 3.5.1 The Airport is a major location for employment. LBIA, and several of the firms that are located there, already work closely with learning and skills providers, including Craven College who run an Aviation Academy based at the Airport. There is scope to build on this to develop a wider programme of employment and skills activities in Leeds, with the aim of connecting Leeds residents to jobs at the Airport.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Discussions on the future growth and economic role of the airport have been held between officers and representatives of LBIA. Also, the Leader of the Council, the Executive Member for Transport & the Economy and the Executive Member for Neighbourhoods, Planning & Personnel have met with representatives of the airport. Officers have also held discussions with two Elected Members from the Otley & Yeadon ward, who have emphasised the importance of a realistic and

coherent surface access strategy and the role of the airport as an important local employer.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 As a major source of employment, LBIA can make an important contribution to economic inclusion.
- 4.2.2 It will be important that equalities impacts, diversity and inclusion issues are taken into account as the detailed proposals for the growth of LBIA are developed.

4.3 Council policies and City Priorities

- 4.3.1 The policy principles set out in this report are in line with the objective of the Leeds City Council Best Council Plan to promote sustainable and inclusive economic growth. The main themes of “Good Growth” and “21st Century Infrastructure” form the report of the Commission for the Future of Local Government are also relevant. The growth of the airport is a priority in the Leeds City Region Local Enterprise Partnership’s Strategic Economic Plan.

4.4 Resources and value for money

- 4.4.1 The recommendations in this report do not have any direct implications for Council funding. There are opportunities to lever in external funding and it is important LBIA makes appropriate contributions to initiatives to support the airport’s growth.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no significant legal issues relating to the recommendations in this report. There will be a need to consider legal issues, including planning conditions and obligations, as more specific proposals are developed for LBIA.

4.6 Risk Management

- 4.6.1 There is a risk that the economy of Leeds and Leeds City Region will be weakened if LBIA does not fulfil its potential for sustainable growth. This would have adverse implications in terms of job creation, and access to international markets for businesses. Without improvements in transport links to the Airport and local infrastructure, there is a risk that there will be increased pressure on infrastructure and the growth of LBIA will be constrained. There are also risks that without a coherent, planned approach set out by Leeds City Council working with LBIA, the airport’s growth will be ad hoc, and it will be difficult to manage and mitigate risks of any adverse local or amenity impacts of growth.
- 4.6.2 These risks can be mitigated by Leeds City Council developing proactively a clear and coherent policy approach to support the sustainable growth of LBIA and, within this framework, to maximise its positive economic contribution.

5 Conclusion

- 5.1 It is important that Leeds City Council develops a clear and coherent policy approach to support the sustainable growth of LBIA and to maximise its positive economic role. To do this the Council needs to adopt the following main policy principles:
- a. The Council will develop a coherent policy approach that supports the sustainable growth of LBIA and seeks to maximise the economic and jobs benefits for Leeds and Leeds City region;
 - b. The Council will support growth and expansion of the Airport's route network to enhance the international connectivity of Leeds and Leeds City Region;
 - c. The Council will support the development of proposals for better surface access to LBIA to support its growth and enable it to widen its catchment, subject to robust business cases being made for transport proposals with an appropriate package of financial contributions;
 - d. The Council will consider the future land-use strategy surrounding the Airport in the context of existing planning policies and future growth, demand, sustainable development considerations and environmental constraints in the context of the Airport Masterplan;
 - e. The Council will encourage and support LBIA and businesses based there in connecting people with jobs (including through apprenticeships and skills programmes);
 - f. The Council will encourage and support LBIA to engage closely with the local community and to work in a positive partnership with the Council and others.

6 Recommendations

- 6.1 In context of White Paper motion passed at the meeting of Council on 14 March 2014, and the growth potential of LBIA outlined by DfT, Executive Board is recommended to:
- i) Agree the main policy principles relating to the growth of Leeds Bradford Airport set out at section 5.1 above;
 - ii) Request that officers work with LBIA to support them in the timely completion of the Airport Masterplan and Surface Access Strategy work, to inform the development of the Council's policy position;
 - iii) Request that officers develop work on the proposals for surface access, working closely with LBIA, DfT and the West Yorkshire Combined Authority;

- iv) Request that Development Plans Panel takes account of this report in preparing land proposals through the Site Allocations Plan process for land use in the area surrounding LBIA;
- v) Request that officers develop proposals for the sustainable growth and enhancement of the economic and employment role of LBIA, working closely with the LEP; and
- vi) Instruct the Director of City Development to coordinate the work set out above and to bring a report on progress back to Executive Board in mid 2015.

7 Background documents¹

7.1 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.

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	<----- 2013 ----->		<----- 2008 ----->		
	Terminal passengers (000)	Percentage of passengers at all airports	Terminal passengers (000)	Percentage of passengers at all airports	Percentage Change (2013/2008)
HEATHROW	72 332	31.7	66 907	28.4	8.1
GATWICK	35 429	15.5	34 162	14.5	3.7
MANCHESTER	20 680	9.1	21 063	8.9	-1.8
STANSTED	17 849	7.8	22 340	9.5	-20.1
EDINBURGH	9 775	4.3	8 992	3.8	8.7
LUTON	9 693	4.2	10 174	4.3	-4.7
BIRMINGHAM	9 114	4.0	9 577	4.1	-4.8
GLASGOW	7 358	3.2	8 135	3.5	-9.6
BRISTOL	6 125	2.7	6 229	2.6	-1.7
NEWCASTLE	4 415	1.9	5 017	2.1	-12.0
EAST MIDLANDS INTERNATIONAL	4 328	1.9	5 616	2.4	-22.9
LIVERPOOL (JOHN LENNON)	4 186	1.8	5 330	2.3	-21.5
BELFAST INTERNATIONAL	4 022	1.8	5 223	2.2	-23.0
ABERDEEN	3 440	1.5	3 290	1.4	4.6
LONDON CITY	3 380	1.5	3 260	1.4	3.7
LEEDS BRADFORD	3 314	1.5	2 860	1.2	15.9
BELFAST CITY (GEORGE BEST)	2 542	1.1	2 571	1.1	-1.1
SOUTHAMPTON	1 722	0.8	1 946	0.8	-11.5
PRESTWICK	1 145	0.5	2 414	1.0	-52.6
CARDIFF WALES	1 057	0.5	1 979	0.8	-46.6
SOUTHEND	970	0.4	44	-	2100.6
EXETER	738	0.3	951	0.4	-22.4
DONCASTER SHEFFIELD	690	0.3	968	0.4	-28.7
BOURNEMOUTH	659	0.3	1 079	0.5	-38.9
INVERNESS	607	0.3	671	0.3	-9.5
NORWICH	463	0.2	583	0.2	-20.6
CITY OF DERRY (EGLINTON)	385	0.2	439	0.2	-12.3
SCATSTA	298	0.1	243	0.1	22.7
BLACKPOOL	263	0.1	439	0.2	-40.2
HUMBERSIDE	235	0.1	424	0.2	-44.7
SUMBURGH	210	0.1	154	0.1	36.2
NEWQUAY	175	0.1	431	0.2	-59.5
DURHAM TEES VALLEY	159	0.1	647	0.3	-75.4
KIRKWALL	150	0.1	138	0.1	8.7
STORNOWAY	120	0.1	131	0.1	-8.4
ISLES OF SCILLY (ST.MARYS)	89	-	123	0.1	-27.4
LANDS END (ST JUST)	46	-	26	-	75.8
MANSTON (KENT INT)	40	-	12	-	245.3
WICK JOHN O GROATS	33	-	23	-	41.2
BENBECULA	31	-	34	-	-8.9
DUNDEE	28	-	61	-	-54.8
ISLAY	26	-	29	-	-11.7
GLOUCESTERSHIRE	14	-	20	-	-28.7
CAMPBELTOWN	9	-	9	-	3.7
BARRA	9	-	11	-	-12.1
CAMBRIDGE	9	-	2	-	398.9
TIREE	8	-	8	-	-
OXFORD (KIDLINGTON)	7	-	-
LERWICK (TINGWALL)	4	-	5	-	-22.0
SHOREHAM	1	-	5	-	-85.5
LYDD	1	-	2	-	-60.0
BIGGIN HILL	-	-	-
COVENTRY	-	..	331	0.1	..
ISLES OF SCILLY (TRESKO)	-	..	37	-	..
PENZANCE HELIPORT	-	..	98	-	..
PLYMOUTH	-	..	99	-	..
All Reporting Airports Total	228 382	100.0	235 361	100.0	-

Notes

(a) Excludes Channel Islands and Isle of Man airports.

Please note that figures may change overtime as each new version is produced. Information relating to an airport that has ceased to handle regular traffic/closed will be excluded from this table completely. For data concerning historical years it is recommended that you use earlier produced versions of this table.

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Report author: Bridget Emery
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Joint Report of the Director of Children’s Services, Director of Environment & Housing and the Director of Public Health

Report to Executive Board

Date: 15 October 2014

Subject: Domestic Violence and Abuse Programme Update

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 checked="" type="checkbox"/> Yes <input 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

Domestic violence and abuse continues to be a major issue affecting people living and working in Leeds. It affects communities regardless of geography, relative affluence and ethnicity. It is a factor behind a high proportion of children, especially those under 5, being taken into care. Recognising the significance of this issue, the Council has made Domestic Violence and Abuse one of its key priorities over the next year.

This report aims to provide Executive Members with an update on the progress made towards achieving the objectives set out in the Safer Leeds Strategy. It highlights how the issues raised through a scrutiny enquiry have been addressed to date and describes the work done to secure a commitment from partners in the statutory, third and private sector to work with the council to support victims of Domestic Violence and Abuse, to tackle those perpetrating violence, and to prevent Domestic Violence and Abuse occurring.

Recommendations

Executive Board is asked to note the actions being taken across the council and by partners to tackle Domestic Violence and Abuse and to agree to the direction of travel being taken.

Executive Board is asked to receive and endorse the recommendations of the Safer and Stronger Scrutiny Board.

1.0 Purpose of this report

- 1.1 To update Executive Board on the progress made in tackling domestic violence and abuse, both in terms of response to scrutiny board findings and in the wider programme of work aimed at addressing Domestic Violence and Abuse in Leeds.
- 1.2 To obtain support for the approach being adopted.

2.0 Background information

- 2.1 Domestic violence and abuse has a direct impact on a person's sense of safety. It affects the well-being and quality of life of individuals, families and communities and as a result has significant social and economic costs. It is an issue for every community and can affect individuals from any background or socio-economic demographic. We know that domestic violence and abuse dramatically affects the way children experience life and that domestic violence is a key reason in a very high proportion of all children coming into council care.
- 2.2 The council has a track record in undertaking significant work in this area with a very clear focus on supporting victims and providing education to assist partners and the council to respond appropriately to the issue. The Domestic Violence team was ahead of many local authorities in developing the quality mark which accredits organisations and demonstrates the commitment to understanding and responding to domestic violence and abuse. The team has also designed and implemented a range of training and development programmes which have allowed the city to respond effectively to the issue. Leeds was the first local authority area to have a domestic violence court, which has played an important role in supporting victims to give evidence aimed at improving conviction rates.
- 2.3 The children's social work teams provide support and responses to protect children who are victims and witnesses of domestic violence and indeed the key driver in the development of the Front Door referral point was responding to the needs of children and families by ensuring appropriate and timely action.
- 2.4 Strategic Context
- 2.5 Domestic violence and abuse is linked to the Best Council objective of 'Supporting communities and tackling poverty'. Given the scale of the issue and the significant impact for individuals, children and families, communities and organisations, domestic violence and abuse has recently been identified as one of the priority cross departmental projects. The Cabinet lead for this work will be the Executive Member for Children & Families, working with the Executive Member for Cleaner, Stronger & Safer Communities and supported by key senior officers.
- 2.6 Children and Young People Plan:
- 2.7 The impact of domestic violence on children is long lasting and can be cyclical, children who witness domestic violence are 2.5 times more likely to develop serious social and behavioural problems than other children and they are more likely to be perpetrators or victims of domestic violence as adults. The Children's and Families Trust Board recognises the importance of tackling domestic violence and abuse and

this is reflected in the refresh of the Children and Young People Plan 2011-15 which was approved in May 2013. The plan recognises the impact domestic violence and abuse has on children and the role it plays in achieving the plan's three obsessions: reducing the need for children to come into care; reducing the number of children not in education, employment or training; improving school attendance; and five outcomes:

- All CYP are safe from harm
- All CYP do well at all levels of learning and have the skills for life
- All CYP choose healthy lifestyles
- All CYP have fun growing up
- All CYP are active citizens who feel they have voice and influence

2.8 The plan identifies some specific challenges which need to be overcome to ensure that CYP are safe from harm including the extended use of restorative approaches such as Family Group conferencing and the continuing development of local working in Clusters. Importantly the Board recognises the challenge of working to address adult behaviours, including domestic violence and abuse, as a way to improve the safety of children and young people. This is reflected in the Think Family, Work Family which challenges staff to assess the needs of the wider family when working with a child and ensuring that services put this into practice and coordinate their work.

