
SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 22nd July, 2014 at 1.30 pm

(A pre-meeting will take place for ALL Members of the Board at 1.00 p.m.)

MEMBERSHIP

Councillors

A Castle	Harewood;
J Chapman	Weetwood;
D Cohen	Alwoodley;
P Davey	City and Hunslet;
K Groves (Chair)	Middleton Park;
R Harington	Gipton and Harehills;
A Hussain	Gipton and Harehills;
M Ingham	Burmantofts and Richmond Hill;
S McKenna	Garforth and Swillington;
B Selby	Killingbeck and Seacroft;
P Wadsworth	Guiseley and Rawdon;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p style="text-align: center;">RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p style="text-align: center;">No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special 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>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 1 JULY 2014</p> <p>To confirm as a correct record the minutes of the meeting held on 1 July 2014</p>	1 - 4
7			<p>SCRUTINY INQUIRY - ASSET MANAGEMENT</p> <p>To conduct the first session of the Scrutiny Board's inquiry on asset management</p>	5 - 22
8			<p>TOUR DE FRANCE LEGACY</p> <p>To consider a report on the legacy proposals following the Tour de France Grand Depart</p>	23 - 44
9			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule</p>	45 - 70
10			<p>DATE AND TIME OF NEXT MEETING</p> <p>Tuesday 9 September 2014 at 1.30 pm (pre-meeting for all Board Members at 1.00pm)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>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.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> 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. 	

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 1ST JULY, 2014

PRESENT: Councillor K Groves in the Chair

Councillors D Cohen, P Wadsworth,
M Ingham, P Davey, A Hussain,
S McKenna, B Selby and N Walshaw

1 Chair's opening remarks

The Chair welcomed everyone to the first meeting of the Sustainable Economy and Culture Scrutiny Board for the new municipal year.

2 Late Items

There were no formal late items of business to consider.

3 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

4 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor Harington, with Councillor Walshaw in attendance as a substitute, and from Councillors Castle and Chapman.

5 Minutes - 15 April 2014

RESOLVED – That the minutes of the meeting held on 15 April 2014 be confirmed as a correct record.

6 Scrutiny Board Terms of Reference

The Head of Scrutiny and Member Development submitted a report which presented the terms of reference for the Sustainable Economy and Culture Scrutiny Board as agreed by Council on 9 June 2014.

RESOLVED – That the Scrutiny Board's terms of reference be noted.

7 Co-opted Members

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration of the appointment of co-opted members.

The Board was informed that it could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – To appoint co-opted members on an ad hoc basis for any inquiries where it was deemed appropriate.

Draft minutes to be approved at the meeting
to be held on Tuesday, 22nd July, 2014

8 2013/14 Quarter 4 Performance Report

The Board considered a report which provided a summary of performance at quarter 4 against the strategic priorities for the council and city relevant to its portfolio.

In attendance to address the Board and answer Members' queries were:

- Councillor Lucinda Yeadon, Executive Member for Digital and Creative Technologies, Culture and Skills
- Martin Farrington, Director of City Development
- Paul Maney, Head of Strategic Planning

The following issues were raised in discussion:

- The challenges associated with trying to achieve further reductions in road casualty numbers
- Progress with the Community Infrastructure Levy schedule
- The need to work smarter and more creatively and collaboratively in order to maximise capacity to deliver the major projects which are key to the city's regeneration. An example was the private sector leading the Business Improvement District (BID) proposals
- The support provided to businesses wanting to stay within the city, for example the coordination between economic development and planning in supporting Airedale Air Conditioning following the fire at their premises last year
- Employment outreach work associated with the Victoria Gate development
- Changing patterns of development in the city centre in relation to both flats and office accommodation

RESOLVED – That the quarter 4 performance information be noted and that the Board continue to receive regular performance reports.

(Councillor Davey joined the meeting at 1.40pm during consideration of this item.)

9 Sources of Work

The Board considered a report which provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference, including a number