2.9 A significant development in the way Children's social work addresses the high incidence of referrals involving domestic violence has been the establishment of the Front Door arrangements in Westgate House where Children's Social Work Duty and Advice staff are co-located with police and Leeds Community Healthcare to respond to all incidents of domestic violence where children or pregnant women are involved.

2.10 Safer Leeds Domestic Violence Priorities:

2.11 Tackling Domestic Violence and Abuse has been identified as a priority issue for Safer Leeds and the following priority and objectives were approved at the May 2014 meeting:

Priority: Reduce the prevalence and impact of domestic violence and abuse.

Objectives:

- Ensure services and interventions are meeting service user needs and expectations.
- Establish a consistent and better developed response to perpetrators.
- Develop and ensure robust and effective information sharing across all stakeholders in order to maximise opportunities for protection and improved service delivery.

- Increase public awareness of domestic abuse and increase knowledge of the support available.

2.12 A city wide Domestic Violence and Abuse Strategy and Action plan has been developed which sets out the key actions and milestones to deliver the objectives above. The Leeds Domestic Violence and Abuse Strategy Group (a multi-agency partnership) works to support and challenge the work done by the city in response to domestic violence and abuse.

2.13 It is also a priority issue for the Leeds Safeguarding Children Board in recognition of the harm caused to children who experience and witness this form of abuse.

2.14 The council is in liaison with and is supported in its ambition by the Police and Crime Commissioner who has identified domestic violence and abuse as one of his priorities for West Yorkshire.

2.15 Current services available to victims of domestic violence and abuse

As domestic violence and abuse affects a wide range of people who are looking for different outcomes and who have different needs, services have been developed to try and provide diverse and complementary support and assistance as required. Alongside statutory services such as social care support, housing options, police assistance and access to legal options, many services are provided by the third sector. Work is on-going to make sure that detailed information on all services is available to victims, professionals and others through the council's website.

2.16 The council commissions two main specialist services which are specifically designed for victims of domestic violence: a refuge service and the IDVA service. Both these services were redesigned and commissioned in the last three years. The services were very much co-produced with providers and other key stakeholders including victims. The refuge consists of dispersed accommodation along with a more traditional hostel to reflect need and preferred options. There is another refuge service not funded through the council which is available to victims too. An integrated outreach, independent domestic violence advisory (IDVA) and resettlement service is commissioned to deliver a 'wrap around' service to victims of domestic violence and their families. This service has the capacity to provide 300 units of floating support at any one time.

2.17 In addition all generic housing related support services are able to offer support to victims of domestic violence and abuse. The former Supporting People programme has been designed and services commissioned to ensure that overall there are a range of providers, locations and types of service to meet need and preference. This includes accommodation based support and floating support which can be provided wherever the victim is living.

2.18 Housing advice and assistance is offered to victims of domestic violence and abuse through the Leeds Housing Options service. A range of support is available including alternative safe temporary accommodation, security installations to make current accommodation safe (where this is the victim's

choice), advice and assistance to find alternative accommodation in the private rented sector, assistance to move out of the Leeds area.

2.19 A range of targeted support for victims of domestic violence and abuse is commissioned through the Office of the Director of Public Health. This includes specialist interventions with hard to reach communities such as Gypsy and Travellers and women working in the sex industry along with services designed to reach women living in deprived communities.

2.20 Scrutiny Enquiry

2.21 In recognition of the importance and complexity of the issue, the Safer Stronger Scrutiny Board undertook a wide-ranging and extensive inquiry into Domestic Violence and abuse. The inquiry involved taking evidence from a wide range of partners, providers of services for both victims and perpetrators, representatives of the third sector and victims themselves. The inquiry made 29 recommendations. These are now being actioned by the council and key partners. The full report is available on the council's website. Attached at **Appendix A** is a summary of the desired outcomes and recommendations along with the response from the relevant directors.

2.22 Included within the scope of the review were the following key areas of consideration:

- The use of data and intelligence to measure the scale of domestic violence and abuse in Leeds.
- The mapping of key stakeholders across the different sectors that have a vital role in assisting to detect victims and perpetrators.
- Existing funding streams available for tackling domestic violence and abuse and exploring potential opportunities for securing additional resources.
- Gaining an insight into the experiences of the victims and perpetrators of domestic violence and abuse.
- The involvement of the health and social care sector in terms of their knowledge and capacity to detect and share information about victims and perpetrators of domestic violence and abuse
- How the Council and partners are challenging wider cultural attitudes that tolerate domestic violence and abuse
- Identifying good practice models in other areas.

2.23 Good progress has been made in these areas and positive feedback was received from scrutiny board at its recent meeting in September 2014.

2.24 Data and Intelligence:

- 2.25 Substance misuse, domestic violence and parental mental health are key factors in referrals for Childrens social work services in Leeds. Domestic Violence is the most common referral reason; in 2012 there were 3,628 referrals to Childrens Social Work service which related to domestic violence and abuse, which represented 31% of the total number of referrals.
- 2.26 A 2013 study in Leeds of babies under the age of one, who came into care, highlighted that 87% of the families of those babies included adults with one or more of either substance misuse, mental health problems, learning disabilities and domestic violence and in 66% of all cases domestic violence was present.
- 2.27 Nearly three quarters of children on the 'at risk' register live in households where domestic violence and abuse occurs, and, nationally, 52% of child protection cases involve domestic violence.
- 2.28 In the 12 months to the end of June 2014, there were 14,128 incidents of domestic violence and abuse reported to the Police in Leeds, an increase of 858 on the previous 12 month period. It is widely acknowledged that domestic violence and abuse is underreported to the police and other agencies; therefore the actual number of incidents is estimated to be higher.
- 2.29 The Safer Leeds Executive has agreed that the city should aspire to increase the reporting of domestic violence and abuse whilst reducing the number of repeat victims and repeat suspects.
- 2.30 Statistics obtained from West Yorkshire Police (table 1) illustrates the volume of repeat victims of domestic violence and abuse for the city of Leeds and the West Yorkshire region for the previous 12 month period. At this stage it is not possible to break these figures down to understand of those repeat victims how many are high, medium or low risk.

Table 1:

Incidents of repeat victims of domestic violence and abuse for Leeds and West Yorkshire region (July 2013 – June 2014).

	Incidents with Repeat Victims	
Leeds	4780	33.8%
West Yorkshire	13195	33.6%

- 2.31 The table below (table 2) details incidents of domestic violence, abuse and related crimes for the city of Leeds for the previous 12 month period categorised as 'high',

'medium' and 'standard' using the Domestic Abuse, Stalking and 'Honour'-based Violence (DASH) risk identification checklist.

Table 2:

Incidents of domestic violence, abuse and related crimes within city of Leeds as categorised using DASH risk assessment (July 2013 – June 2014)

DASH Risk Assessment	High	Medium	Standard
Domestic Violence and Abuse Incidents	785	7187	4031
Domestic Violence Related Crimes	693	2325	250

- 2.32 Where domestic violence is reported to agencies in Leeds the majority of victims are female (79.5%). While male victims are clearly a minority, at 20% of all victims there is a need to ensure that as a city we are responding with services that meet needs regardless of gender.
- 2.33 Likewise over the past 12 months where police attend incidents relating to domestic violence and abuse, the perpetrators were male in over 83% of cases. Female perpetrators remain a minority (16%). Services for perpetrators designed to address and change behaviour are more traditionally designed around men although there has been some limited work undertaken with female perpetrators
- 2.34 Both victims and perpetrators of reported domestic violence and abuse are overwhelmingly white British. However it is known that there is under-reporting in some communities and the true picture is not known.
- 2.35 Since April 2011 there have been 15 domestic violence homicides in Leeds, of which 11 have progressed to a Domestic Homicide Review (DHR). DHR became a statutory requirement in April 2011 with the intention of ensuring that public bodies like the police, councils, social services and other community organisations understand and learn from the circumstances that led to a domestic homicide.
- 2.36 Statistics obtained from West Yorkshire Police indicate that children (i.e. categorised as being aged 16 and under) were present at over a third of recorded domestic abuse incidents (35.6%).

3.0 Main issues

- 3.1 A cross directorate Domestic Violence Programme Board has been established to oversee the response to the recent scrutiny inquiry and to lead a cross directorate programme of work.

- 3.2 This section of the report will focus on the key areas of work that are working towards making the biggest contribution towards achieving the city's objectives relating to domestic violence and abuse.
- 3.3 Children's Services
- 3.3.1 An expression of interest is being submitted to the Children's Social Care Innovation Programme (Department of Education). This reflects the council's ambition to be a Child Friendly City. The ambition of working with the Innovation Programme is to accelerate and embed the use of restorative practices and help with the transformation of the traditional responses to child welfare concerns both operationally and strategically. As part of this bid, Children's Services intend to explore the use of restorative approaches with perpetrators of domestic violence and abuse.
- 3.3.2 Leeds Youth Offending Service have researched and developed the "PACT". This is an individual or group work programme for young people who are identified as perpetrators (or at risk of becoming perpetrators) of domestic abuse to parents, family members or in their relationships. The Youth Offending Service is committed to working across Leeds to support and train other front line practitioners and agencies so that they too can provide programmes to young people at risk
- 3.3.3 The Leeds Families First team is an early adopter of phase 2 of the Department of Communities and Local Government's Troubled Families programme. Under the revised criteria for phase 2 of the programme, families experiencing domestic violence and abuse (alongside either poor attendance, crime, worklessness and health issues) are now eligible for inclusion in the families first programme. The Families First team are working with the Children's Front Door to agree a referral route. A number of families involved in the programme will be evaluated using the cost benefit calculator that DCLG has developed.
- 3.4 Leeds Safeguarding Partnership
- 3.4.1 One of the key developments currently being worked on is the Leeds Safeguarding Partnership. The project will improve our responses to high risk cases of domestic violence and abuse. This will be done by building on the current Front Door arrangements in Westgate House where Children's Social Work Duty and Advice staff are co-located with police and Leeds Community Healthcare to respond to all incidents of domestic violence where children or pregnant women are involved.
- 3.4.2 The new arrangements will involve a wider number of partner agencies in the daily sharing of information, joint planning and decision making and delivery of interventions to all high risk victims of domestic violence (whether or not children are involved). Some of these partner agencies will be co-located at West gate House and some will work at arm's length.
- 3.4.3 Discussions are ongoing to identify the make-up of the team to be based at Westgate, the involvement and contributions of all partner agencies and details of the operating framework for the project. It is likely however that the following key agencies will be involved; Children's Social Work, West Yorkshire Police, Leeds

Community Healthcare, Substance Misuse Services, Fire Service, 3rd Sector Domestic Violence and Offender Management Services, Adult Social Care, Youth Offending Service, Housing Services, Probation (CRC and NPS).

3.4.5 The Leeds Safeguarding Partnership will form part of a 'whole system' response from prevention, standard and high risk through to recovery and aftercare. The overall outcome will be a better coordinated response to domestic violence and abuse within the city with a greater focus on prevention, greater resilience in front line services to identify risk and improved pathways to perpetrators to reduce reoffending.

3.5 Improving the Outcome of Court Cases

3.5.1 Giving evidence in cases of domestic violence and abuse is often very difficult for the victims who may well not only fear repercussion but also fear the court process itself. Because of this not all prosecutions are successful and as such the Crown Prosecution Services and West Yorkshire Police have been running a pilot in Leeds to try and decrease attrition in DV cases; this comprises of 2 main things:

- From November 2014 there will be monthly meetings between Police & CPS to scrutinise evidence and files for all DV cases going to the magistrate's court and to try and find ways to reduce victim attrition. CPS will highlight issues relating to the quality of the evidence or files and Police can raise any issues from their perspective about CPS approach.
- Bad character evidence: the Police are now routinely trying to gather bad character evidence by interview, listing history of Police call outs etc. and the CPS is routinely making an early application to allow bad character evidence to be heard (again magistrate's court).

3.5.2 This work has resulted in more early guilty pleas which means cases are dealt with more quickly and victims don't need to attend court. They now have a 70-80 % success rate in those cases that reach court. Work will continue to measure the rate of convictions and more detail about the success of this initiative will be available in the future.

3.6 Working with Perpetrators

3.6.1 A key aspect of the city's response to reducing incidents of domestic violence and the harm it causes is the work with perpetrators. Research indicates that men are much more likely to engage with services to address their abusive behaviours if they think it will benefit their relationships with their children.

3.6.2 The Caring Dads programme is a structured, multi-agency approach to addressing men's abusive behaviours within families. The aim overall is for men to be better fathers and, in so doing, better partners. As of January 2014, 14 facilitators from a range of organisations have been trained to deliver this programme. To date, four groups of men have participated in the programme and engagement with a further three is due to begin in October. The take up of the programme is positive and there are plans to develop the programme in the future.

- 3.6.3 The Drug Intervention Programme (DIP) aims to reduce the offending behaviour of those suffering from substance misuse. Traditionally the programme has been targeted at Class-A drug users engaged in burglary; however plans are being developed to broaden this to include alcohol as a contributing factor to crime particularly where it relates to domestic violence and abuse.
- 3.6.4 Safer Leeds Executive received a presentation in September setting out these plans and it is anticipated that this new mechanism for engaging domestic violence perpetrators in drug and alcohol treatment will be available in 2015.
- 3.6.5 Further work needs to be undertaken to design and commission similar services for those male perpetrators of violence who are not fathers, for female perpetrators and for people who don't misuse substances.

3.7 Victim Satisfaction

- 3.7.1 Domestic violence and abuse is a deeply personal issue and this needs to be reflected in how we support and work with victims. Victim satisfaction is a key measure for how we improve our response to domestic violence and abuse in Leeds. Victims are not a homogenous group and so it is important that we are offering a range of responses to victims and that these are designed through a restorative approach, listening to what victims want and what they feel will work for them.
- 3.7.2 Two key areas of work have been undertaken to measure and strengthen our approach to improving the satisfaction of victims:

- Police Survey:

West Yorkshire Police began a survey of 500 victims in Leeds in December 2013 of which 359 interviews have now been completed.

An interim report has been produced which highlights that victim satisfaction in relation to the initial police involvement was found to be high, with the vast majority of victims indicating that they were "very or fairly satisfied with the way that the police first dealt with the incident."

This is a positive first step in benchmarking satisfaction however it should be recognised that while only a small minority of victims are not satisfied, the reasons that have led to this dissatisfaction might well be serious. As such a detailed analysis of the findings will now be undertaken to understand how the police can continue to improve victim satisfaction and to identify if there are any geographic or demographic differences in the perception of police response to domestic violence and abuse.

- Measuring Victim Satisfaction Across the Partnership:

Leeds currently lacks a universal measure of victim satisfaction which can highlight perceptions of service delivery across a range of partners including the police, Leeds City Council and third sector providers.

- 3.7.3 A recent meeting with commissioned providers of domestic violence services in Leeds has identified a draft set of questions that a wide range of partners could ask victims.
- 3.7.4 Once the process of consultation has been completed and final set of questions has been agreed, the intention is for all partners in Leeds who come into contact with victims to use the questions to measure satisfaction with service.
- 3.7.5 This will create a set of data that can be used to measure victim satisfaction in Leeds and can highlight areas where improvements are needed in the way that services are delivered.

3.8 Review of Commissioned Services

- 3.8.1 Leeds City Council commissions refuge and advice services for victims of domestic violence and abuse. As part of the wider programme of work aimed at improving how the city responds to domestic violence, a cross-directorate review of commissioned services will be undertaken over the next 12 to 18 months. This will include the following key areas of work:
- Extensive consultation with stakeholders including providers, existing service users, elected members and a wider range of partner organisations
 - Review of national guidance
 - Development of new service specifications
 - Undertaking procurement activity as necessary
- 3.8.2 A key aspect of this work will be to ensure that commissioned services have the capacity and flexibility to provide the necessary support to respond to the needs victims and to address the support required by perpetrators to break the cycle of violence.

4.0 **Corporate Considerations**

4.1 **Consultation and Engagement**

- 4.1.1 There is a multi-agency approach taken to tackling domestic violence and abuse both at a strategic and at an operation level. The overall Strategy Group consists of key partners and therefore progress on identified work streams is monitored and consulted by a wide group of stakeholders.
- 4.1.2 In addition, specific consultation on key developments has been undertaken. Stakeholder consulted to date includes: CAADA; Children's Board; Children's Social Work; Clinical Commissioning Groups; CRC (Community Rehabilitation Company); DIP and IOM; Drug and Alcohol Services; Elected Members; Families First; Housing; Leeds Magistrates; Leeds Safeguarding; Leeds Safeguarding Adult Board; MARAC Strategy Group; NPS (National Probation Service); Police

and Crime Commissioner; Public Health; Third Sector providers; West Yorkshire Police; Youth Offending Team.

- 4.1.3 Consultation and engagement has been on-going with users of both statutory and commissioned services. Such consultation will be used as part of the planned review of all commissioned domestic violence and abuse services.
- 4.1.4 Community Committees provide an opportunity to promote and consult on the response to domestic violence and abuse within localities.

5.0 Equality and Diversity / Cohesion and Integration

- 5.1 There is a clear recognition that efforts to strengthen the city's response to domestic violence and abuse can have a positive impact on victims, families and communities. Issues related to equality and cohesion are integral to this work.
- 5.2 An equality impact assessment has previously been undertaken as part of the review of services in 2010. This was used to inform the re-designing and commissioning of services and is attached at **Appendix B**. A further EIA will be undertaken as an integral part of the forthcoming review of domestic violence services.
- 5.3 The findings and recommendation from the scrutiny inquiry around services' response to victims from BME and faith communities will be considered within the refreshed equality impact assessment.

6.0 Council policies and City Priorities

- 6.1 Cabinet have identified Domestic Violence and Abuse as a key corporate priority this year. The Cabinet lead for this work will be the Executive Member for Children & Families working with the Executive Member for Cleaner, Stronger & Safer Communities and supported by key senior officers.
- 6.2 This work reflected in the above report is linked to the Best Council Plan objective of 'Supporting communities and tackling poverty' priority on 'Tackling domestic violence and abuse'.

7.0 Resources and value for money

- 7.1 A review of commissioned domestic violence and abuse services will be undertaken in the next 12 to 18 months. This work will seek to ensure that services are working towards the outcomes agreed by Safer Leeds Executive and the Children and Families Trust Board. Any resulting re-commissioning of services will have a particular focus on value for money and will seek to evidence this as part of any procurement exercise.
- 7.2 Plans to develop the Leeds Safeguarding Partnership programme will play a key role in supporting the Councils objectives for achieving value for money. The initiative will form part of a 'whole system' response from prevention, standard and high risk through to recovery and aftercare.

7.3 A bid of £200k to the Police and Crime Commissioner Transformation Fund has been successful to develop the work Leeds Safeguarding Partnership model. This money will pump prime the work on the Leeds Safeguarding Partnership. The council will seek further opportunities to access funding through the Office of the Police and Crime Commissioner in the future. Additionally an expression of interest has been made to the Department for Education's Children's Social Care Innovation Programme as detailed earlier in this report.

8.0 Legal Implications, Access to Information and Call In

8.1 There are no specific legal implications associated with the issues identified in this report. The report is subject to call in.

9.0 Risk Management

9.1 Risks associated with the delivery of domestic violence programme activity have been identified, reviewed and managed through the Domestic Violence Programme Board.

9.2 The identification of new and increasing risks is an on-going process and will continue to be throughout the life of the programme. The risk register is available upon request.

10.0 Conclusions

10.1 Domestic violence and abuse continues to be a major issue affecting people living and working in Leeds. The impact on children and families is devastating. It is a major factor in terms of poverty and vulnerability. It affects people of all backgrounds regardless of class, economic situation, ethnicity or age.

10.2 Safer Stronger Scrutiny Board undertook a wide-ranging and extensive inquiry into Domestic Violence and abuse, the recommendations of which are now being actioned by the council and key partners.

10.3 Domestic violence and abuse has recently been identified as one of the priority cross departmental projects for the Council. The Cabinet lead for this work will be the Executive Member for Children & Families working with the Executive Member for Cleaner, Stronger & Safer Communities and supported by key senior officers.

10.4 Work is underway to develop the Leeds Safeguarding Partnership initiative which will establish a multi-agency collocated team providing effective responses to domestic violence and abuse for children, young people (aged 16 and above) and adults. This is part of a whole system approach which will seek to improve outcomes in terms of prevention and support and aftercare as well as in terms of responding to high risk situations.

10.5 A review of commissioned domestic violence services will be undertaken to ensure that the city has the capacity to provide the necessary support to respond to the needs victims and to address the support required by perpetrators to break the cycle of violence.

11.0 Recommendations

- 11.1 Executive Board is asked to note the actions being taken across the council and by partners to tackle Domestic Violence and Abuse and to agree to the direction of travel being taken.
- 11.2 Executive Board is asked to receive and endorse the recommendations of the Safer and Stronger Scrutiny Board.

12.0 Background documents 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.

- **Maximising local intelligence through strong partnership working**

Desired Outcome – That there is an inclusive multi-sector partnership approach in driving forward a citywide Domestic Violence and Abuse Strategy and Action Plan including Performance Management.

Recommendation 1

That the Chair of the Leeds Domestic Violence Strategy Group:

(i) Liaises with the Leeds Clinical Commissioning Groups to identify a commissioning representative(s) to join the Leeds Domestic Violence Strategy Group.

(ii) Reviews the membership of the Leeds Domestic Violence Strategy Group, reflecting on recommendation 2 of the NICE public health guidance published in February 2014, to ensure it is relevant and inclusive.

(iii) Liaises with the Chair of the Leeds Children's Trust Board to consider appropriate membership of the Leeds Domestic Violence Strategy Group in reflecting support to children and families.

Formal response:

- 1) The CCGs have agreed that a clinical lead (GP) will represent all three organisations at the strategy group. This is most likely to be Dr Yen Anderson but will be confirmed by 1 September.
- 2) The membership of the Leeds Domestic Violence Strategy Group reflects the majority of the services detailed in recommendation 2 of the NICE guidance. A review of membership will be undertaken by October 2014 and relevant services / organisations approached for representation in line with the NICE guidance recommendation.
- 3) Children's Social Work, Children's Targeted Services, Youth Offending and the Children's Safeguarding Board are currently represented on the Leeds Domestic Violence Strategy Group. The Chair of the group will liaise with the Chair of the Leeds Children's Trust Board to ensure that membership is appropriately reflects support to children and families.

Additional response from the Director of Children's Services:

The Director of Children's services will ensure that there is appropriate officer attendance from Children's Services on the Leeds Domestic Violence Strategy Group.

The Chair of the Leeds Domestic Violence Strategy Group and Chair of the Leeds Children's Trust Board will meet to review membership of the Leeds Domestic Violence Strategy Group to ensure that it reflects the needs of children and families.

- **Raising the profile of domestic violence as a public health priority**

Desired Outcome – There are clear linkages made between the Leeds Domestic Violence and Abuse Strategy and Action Plan and other relevant citywide strategies and action plans.

Recommendation 2

That the Chair of the Leeds Domestic Violence Strategy Group takes a lead on working with the Chairs of the local Strategic Partnerships to identify where linkages between the Domestic Violence and Abuse Strategy and Action Plan and other relevant citywide strategies and action plans need to be established or strengthened.

Formal response:

The Chair of the Leeds Domestic Violence Strategy Group will liaise with the Chairs of the five Strategic Partnership Boards on an on-going basis ensure that domestic violence is reflected in relevant citywide strategies and action plans and to arrange for items relating to delivery of the Domestic Violence and Abuse Strategy and Action Plan to be presented to these Boards as appropriate.

- **Identifying and addressing key barriers to disclosure**

Desired Outcome – That victims of domestic violence and abuse feel confident in accessing support and advice through the Leeds Domestic Violence 24 telephone helpline.

Recommendation 3

That the Chair of the Leeds Domestic Violence Strategy Group leads on working with the Leeds Domestic Violence Service in actively promoting the Leeds Domestic Violence 24 telephone helpline and making it more explicit that victims can also use this helpline anonymously.

Formal response:

- 1) As part of the Leeds Domestic Violence Programme, a public awareness campaign will be delivered to raise awareness of both the Leeds Domestic Violence 24 telephone helpline and the Leeds domestic violence and abuse website which is under development. The publicity campaign is currently in the design phase and service users and practitioners will be consulted on the development of the materials.
- 2) A multi-agency review will be undertaken of commissioned domestic violence services which will include an evaluation of the 24 hour phone line to understand capacity and effectiveness. The review is timetabled for 2014/15 and will be concluded by the autumn of 2015.

Desired Outcome – That a virtual one stop facility is established to provide a comprehensive overview of the provision available in tackling domestic violence and abuse in Leeds and the appropriate referral pathways targeted at both victims and perpetrators of domestic violence and abuse.

Recommendation 4

That the Chair of the Leeds Domestic Violence Strategy Group progresses immediately with the development of a virtual one stop facility dedicated to tackling domestic violence and abuse and ensures that it is targeted at both victims and perpetrators and also acts as an effective tool for practitioners to use in terms of improving their understanding of existing provisions and the appropriate referral pathways.

Formal response:

The virtual one stop facility is currently under development and is scheduled to go live in October 2014. A number of practitioners have contributed to the content of the website and both the content and branding will be subject to consultation with service users, practitioners and the public. The website will be targeted at victims and survivors, perpetrators, practitioners, children and young people and the public.

Desired Outcome – That the additional barriers facing BME communities are recognised and factored into the commissioning framework for the provision of domestic violence and abuse services in Leeds.

Recommendation 5

That the Chair of the Leeds Domestic Violence Strategy Group ensures that the following service issues are factored into existing and future commissioning frameworks for the provision of domestic violence and abuse services in Leeds:

- Enabling easier access to an accredited interpreter service, appropriately trained in relation to honour based abuse
- Provision of local specialist services for BME communities
- Provision of outreach services within particular vulnerable communities
- Enabling easy access to specialist advice services surrounding immigration status

Formal response:

- 1) A multi-agency review will be undertaken of commissioned domestic violence services during 2014/15 which will include an appraisal of how best to provide accessible and specialist services to BME communities and vulnerable communities. The review will ensure that appropriate and good quality responses to BME and vulnerable service users are factored into future commissioning frameworks.
- 2) Work is currently being undertaken to make variations to the specifications for LCC commissioned services. Access issues for BME and vulnerable service users are being considered.
- 3) The Domestic Violence Team is currently working with Corporate Communications to investigate different translation software options for the website.

Desired Outcome – That actions arising from the governments ‘A Call to End Violence against Women and Girls’ Action Plan 2014 are maximised locally to help reduce the acceptance of honour based crimes.

Recommendation 6

That the Chair of the Leeds Domestic Violence Strategy Group ensures that planned actions set out in the government’s ‘A Call to End Violence against Women and Girls’ Action Plan 2014 are closely monitored and utilised at a local level aimed at reducing the acceptance of honour based crimes.

Formal response:

- 1) The government’s ‘A Call to End Violence against Women and Girls’ Action Plan 2014m is not currently monitored and formally utilised at a local level.
- 2) The issue of honour based crimes is currently addressed through practitioner training delivered by the Domestic Violence Team
- 3) Responding to vulnerable groups, including honour based violence, FGM and forced marriage, is a requirement within the Domestic Violence Quality Mark training and this will continue to be the case
- 4) There are other responses across the council, for example, victims of forced marriage accessing the one stop shop in Harehills
- 5) The Domestic Violence Team has links with Karma Nirvana, an organisation that supports victims of honour crimes and forced marriages

• **Promoting and enabling early detection**

Desired Outcome – That there is sufficient capacity within the Leeds Domestic Violence Team to deliver domestic violence training and assist services across a wide range of sectors to attain the Safer Leeds Domestic Violence Quality Mark.

Recommendation 7

That the Chief Officer of Community Safety leads on working with the Leeds Domestic Violence Team to identify the capacity needs of the team in delivering effective training to assist services across a wide range of sectors to attain the Safer Leeds Domestic Violence Quality Mark.

Formal response:

- 1) The Domestic Violence Team (DVT) is largely responsible for delivering DV training and the DV Quality Mark. The structure and capacity of the DVT within Safer Leeds is currently under review as part of a wider review and re-structure of the Domestic Homicide Review process. As such, the capacity is likely to be enhanced and a clear focus for the team is the capability to deliver the Quality Mark.
- 2) As part of the current DHR review and with a desire to want to ensure that lessons learned are incorporated in daily business, there is a greater focus on the quality mark and our ability to ensure that as wide a market as possible is reached. It is clear that the status and credibility of achieving the quality mark is now part of the factors driving the review of the DVT.

- 3) In October 2014 the City is due to deliver its first DV themed Conference. Part of the theme of this Conference will be the highlighting of the quality mark and the role of it within Organisations. This driver is being led and delivered by the DVT and hence capacity needs to be able to meet demand.
- 4) There is currently being developed in Leeds some good practice from other Local Authorities and Forces. The new model is very much a broad framework for delivering DV services across the City and the role of the DVT is critical to it. As part of this holistic approach to delivering DV services, the current DVT capacity is being enhanced by seconded staff so that a model for the team can be developed to ensure it is fit for purpose in the new Leeds District model.

Desired Outcome – That the Safer Leeds Domestic Violence Quality Mark is being actively promoted across the health and social care sector in Leeds.

Recommendation 8

That the Chair of the Leeds Domestic Violence Strategy Group leads on encouraging greater take-up of domestic violence training linked to the Safer Leeds Domestic Violence Quality Mark by making clear associations with the training recommendations set out in the NICE public health guidance document published in February 2014.

Formal response:

- 1) The content and model of delivery for the Safer Leeds Domestic Violence Quality Mark is currently being reviewed to ensure that there is capacity to respond to a greater take up of the training. The review will also consider the best way to promote and potentially prioritise organisations to be assessed against the quality mark.
- 2) Quality marks are in development for the private sector, for children's clusters and GPs to respond to the specific needs of businesses, GPs, schools and other agencies that work with, and support, families and children.
- 3) A Leeds domestic violence conference is scheduled for October / November 2014 where the Safer Leeds Domestic Violence Quality Mark will be promoted to a range of organisations across the city
- 4) The Quality Mark will also be advertised on the practitioner pages of the virtual one stop facility

Desired Outcome – That GPs are given the knowledge and capacity to identify domestic violence and abuse and support patients at the point of disclosure to act immediately in seeking advice and support.

Recommendation 9

That the Chair of the Leeds Domestic Violence Strategy Group and the local Clinical Commissioning Groups:

- I. Work closely with the Leeds Domestic Violence Team in taking forward the recommendation of NICE and delivering integrated training for clinicians and administrative staff in local GP practices
- II. Look at the feasibility of developing an initiative in Leeds based around the Identification and Referral to Improve Safety (IRIS) initiative in Bristol
- III. Work closely with GP practices to promote the need to create safe environments at the point of disclosure of domestic violence and abuse whereby patients are offered more time and a private environment to support them in accessing immediate advice and support rather than rely on them making a self-referral after the appointment.

Formal response:

- 1) Working with the identified clinical lead from the CCGs, the Domestic Violence Team will actively promote the domestic violence materials on the health pathway and map of medicines to GPs.
- 2) The Public Health Post seconded to the Domestic Violence Team will provide targeted training to GPs and briefings to GP safeguarding leads (again working with the clinical lead).
- 3) A bespoke Domestic Violence Quality Mark is in development for GPs.
- 4) The Quality Mark training is being reviewed and will reflect the suggested levels of training in the NICE guidance in the future. This will include creating safe environments at the point of disclosure of domestic violence and abuse.
- 5) The CCGs through the identified clinical lead and working with the Chair of the Domestic Violence Strategy Group will look at the feasibility of the IRIS and report back to the Strategy Group by December 2014.

Desired Outcome – That the views of Scrutiny are considered alongside other key stakeholders, including the Trade Unions, in the development of the Council's Domestic Violence Policy and Guidance document.

Recommendation 10

That the Chief Officer HR ensures that the views of Scrutiny are considered alongside other key stakeholders, including the Trade Unions, in the development of the Council's Domestic Violence Policy and Guidance document. In summary these include the following:

- Establishing linkages to undertaking stress linked assessments
- Exploring the merits of re-introducing 'Zero Tolerance Officers' in association with the principle of having additional link officers for staff to approach.
- Making it explicit that employees do not have to disclose their identity to obtain initial information and advice from the employee assistance provider service.
- Ensuring that the policy signposts perpetrators to support services too.
- Ensuring that the policy makes clear references to the Children's Safeguarding Policy in terms of when incidents need to be referred to Children's Social Work Services.

Formal response:

- 1) Working closely with Community Safety, the Trade Unions and employee assistance provider to ensure the promotion of confidentiality, support and signposting within the Policy.

Desired Outcome – That information regarding referrals that relate to Council employees is captured effectively through closer linkages between HR, the Duty and Advice Team and Adult Safeguarding.

Recommendation 11

That the Chief Officer HR leads on establishing closer linkages between HR, the Duty and Advice Team and Adult Safeguarding so that information regarding referrals that relate to Council employees can be captured effectively.

Formal response:

Working with the identified groups we are currently ensuring stronger links with Community Safety and the Duty and Advice team to capture the information.

Desired Outcome – That domestic violence training is incorporated into the Managers Challenge Programme.

Recommendation 12

That the Chief Officer HR leads on working with the Leeds Domestic Violence Team to incorporate training around identifying and responding to domestic violence into the Managers Challenge Programme.

Formal response:

Currently working with Community Safety and Leeds Domestic Violence Team to include Domestic violence training in the Managers Challenge Programme.

Desired Outcome - That the Council's Domestic Violence Policy and Guidance is actively promoted across the wider business community as a good practice model.

Recommendation 13

That the Chair of the Leeds Domestic Violence Strategy Group leads on working closely with the Chief Officer HR and the Chair of the Joint Trade Union Committee to explore opportunities to promote the Council's own Domestic Violence Policy and Guidance document as a good practice model across the wider business community.

Formal response:

The LCC Domestic Policy is in final draft form and consultation is taking place with the Trade Unions. The Domestic Violence Team will promote the Council's Domestic Violence Policy and Guidance as best practice to a range of organisations through the delivery of the Domestic Violence Quality Mark.

Desired Outcome – That the local referral and assessment process relating to FGM, as set out in the procedures of the Leeds Safeguarding Children Board, is widely promoted across the city.

Recommendation 14

That the Chair of the Leeds Domestic Violence Strategy Group works with the Chair of the Leeds Safeguarding Children Board in maximising opportunities to actively promote the local referral and assessment process relating to FGM.

Formal response:

The Chair of the Domestic Violence Strategy Group, as a member of the Leeds Childrens Safeguarding Board, is working with the Chair of the Leeds Safeguarding Children Board to maximise opportunities to actively promote the local referral and assessment process relating to FGM. This will continue to be reviewed and assessed through regular discussion and actions agreed at the Safeguarding Board.

Desired Outcome – That by December 2014, information sharing protocols between partner agencies relating to domestic violence and abuse have been reviewed to ensure they are robust and fit for purpose.

Recommendation 15

That the Chair of the Leeds Domestic Violence Strategy Group ensures that a review of existing information sharing protocols between partner agencies relating to domestic violence is completed by December 2014 to ensure they are robust and fit for purpose.

Formal response:

As part of the Domestic Violence Programme, existing information sharing protocols between partner agencies will be reviewed and new arrangements established if required. This work will be undertaken as part of the targeted work being undertaken to further develop the Front Door.

- **Responding effectively to disclosures**

Desired Outcome – That Leeds responds positively to the recommendations arising from the 2014 HMIC inspection in relation to the effectiveness of the police approach to domestic violence and abuse.

Recommendation 16

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Leeds Divisional Commander to ensure that all of the recommendations arising from the HMIC inspection are being reflected within local policing services.

Formal response:

The Chair of the Leeds Domestic Violence Strategy Group and the Chief Officer Community Safety will work closely with the Leeds Divisional Commander to receive updates on progress with respect to the recommendations arising from the HMIC inspection and ensure the provision of any required partnership support.

Desired Outcome – That there is a single point of contact to refer all incidents of domestic violence and abuse which provides a holistic multi-agency approach in meeting the needs of the victim and their family.

Recommendation 17

That the Chair of the Leeds Domestic Violence Strategy Group explores the feasibility of establishing a single point of contact, building on the current ‘front door’ arrangements, to refer all incidents of domestic violence and abuse with the aim of providing a holistic multi-agency approach in meeting the needs of the victim and their family. In particular, the victim should receive advocacy and support in accessing safe accommodation and, where necessary, a school place for their children.

Formal response:

The Front Door has been established, co-locating Police, Children’s Social Work and Health Staff to provide immediate assessment, triage and action planning of domestic violence referrals involving children. Adult Safeguarding staff have also been involved in these arrangements. A project is now underway to expand the remit of the scheme to include high risk referrals not involving children and to invite representation from other relevant services and organisations to provide holistic support to the victim and their family. It is anticipated that the new arrangements will be in place by August 2015.

Desired Outcome – That Domestic Violence Protection Notices (DVPN) and Domestic Violence Protection Orders (DVPOs) are utilised and monitored effectively within Leeds.

Recommendation 18

That the Chair of the Leeds Domestic Violence Strategy Group works with the Leeds Divisional Commander to monitor the effective use of Domestic Violence Protection Notices (DVPN) and Domestic Violence Protection Orders (DVPOs) in Leeds.

Formal response:

The Chair of the Leeds Domestic Violence Strategy Group and the Chief Officer Community Safety will work with the Leeds Divisional Commander to monitor the use of DVPOs in Leeds. The effectiveness will be reported to the Strategy Group and to the Safer Leeds Executive.

Desired Outcome – That vital skills and expertise built up within the third sector in terms of tackling domestic violence and abuse is being effectively harnessed.

Recommendation 19

That the Chair of the Leeds Domestic Violence Strategy Group leads on exploring how the Council and other commissioners of services can assist in ensuring that vital skills and expertise built up within the third sector in tackling domestic violence and abuse is effectively harnessed.

Formal response:

- 1) The Domestic Violence Forum is a sub-group of the Domestic Violence Strategy Group which comprises of third sector members. The group provides and opportunity for networking and raising practice issues. The forum is often utilised by the Domestic Violence Team to consult on service reviews or new initiatives e.g. the group will be consulted on the development of the virtual one stop facility
- 2) Additionally the third sector is represented at the Leeds Domestic Violence Strategy Group as key partners.
- 3) The Third sector will continue to be involved in the evaluation of services such as Caring Dads and will be heavily involved in the review of commissioned domestic violence services.

Desired Outcome – There is greater consistency and quality assurance across all schools in tackling domestic violence and abuse through effective cluster partnership working.

Recommendation 20

That the Chair of the Leeds Domestic Violence Strategy Group leads on working with the Director of Children's Services, the Chair of the Leeds Children's Trust Board and the Leeds Domestic Violence Team in developing a customised domestic violence charter mark that is based around a set of minimum standards for cluster partnerships to aspire to.

Formal response:

A Domestic Violence Quality Mark is currently being piloted for cluster partnerships. The cluster based work involves delivering sessions to practitioners in children and young people's services and schools to promote and support the use of resources to address domestic violence. This includes looking at useful interventions for those children and young people affected by domestic violence as well as looking at preventative work around conflict resolution, respect, equality and sexual consent. Restorative practice is one of the models promoted as part of a menu of options to foster healthy relationships.

Additional response from the Director of Children's Services:

The Director of Children's services will review the existing plans in clusters around domestic violence identifying work done and any areas for further development. A draft chartermark is currently being finalised. This will be developed further with a number of clusters in the Autumn and roll out to further Clusters later in the financial year. A number of Clusters have been identified to be included in the first phase of Cluster training and development, the final decision will be made by the end of September. The DV team will have increased capacity from the beginning of September with staff seconded from YOS to lead on this area of activity.

Desired Outcome – That clear associations are made between tackling domestic violence and abuse and the significant impacts this can have on achieving the 3 main obsessions as set out within the Children and Young People’s Plan.

Recommendation 21

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Chair of the Leeds Children’s Trust Board to make clear within the Children and Young People’s Plan how tackling domestic violence and abuse can have significant impacts on achieving the 3 main obsessions set out within the plan.

Formal response:

- 1) The Chair of the Leeds Domestic Violence Strategy Group is a member of the Children’s Trust Board. The Trust Board is clear on how tackling domestic violence can have significant impacts on achieving the three main obsessions within the plan. Working with the Chair of the Trust Board and the Director of Children’s Services, the Chair will continue to ensure that the Children and Young People Plan has a clear focus on tackling abuse and violence.
- 2) Strong links exist between the Safer Leeds Executive, the Leeds Adult Safeguarding Board and the Leeds Safeguarding Children Board. Key documents such as the Children and Young People’s Plan will be presented at all three Boards.
- 3) The Domestic Violence Team were involved in the development of the Think Family Protocol and are consulted when the Children and Young People’s Plan is revised.

Additional response of the Director of Children’s Services:

The behaviour of adults is recognised by the Leeds Children’s Trust Board as the most significant contributory factor leading to children becoming looked after and subject to a child protection plan.

Domestic violence has been identified as an issue in over 50% of cases where children under 5 become looked after.

The Leeds Children and Young People’s Plan is revised.

Desired Outcome – That existing communication mechanisms linked to schools are maximised to promote the importance of tackling domestic violence and abuse and sharing good practice.

Recommendation 22

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Director of Children's Services to ensure that existing communication mechanisms linked to schools are maximised to promote the importance of tackling domestic violence and abuse and sharing good practice. Such mechanisms should include the Leeds Education Hub website and the 4-Heads peer support model.

Formal response:

- 1) The Chair of the Leeds Domestic Violence Strategy Group will continue work with the Director of Children's Services and the Deputy Director with responsibility for education to ensure that existing communication mechanisms are maximised. This includes greater working with the Youth Council to ensure the voice of the child and young person is heard in relation to how the impact of domestic violence and abuse is understood in a school setting.
- 2) See response to recommendation 20 re. cluster work

Additional response of the Director of Children's Services:

The Director of Children's Services will ensure that the relevant training and information for practitioners in schools is provided, to assist them to effectively identify, support, protect and undertake direct work with children, young people at risk of, or experiencing honour based violence through :

- Developing a 'light bite' awareness raising session for school professionals to access.
- A preventative curriculum resources page on Leeds Education Hub for PSCHE and designated lead officers, with practical resources for schools.
- Making sure that schools complete and disseminate DV policies.
- Working with the LSCB, devise and develop an Honour Based Violence Policy for all professionals.
- Using the existing communication mechanisms, particularly designated lead officers, to raise the profile of domestic violence and abuse and promote existing good practice amongst schools and clusters.

Desired Outcome – That there is a clear mechanism in place to ensure that schools across the city are informed immediately of any incidences/referrals associated with a pupil so that they can respond appropriately and sensitively to the needs of that child and also to family members.

Recommendation 23

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Director of Children's Services and the Leeds Divisional Commander to ensure that there continues to be commitment from all key partners towards the development of 'Operation Encompass' within Leeds.

Formal response:

The Chair of the Leeds Domestic Violence Strategy Group will work closely with the Director of Children's Services and the Leeds Divisional Commander to monitor progress with respect to 'Operation Encompass' and report back to the Leeds Domestic Violence Strategy Group.

Additional response of the Director of Children's Services:

The Chair of the Leeds Domestic Violence Strategy Group, the Director of Children's Services and the Divisional Commander will work to ensure the principles of 'Operation Encompass' are explored, understood and developed in Leeds. The detail of exactly how this will take place will be determined over the next few months.

- **Investing in preventative measures**

Desired Outcome – That Leeds has developed a sustainable approach towards effective management and engagement of perpetrators of domestic violence and abuse.

Recommendation 24

That the Chair of the Leeds Domestic Violence Strategy Group ensures that work is undertaken immediately to develop a Leeds model aimed at providing a more sustainable approach towards effective management and engagement of perpetrators of domestic violence and abuse.

Formal response:

- 1) The Caring Dads programme is currently being piloted across 3 areas with a total of 30 men signed up to a 17 week group programme. Caring Dads is a parenting programme which seeks to improve relationships between men and their children and reduce abuse to partners.
- 2) The requirements for perpetrator services in Leeds will be confirmed as part of the review of commissioned services. It is estimated that this will commence within the next two years.
- 3) An interim solution is currently being developed for perpetrators who are not fathers to ensure that there are a range of responses to perpetrators in Leeds.

Desired Outcome – That the effectiveness of local domestic violence perpetrator services and programmes can be clearly demonstrated through robust evaluation processes.

Recommendation 25

That the Chair of the Leeds Domestic Violence Strategy Group ensures that work is undertaken immediately with existing providers of domestic violence perpetrator services and programmes in developing a robust evaluation process aimed at assisting service providers to demonstrate the effectiveness of future programmes.

That particular progress surrounding such work is brought back to Scrutiny for consideration in September 2014.

Formal response:

- 1) Caring Dads will be evaluated externally by Leeds University. This will involve analysis of police call outs along with questionnaires and interviews with perpetrators, victims, Social Workers, the Caring Dads facilitator and Victims' Support Workers. The team are also considering how they can include the voices of children. This approach to evaluation can be replicated on other perpetrator schemes if it is considered to be robust and provide the evidence required.
- 2) Any new perpetrator service that is delivered or commissioned by the Council will include the requirement to achieve outcomes and key performance indicators

Desired Outcome – That there is greater awareness of, and a multi-agency response to, adolescent to parent abuse in Leeds.

Recommendation 26

That the Chair of the Leeds Domestic Violence Strategy Group leads on undertaking work to ensure the following:

- (i) That local and national intelligence surrounding the risks posed by adolescent to parent violence is widely disseminated to increase greater awareness of this growing area of concern and galvanise action in tackling this problem.
- (ii) That the lessons arising from the Parents and Children Together (PACT) programme are used to inform the provision of future services in providing a multi-agency response to adolescent to parent abuse in Leeds.

Formal response:

- 1) The Domestic Violence Team and the Youth Offending Service co-deliver a course to practitioners to increase understanding of adolescent to parent abuse including risks. This will continue to be delivered.
- 2) An Operational Manager from the Youth Offending Service delivered a presentation on domestic violence in teenage intimate relationships to a range of partners at the Domestic Violence Strategy Group in April 2014. She also talked about adolescent to parent abuse.
- 3) The Youth Offending Service co-hosted a child to parent abuse conference with Leeds

University on Tuesday 15th July 2014 with speakers from the youth justice board, academia and practice. Leeds PACT presented an item and the PACT parent mentor who attended the first PACT programme and who has co-facilitated the latest programme spoke at the conference. The Youth Offending Service will continue to seek out similar opportunities.

- 4) The PACT programme, which responds to adolescent to parent abuse, is currently being delivered to adolescent boys and their mothers. The evaluation of the first programme has been produced and is being used to inform future programmes. The evaluation is scheduled to be presented to the Domestic Violence Programme Board in September 2014.

Additional response of the Director of Children's Services:

(i) The Director of Children's Services will ensure that Leeds YOS leads on this area of work through raising awareness in Leeds across all partners. The service will monitor and report on take up of:

- A one day awareness raising course on adolescent to parent violence with Leeds domestic violence unit, piloted as part of the City council's domestic violence training for the workforce in Leeds.
- A 2 day training programme to support practitioners in this area across a range of multi-agency teams.

The Leeds YOS has been asked to present at the Leeds domestic violence strategy meeting to facilitate discussion with a view to highlighting further actions that need to be undertaken in Leeds.

(ii) The Director of Children's Services will ensure that the learning from the PACT programme informs future planning through:

Disseminating the findings from the evaluation of the programme, particularly the impact on parents.

Working in partnership with Leeds University to identify how to evaluate the programme from an academic perspective.

To host the YJB launch of guidance for local areas on adolescent to parent violence early next year. This will hopefully also provide the opportunity to continue local conversations about how we take the work forward in Leeds.

To disseminate a new model of working with domestic violence in Leeds around adolescent to parent abuse. The challenges identified are:

- Ensuring all services who work/come into contact with children and families understand and have a shared approach to tackling adolescent to parent violence-ideally a shared protocol.
- Meeting the significant demand for the programme.
- Improving the first response to this issue so families are identified and appropriate support identified.

Desired Outcome – That the Domestic Violence Disclosure Scheme is utilised and monitored effectively within Leeds.

Recommendation 27

That the Chair of the Leeds Domestic Violence Strategy Group works with the Leeds Divisional Commander to monitor the effective use of the Domestic Violence Disclosure Scheme in Leeds.

Formal response:

The Head of Localities and Safeguarding, Community Safety chairs the MARAC meetings and the effective use of the Domestic Violence Disclosure Scheme will be reviewed at the MARAC Strategic Group. Progress and any issues will be reported back to the Chair of the Leeds Domestic Violence Strategy Group.

Desired Outcome – That all local head teachers and governing bodies understand the significant impact that targeted prevention programmes based around respect and conflict resolution can have in helping future generations to understand and develop healthier relationships.

Recommendation 28

That the Chair of the Leeds Domestic Violence Strategy Group works closely with the Chair of the Leeds Children's Trust Board and Director of Children's Services to raise greater awareness amongst local head teachers and governing bodies of the significant impact that targeted prevention programmes based around respect and conflict resolution, whether delivered through PSHE and/or SRE, can have in helping future generations to understand and develop healthier relationships.

Formal response:

- 1) An aspect of the work currently being piloted with cluster partnerships is talking about how to promote healthy relationships amongst students. Restorative practice is one of the models promoted as part of a menu of options to foster healthy relationships.
- 2) See response to question 20 for details of work with cluster partnerships

Additional response of the Director of Children's Services:

The Director of Children's Services will monitor and report on take up of training for school staff, head teachers, designated safeguarding leads and governors on the importance of the preventative curriculum in relation to domestic violence. In relation to:

- The **Primary PSHE Scheme of work and Secondary PSHE schemes of work** including units on a spiralling curriculum on relationships, which includes the wider Sex and Relationship Education.
- A new training programme -'**Is this Love? Healthy relationships and young**

people' (http://www.schoolwellbeing.co.uk/training_courses/58) which provides an insight into the issue of abuse within teenage relationships including the current government campaign tackling the issue, explores OFSTED requirements in relation to safeguarding and pupil health and wellbeing, consider ways in which to educate and embed key learning into the PSHE curriculum through interactive activities.

- The jointly facilitated **'The Challenge! How to deliver CSE, Pornography and Teenage Domestic Abuse' (including FGM and forced marriages)** co facilitated with the Domestic Violence Unit and Education and Early Years safeguarding team, on how schools can best join up their delivery and resource bank to support the teaching and learning about positive healthy relationships and young people as a whole.
- The take up of **classroom based sessions to Primary schools** which includes activities adapted from a range of quality resources; beginning to explore the issue of acceptable behaviour within relationships. With the aim that pupils will be able to identify positive qualities within a relationship, recognise acceptable/unacceptable behaviours, identify sources of support
- The take up of **classroom based sessions to Secondary schools** which uses Bristol's Safer Partnership resource 'Spiralling' to explore the concept of an 'unhealthy' relationship and enables young people to gain an understanding of behaviours which are controlling and abusive. With the aim the pupils will be able to recognise the early warning signs of an abusive relationship, define behaviours which are controlling and abusive, identify sources of support for someone who is involved in an abusive relationship.

Desired Outcome – That all local head teachers and governing bodies understand the significant added value to be gained through embedding restorative practices in schools and feel supported in taking this forward within their own school.

Recommendation 29

That the Chair of the Leeds Children's Trust Board and the Director of Children's Services ensures that further work is undertaken immediately to raise greater awareness amongst local head teachers and governing bodies of the significant added value to be gained through embedding restorative practices by citing existing good practices. Linked to this, assistance should be given to schools in taking forward this approach.

Formal response:

The Chair of the Leeds Trust Board and the Director of Children's Services will ensure that the Partner Headteachers and the Governors Support Service develop and implement a training plan for restorative practice. This will be introduced to all schools and learning settings. This area of work will underpin the leadership and management strand of the Leeds for Learning programme.

Appendix B Equality, Diversity, Cohesion and Integration Impact Assessment



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: Housing Services	Service area: Housing Strategy & Solutions
Lead person: Neera Tyagi	Contact number: 01132476384
Date of the equality, diversity, cohesion and integration impact assessment: 5th December 2010	

1. Title: Sector Wide Review SP Funded Domestic Violence Services

Is this a:

Strategy
 Policy
 Service
 Function
 Other

Is this:

New/ proposed
 Already exists and is being reviewed
 Is changing

(Please tick one of the above)

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Neera Tyagi	Housing Strategy & Solutions	Lead person for EIA
Debbie Forward	Housing Strategy & Solutions	Commissioner

3. Summary of strategy, policy, service or function that was assessed:

Environments and Neighbourhoods currently commissions 6 services for women and children at risk of domestic violence as follows:

Organisation	Service	Units	
Leeds Women's Aid	Refuge Provision	29	
	Floating support	12	
	Anelli – trafficked women	2	
Leeds Housing Concern	Refuge – Sahara for women from BME backgrounds	16	
Behind Closed Doors	Outreach Support (SP)	45	
	Outreach support (Safer Leeds funded)		
HALT	Independent Domestic Violence Service (IDVA)	124	
Total funding and women supported		248	940,000

The council has undertaken a strategic review of all the above commissioned housing related and specialist support services for women who have experienced domestic violence in Leeds. This is the first strategic commissioning review of this sector. All of the services currently commissioned by the council to deliver support are either legacy services which transferred into the Supporting People programme in 2003, or are services which transferred into the programme during the last year where other external grant sources have expired.

A paper outlining the findings is attached.

Commissioning Proposals

The commissioning proposals set out below are intended make the most effective use of commissioning resources; improve equality of access; provide better value for money for the council and reflect more closely the choices currently being made by women who experience domestic violence. It is proposed to have a stronger focus on high risk victims referred through the MARAC process. Those households at risk of violence who don't fall into the high risk category can be accommodated and supported through commissioned services for other client groups. It is proposed to commission two new council contracts for domestic violence services through a competitive procurement exercise as follows:

A new refuge service

It is proposed to reduce the number of refuge units commissioned by the council from 49 to 26 units using only the self contained refuge accommodation. This would involve retaining the purpose built refuge with 10 self contained units which would have 24 hour security and 16 dispersed units with emergency alarm call to provide a core and cluster arrangement. The new refuge service will be designed and specified to ensure:

- i) It caters for women who are trafficked and provide a culturally sensitive service to women from a wide diversity of backgrounds.
- ii) It facilitates the transfer of families into refuge accommodation in Leeds where they need to move from outside areas, but it is proposed that this is reduced to a maximum of 5 units (20%) at any one time. It is proposed to establish joint working protocols and reciprocal arrangements with sub regional authorities for cross boundary placements into commissioned refuge services.
- iii) A stronger focus on throughput and achieving housing outcomes for women and their families in shorter timeframes. To facilitate this Housing Services will provide a named link office as part of the development of a joint working protocol with the new commissioned services.

A new integrated outreach and IDVA support service

- i) It is proposed to integrate the housing related floating support, outreach and IDVA functions into one comprehensive and coherent outreach service to deliver a 'wrap around' service to all victims of domestic violence and their families. This model will enable one pathway with streamlined referral and access arrangements. The integration will improve risk management and provide more flexibility enabling intensive support when the risks are high and less support when the risks reduce. The service would have an IDVA function to provide specialist support and advice as and when required. This model would support the choices currently being made by women experiencing violence.
- ii) Increase the capacity of the integrated support services to increase the number households supported at any one time to 200 to enable the service to cover the whole of the Leeds district. This will address the inequalities in access that currently exist and provide a more equitable service to women irrespective of which part of Leeds they are from. This model will provide flexible coverage to all three MARACs as the need arises.
- iii) The service will be culturally sensitive and be able to respond and support victims of domestic violence from a broad range of ethnic backgrounds in terms of language, religious and cultural needs. In particular it should be able to respond to the increasing number of Farsi speakers.
- iv) The service should be accessible and able to support men and their families who are subject to domestic violence. Again it is anticipated that the numbers will be relatively small.

Establish a small annual safeguarding fund to cover the immediate housing costs and safeguard those women subject to domestic violence but with no recourse to public funds.

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

The equality Impact assessment assesses accessibility and outcomes generated across the six equality strands for the existing commissioned domestic violence services. This will be used to establish the baseline equality position from which the new services will be assessed. The impact of the commissioning proposals for the two new services across all six equality strands will be considered and actions, particular in terms of service design will be identified to be included in the new service specifications and as part of the procurement exercise.

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

Please provide detail:

.

4b. Service, function, event

please tick the appropriate box below

The whole service (including service provision and employment)	<input checked="" type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant) (please see equality assurance in procurement)	

Please provide detail:

This review incorporated all housing related support and specialist support services commissioned by the council through the Supporting People programme where the primary client group is women who have experienced violence. This includes refuge provision, floating support, outreach and independent domestic violence advice services.

Linked services commissioned by NHS Leeds and Children's Services are also mapped as part of this review

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Information on the services affected by the commissioning review: access and outcomes

1. Behind Closed Doors (Jan 10- Nov 10)

Breakdown by ethnic origin (total referrals 109)

- 78% referrals and admissions were white
- 22% referrals and admissions were Asian/ British Asian, mixed race or other and other black/black British. Service is accessible.
- All those referred were admitted into the service

Disability

- The length of stay in the service for women with disability is higher

Religion

- People stated their religion 24 Christian, 11 Muslims, 48 with no religion, 22 unwilling to answer. There were no referrals and admissions recorded from Hindu, Jewish or Sikh communities. The average length of stay for women from all religious groups is consistent.

Age

- There were 33 referrals/ admissions from women aged 16-24; 70 from women aged 26-50; 4 from women aged 51-65; 1 from women aged 65-80 and 1 from women aged 80 and above. The service is responsive to women of all ages

2. Women's Aid

Ethnic origin

- Number of referrals and admissions from women from BME backgrounds is high with 38% of referrals and 44% of those admitted to the service. It's a positive indicator that BME women are able to access generic refuge and floating support services;
- Planned departures from the service for women from black and ethnic minority backgrounds are consistent with the white women.
- Women's Aid does not currently collect information on faith and religion. This needs to be included within the new service specification

Age

- The admission level for younger women is similar to the women of the age range 25 to 50 years. However the level of admissions for those over the age of 50 drops significantly. During the monitoring period there were 76 referrals but only 2 admissions.

This trend was also found in Sahara and probably reflects the different choices made by older women whose children have grown up. The length of stay before securing a housing outcome for women above 50 is higher and this needs further exploration.

Disability

- A significant percentage of women with mental health problems are admitted into the service (16 out of 98 admissions). The average length of stay is slightly higher before a planned move on outcome was achieved.

3. Leeds Housing Concern Sahara Refuge (Jan 10- Nov 10)

Ethnic Origin (total referrals 65)

- Service currently caters for predominantly Asian/ British Asian women and black /Black British women
- The average length of stay for mixed race women is higher than other groups and this needs further exploration.

Faith / religion

- Sahara collects information on faith and religion. Referrals received from Christian, Muslim and Sikh women and no referrals from Jewish, Hindu, Buddhist and Rastafarian women.
- Women with Mental Health, Learning Disability, and Physical & Sensory impairment are able to access the service; however the length of stay is considerably longer before a suitable housing outcome is achieved. This needs to be explored further and service changes made as part of the specification and procurement to ensure these needs are addressed.

Age

- All 60 women accommodated at Sahara during the monitoring period were under the age of 50. The length of stay and planned move on outcomes were consistent what ever the age. No women over the age of 50 were referred or admitted to the service. This is similar to the finding at Leeds Women's aid refuge and is likely to reflect the different choices made by older women whose children have grown up.

Disability

- Significant number of women (9 out of 60) had mental health problems. Smaller numbers from the other disability groups were accommodated. The length of stay before achieving a planned move on is much higher for those with a disability.

4. HALT (Jan 10- Dec10)

Ethnic Origin - access and outcomes (total referrals – 801)

- 78% referrals were white and out of these 62% women got intensive support and 89% helped through court
- 5.3% referrals were Asian/ British Asian and 39.5% got intensive support and 100% helped through court
- 3.4 % referrals were mixed background and 2.4% were Black/Black British

Age

- The service caters for women of all age groups and the outcomes achieved in terms of support through court and reduction in risk is consistent across all age groups.

<p>Disability</p> <ul style="list-style-type: none"> • A significant number of women with mental health problems are accessing the service (42, 5% of those supported). Service also accessed by women with other disabilities but in smaller numbers, however outcomes achieved are consistent with those with no disability.
<p>Are there any gaps in equality and diversity information Please provide detail:</p> <p>Not all organisations are currently collecting information on faith and religion. The information on sexuality is also patchy.</p>
<p>Action required:</p> <p>Data collection in relation to the equality groups will be built in the new service specification and monitored as part of the ongoing contract management process. This will be compared with the base line data collected as part of this EIA to ensure improvements in access and service outcomes where improvements/actions have been identified</p> <p>.</p>

<p>6. Wider involvement – have you involved groups of people who are most likely to be affected or interested</p>
<p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>Please provide detail:</p> <p>Consultation with stakeholders</p> <p>Key stakeholders have been consulted as part of the strategic review. This includes the MARAC co-ordinator, Police DV co-ordinator and Police Safeguarding units, health and Children Services, the Council’s Domestic violence unit and commissioned service providers. Service users have also been consulted by the DV unit. The main mechanism for wider involvement has been the Domestic Violence Forum.</p> <p>Commissioning considerations discussed at Domestic Violence Forum in September 2010</p> <ol style="list-style-type: none"> 1. Do we need the current level of refuge accommodation, or do we need to change the balance of investment between refuge and floating/outreach support given the options women are selecting? 2. Is shared refuge accommodation what women want and does it work? Does self-contained offer more flexibility e.g. ability to accommodate older male children? 3. Refuge for trafficked women – could we meet this need through re commissioned mainstream refuge provision? 4. How do we ensure that women from black and minority ethnic backgrounds have their needs addressed particularly in terms language and specialist support around no resource to public funds/ immigration / forced marriages etc?

5. How do we ensure a balance of services to support the women referred through the MARACs and ensure access to support services are equitable across the city?
6. Out of area referrals and access to refuge accommodation. Do you need a quota?
7. How do we support men who have experienced violence?
8. Is there merit in commissioning one integrated floating, outreach and IDVA service and three MARAC's across Leeds

Feedback on initial review findings from the Domestic Violence Forum 23th September 2010

- Map full range of services and funding streams supporting domestic violence services not just those funded through Supporting People –include Children's and Health Funding
- Include occupancy rates in data
- Consider review findings from Bradford
- Need to ensure balance of investment provides women experiencing violence with more choices
- Whilst shared housing does create problems, needs to recognise is also helps tackle isolation. The advantage of floating support is allows women to remain anonymous.
- Need to ensure new services are holistic-currently women have to go through lots of services. Need one gateway and streamlined pathway. One gateway – more choices
- Need to build on current skills base
- Include the MARAC data and role of MARAC's
- Include Sanctuary costs in review
- Need to ensure there is provision for women with no recourse to public funds

Action required:

Key stakeholders continue to be involved in the design of the new services and this will continue until the tender commences. Key stakeholders will be included in the monitoring and review of the new contracts.

7. Who may be affected by this activity?

please tick all relevant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(for example – social class, income, unemployment, residential location or family background, education or skills level)

Please specify:

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify – Providers of domestic violence services

Potential barriers.

Built environment

Location of premises and services

Information and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

specific barriers to the strategy, policy, services or function

Please specify

Nothing identified at present that can not be addressed through the revised contract Specification and procurement process.

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

- i) The new refuge service will have a much stronger focus on throughput and achieving housing outcomes for women and their families in shorter timeframes.
- ii) Integrating the resettlement floating support, outreach and IDVA functions into one comprehensive and coherent service to deliver a 'wrap around' service to victims of domestic violence and their families. This model will enable one pathway with

streamlined referral and access arrangements through the MARACs and refuge accommodation. The integration will improve risk management and provide more flexibility enabling intensive support when the risks are high and less support when the risks reduce. The service would have an IDVA function to provide specialist support and advice as and when required. This model would support the choices currently been made by women experiencing violence.

- iii) Enhance the capacity of the outreach support service to increase the number of women and families supported to 200 at any one time. This will address the inequalities in access that currently exist and provide a more equitable service to women irrespective of which part of Leeds they are from. This model will provide flexible coverage to all three MARACs as the need arises.
- iv) The service should be culturally sensitive and be able to respond to, and support victims of domestic violence from a broad range of ethnic backgrounds in term of language, religious and cultural needs.
- v) The integrated outreach/IDVA service should be accessible and able to support men and their families who are subject to domestic violence. These are currently excluded from current services which are women only.

Action required:

No action

8b. Negative impact:

Perception that services at the changes are driven by the need to make savings (which is not the case as level of investment will remain broadly the same) rather than meet the changing needs and aspirations of those using the services, and to address gaps and areas of duplication

Action required:

Good information, consultation and transparent process. Issue of a press release

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes

No

Please provide detail:

Action required:

No action

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10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?

Yes No

Please provide detail:

Action required:

No action

11. Could this activity be perceived as benefiting one group at the expense of another?

Yes No

Please provide detail:

The new service will also cater for men- addressing a current inequality

Action required:

The new service specification will ensure all groups benefit from the new service.

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Key stakeholders continue to be involved in the design of service until the tender commences. Key stakeholders will be included in the monitoring and review of the new contracts	On going	Procurement project team and board consist of key stakeholders	Debbie Forward
The commissioner regularly monitors access, customer satisfaction and outcome of the commissioned services against all equality strands.	On going	Joint monitoring and review through contract management process.	Debbie Forward
To ensure new commissioning proposals meet the needs of the diverse women regardless of their age, ethnicity, sexuality, disability, faith/ religion and social class. The service specification should enable the provision of culturally specific service to meet the needs of women from different culture and religious background and support women with mental health problems,	On going	Procurement process. Contract management process and service review	Debbie Forward
The commissioned service should include the provision for men fleeing domestic violence.	October 11	Service specification/procurement process	Debbie Forward
The new commissioned services collect equality monitoring data on all equality strands consistently and robustly	October 11	Service specification	Debbie Forward

13. Governance, ownership and approval		
State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment		
Name	Job Title	Date
Debbie Forward	Supporting People Manager	15 th December 2010

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)	
<input checked="" type="checkbox"/>	As part of Service Planning performance monitoring
<input checked="" type="checkbox"/>	As part of Project monitoring
<input type="checkbox"/>	Update report will be agreed and provided to the appropriate board Please specify which board
<input type="checkbox"/>	Other (please specify)

15. Publishing	
Date sent to Equality Team	04/02/2011
Date published	

Report of Director of Children’s Services

Report to Executive Board

Date: 11th October 2014

Subject: Information on the annual admissions round for September 2014 entry and upcoming consultation for 2016 policy.



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 checked="" type="checkbox"/> Yes	<input 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

This report informs Executive Board of the statistical information on this year’s admissions round, ie for entry to reception and Year 7 in September 2014.

There are national closing dates to submit applications and for making offers. Secondary applications must be submitted by 31 October and offers are made on 1 March. In Leeds 84% of parents were offered their first preference school (the same as last year) and 95% were offered one of their top three (94% last year). There were 7541 places allocated, compared to 7707 last year.

Primary applications must be submitted by 15 January each year and offers are made on 16 April. In Leeds 85% (84% last year) were offered their first preference with 94% (same as last year) offered one of their top three preferences. There were 9774 places allocated, compared to 9355 last year.

This year has seen a new secondary Free School, a new primary academy and a new primary foundation school open. Combined with continued conversions of community schools to Academy and Foundation status the local authority is now the admitting authority for less than half of all schools. There is currently a government consultation underway on changes to the Admissions Code which is the legal framework for setting policies and managing admissions. The report outlines some of the potential implications for the authority in managing this

evolving situation as we move forward, and highlights some issues for consideration in the next round of consultation.

Recommendations

1. That Executive Board note:

- numbers of applications for both phases of education, the percentage of successful first preferences for secondary admissions was 86% (up from 84% last year) and for Reception admissions was 85% (same as last year).
- The percentage of parents receiving one of their top three preferences was 96% for secondary and 94% for primary, compared to 94% for each last year.
- The percentage of parents getting none of their preferences and made an alternative offer instead was 3.2% in secondary (6.5% last year) and 5% in primary (same as last year)
- The contents of the government consultation on changes to the admissions code for 2016.
- Work with key partners to provide a package of measures to support families to ensure their applications are made appropriately and in a timely fashion.

1 Purpose of this report

- 1.1 This report provides statistical information on the annual admissions round for entry to Reception and year 7 for September 2014. The rising birth rate has been impacting on entry to Reception particularly since 2009 and the impact on entry to year 7 is now affecting some areas of the City. The report further considers the potential effect of the latest government consultation on changes to the admissions code, and potential for changes within the Leeds City Council admissions policy.

2 Background information

- 2.1 The local authority is required to coordinate all applications for schools and academies in the normal admission round, which refers mainly to applications for entry into Reception and year 7, but also includes year 3 where we have junior schools, and will effect year 10 for future UTCs. This year 7541 secondary places and 9774 primary places were offered.
- 2.2 These applications are in the context of a rapidly rising birth rate over the last decade which has become more volatile which will begin to affect entry to Reception over the next few years. The cohort that entered primary this year was the largest so far for Leeds at 10,200. This necessitated a number of bulge cohorts to be put in place to meet the need for places that may not be required in future Reception intakes, whilst longer term options continue to be evaluated. 442 places were added in 22 schools.
- 2.3 The number of children due to start year 7 this year began to increase significantly in some areas of the city, although net movement into and out of the city, and into private education, meant demand for places did not rise. A number of secondary schools chose to admit additional pupils, and a new Free School opened, creating an extra 230 places in total. The majority of these places were in the south of the city where pressure for places was occurring this year.
- 2.4 Last year Executive Board noted the impact of new schools and schools converting to foundation and academy status on the co-ordination of admissions policies throughout the city. The new Free School, The Ruth Gorse Academy, has included a nearest criteria, as with community schools, in its admission policy, but the Co-operative Academy now uses a feeder school priority, before siblings, and only using distance as a tie-breaker. This has resulted in a significant change to the pattern of who receives priority for which school as their nearest.

3 Main issues

- 3.1 Local authorities are required to make offers on 1st March each year to children starting secondary school in year 7, and on 16th April to children starting primary school in reception. Offers are coordinated by each local authority, so that only one offer is received. This year 7541 offers were made for secondary places in Leeds schools. Of these 6483 or 86% were given their first preference, 7262 or 96% one of their first three preferences, and 3.2% or 242 could not be offered any of their 5 preferences. For primary, 9774 offers were made, with 85% or

8270 getting their first preference, 9167 or 94% getting on of their first three preferences, and 5% or 468 could not be offered any of their preferences.

- 3.2 We continue to support families to apply on time, and encourage on line application which has the benefit of speed and certainty of receipt for parents. We use email reminders to support parents who have not completed the application process on line but have created accounts and added preferences, and we chase non-applicants through primary schools (for secondary applications) and early years settings (for primary applications). This year we have identified further work that can be done, and different timings which will be implemented in the coming round to further assist parents. It is however impossible for the admissions service to know the whereabouts or plans of all families, and it does remain the responsibility of parents to apply on time. Late applications will result in one of the remaining places being offered after all other preferences have been considered.
- 3.3 Two new Free Schools opened this year, the Ruth Gorse Academy and SPT alternative provision. The Ruth Gorse Academy opened on temporary premises in Morley this year, but has secured permanent premises in the city centre for 2016. It took 95 children this year, and plans to rise to 195 in 2015 and 240 in 2016.
- 3.4 To deal with the increasing demand for primary places, 442 additional places were established in bulge cohorts across 22 schools. These were created to deal with a spike in the birth rate, and in the expectation that permanent increases in those areas over and above those already in progress were not generally needed. The period of volatility in the birth rate for cohorts entering primary school in the coming years means that it is not always clear that a permanent increase is sustainable yet, with the timing of many changes dependent on the timing of proposed new housing developments.
- 3.5 In secondary schools a total of 135 extra places were created by schools choosing to admit above their admission number. These are not permanent changes until supported by the determination of admission arrangements, but the code allows schools to take extras if they wish. A further 95 new permanent year 7 places were created by the opening of the Ruth Gorse Academy, a new Free School to be based permanently in the city centre from 2016, but in Morley until then.
- 3.6 Whilst this year the bulge cohorts allowed local children access to schools within reasonable distances, it is also true that some children will have been admitted from further away than is common for that school. This in turn may influence the patterns of future admissions in later years due to the priority for siblings in the admissions policy, which is above the priority for nearest school.
- 3.7 Approximately five years ago the authority considered a change to the admissions policy for community and voluntary controlled schools which split this priority so that those children living closest to the school had priority over siblings living further away. The priorities after SEN and Looked After Children proposed were; siblings and the school is the nearest, then non siblings and the school is nearest, then siblings and the school is not nearest, and finally non siblings and not the nearest school.

- 3.8 At the time views were divided between primary and secondary school admissions. For secondary admissions views were fairly evenly split between those in favour of change and those against. For primary school admissions there were a significant majority in favour of retaining the sibling priority in its current form, however it would be sensible to review this in the context of the impact of bulge cohorts.
- 3.9 The volume of in year requests for transfers has dropped this year, from 5473 to 4539 in primary and from 1899 to 1546 in secondary. It is possible that there is some change to recording levels due to the removal of co-ordination and individual schools now receiving applications directly, however there has been a strenuous education campaign to ensure all approaches are reported to the authority in line with the admissions code. All instances of families being turned away from schools that we have been notified of have been followed up, and we believe the impact to have been one of delay rather than of not capturing that request.
- 3.10 There has been a marked increase in the number of appeals lodged for the Reception round, with 1020 appeals logged in total throughout the whole of Reception 13/14 and 1095 logged so far on the Reception 14/15 round. Although there has been an increase in the number of schools converting to own admitting authority status, most of the primaries in particular continue to buy the appeals service from the authority and so we continue to capture their data. Despite the extra number of appeals logged the number of successful appeals has fallen, 57 children granted appeals at this stage in 2013 and only 29 appeals granted this year so far.
- 3.11 For secondary the number of appeals logged has remained stable at around 400 for Year 7 appeals and the numbers granted remain stable at around 50.
- 3.12 The Leeds Admission policy has for many years given parents a priority for their 'nearest' school based on a straight line distance. There are now only five community secondary schools and approximately half of all primary schools are community or voluntary controlled. Whilst most schools who have changed status have continued to include the nearest criteria within their own admission policy, a small number do not.
- 3.13 This priority automatically adjusts when new schools are created or when new policies are used. When a school no longer uses the 'nearest' criteria this has an impact on the way local families are affected. Most significantly, the Co-operative Academy now uses a feeder school priority, before siblings, and only uses distance as a tie-breaker. They do not presently include 'nearest'. This has resulted in almost a thousand children no longer receiving priority for that school, and instead receiving priority for the next nearest school who does include 'nearest'. This will mean that many more families will receive priority for Roundhay school, for example, but will not be able to be offered a place there due to the very high numbers. This is likely to lead to a great deal of disappointment from families in the area. As the Cooperative Academy had recently tended to have vacancies on offer day, this has not resulted in children being disadvantaged to date.

- 3.14 Consideration will need to be given to how to manage admissions fairly and effectively as schools take control over their own admission arrangements and the rising cohort sizes. The current local authority policy using nearest and straight line distance has been effective for many years, and allows for clarity and objectivity for parents. There is a need to consider the continued effectiveness and whether alternative priorities or use of catchment areas is an option for consideration for future use.

Consultation on School Admissions Code

- 3.15 Central government have recently consulted on changes to the admissions code which could have an impact in Leeds. Details of those changes are outlined in the following paragraphs.
- 3.16 The first proposal was to allow admitting authorities to prioritise the admission of children from disadvantaged backgrounds by allowing them to prioritise children who receive the pupil premium. Issues to consider in implementing this would include the potential impact on parental perception of the school, budgetary implications and how the information necessary to assess an application for the pupil premium would be carried out for a child not in an EY setting.
- 3.17 Separately there was a proposal to allow schools to prioritise children who are in receipt of Early Years pupil premium attending the school nursery. In some areas numbers of children in a school nursery who attract EY premium may exceed the number of reception places available.
- 3.18 There were some detailed changes proposed to bring the timetable for consultation on admissions policies forward. The stated aim is to allow more time for the adjudicator to review objections to policies and ensure policies are compliant, so that places are allocated in accordance with compliant policies when the round opens. Consultation on policies would come forward from November - February to October – January, and the minimum consultation period would be reduced from 8 to 6 weeks. Policies would need to be determined by 28 February. The proposals would mean that in 2016 Executive Board would receive the paper to determine the admissions arrangements on community and VC schools in February rather than March.
- 3.19 The consultation included proposed changes to clarify the arrangements regarding summer born children seeking to defer entry. The local authority already has a process in place to make these decisions, and ensure that cases are considered individually in line with current guidance and the proposed new code.
- 3.20 The final area of consultation concerned in year admissions. The stated intent was to clarify matters, retaining the option for local authorities not to co-ordinate in year admissions, reinforcing that parents may apply directly to own admitting authority schools, and clarifying that parents must apply to community and VC schools through the local authority.
- 3.21 When the requirement to co-ordinate was removed two years ago, Leeds moved to a system of in year applications being made directly through schools. This provides a clear and simple process for all schools, which is consistent for

parents. It mirrors real life behaviour – most parents enquire first at a local school rather than the local authority when seeking to move schools. It can also be faster, as for any own admitting authority schools the LA has to pass the application back to them for a decision. The system does not require parents to know whether a school is an academy, foundation, aided or community when they wish to apply. The local authority is notified of every application and its outcome.

- 3.22 The local authority will continue to promote this simple process for parents, whilst making clear that parents may approach the local authority directly for a place in a community primary school. The local authority continues to be the admitting authority for community and voluntary controlled schools and to make the decisions on offers.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Consultation on any proposed changes to the Admission policy for entry in September 2016 will take place later in the year, beginning no sooner than 1 November and concluding before 1 March as required by current regulations. Information will be hosted on the Council website and sent out to elected members, head teachers and chairs of governors as well as a range of other interested parties.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This report is for information only and therefore does not have any implications for equality. Screening form attached at appendix 1.

4.3 Council policies and City Priorities

- 4.3.1 The Admission policy for Leeds community and voluntary controlled schools is fully compliant with the School Admissions Code and has been made available to the Office of the Schools Adjudicator for checking through the city council's website. Looked After Children are the highest priority in the policy.
- 4.3.2 In line with the council's commitment to being a child friendly city the report outlines areas which will be considered to ensure all children continue to be able able to access good local school provision quickly, supporting good outcomes through supporting attendance.

4.4 Resources and value for money

- 4.4.1 Whilst the published guide for parents applying for the normal admission round remains a statutory document and must be printed, maximum use of the website is used to provide a wider range of information for parents to support their application for school. Continued use of the online application process by 70% of parents provides a secure means of applying whilst reducing the administrative requirement to manually input written requests.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Executive Board determined the admission policy in operation for entry in September 2014 at their meeting in April 2013. Admission arrangements must be determined by 15 April each year in accordance with School Admissions Arrangements Regulations (amended in 2012).
- 4.5.2 This report provides information on the outcome of the admission arrangements in place. All requirements for the coordination of the admission process have been carried out in line with all relevant legislation and the criteria of the policy for community and voluntary controlled schools. The local authority received copies of all admission arrangements from own admitting authority schools and academies which were checked and found to be compliant with the regulations.
- 4.5.3 A greater number of infant class size appeals have been granted this year than previously. Almost all children who are granted an appeal will go on to be taught in a class of more than 30 per qualified teacher. Under the current legislation this will remain the case throughout their time in key stage 1 as schools are no longer required to take qualifying measures after the first year.

4.6 Risk Management

- 4.6.1 This paper is for information only and there is no risk management requirement. The risk around managing sufficiency of school places is managed through the city's corporate risk register.

5 Conclusions

- 5.1 The number of applications for school places is rising however the percentage of successful first preferences is remaining stable or even improving. The volume of appeals, particularly for Reception, is proving challenging to be heard within the statutory deadlines, and has increased. The volume of in year transfer requests has fallen.
- 5.2 Changes in the admissions policies of own admitting authority schools mean that consideration may need to be given to changing the current straight line distance and nearest school and recommendations will be brought forward in the March paper to Executive Board on determination of admissions arrangements.

6 Recommendations

That Executive Board note:

- numbers of applications for both phases of education, the percentage of successful first preferences for secondary admissions was 86% (up from 84% last year) and for Reception admissions was 85% (same as last year).
- The percentage of parents receiving one of their top three preferences was 96% for secondary and 94% for primary, compared to 94% for each last year.

- The percentage of parents getting none of their preferences and made an alternative offer instead was 3.2% in secondary (6.5% last year) and 5% in primary (same as last year)
- The contents of the government consultation on changes to the admissions code for 2016.
- Work with key partners to provide a package of measures to support families to ensure their applications are made appropriately and in a timely fashion.

7 Background documents¹

7.1 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.

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children's Services	Service area: Capacity Planning and Sufficiency
Lead person: Lesley Savage	Contact number: 2475793

1. Title:
Outcome of admissions round 2014

Is this a:

Strategy / Policy
 Service / Function
 Other

If other, please specify
Report containing information on the admissions round for 2014 entry

2. Please provide a brief description of what you are screening

The applications made for school entry in September 2014, and information about them such as first preference rates achieved

3. Relevance to equality, diversity, cohesion and integration
All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		x
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups,

potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions**
(**think about** how you will promote positive impact and remove/ reduce negative impact)

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:

Date to complete your impact assessment

Lead person for your impact assessment
(Include name and job title)

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Lesley Savage	Capacity Planning and Sufficiency Lead	11 Sept 2014

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

Please send a copy to the Equality Team for publishing

Date screening completed

11 sept 2014

If relates to a Key Decision send to Corporate Governance

Any other decision please send to Equality Team (equalityteam@leeds.gov.uk)

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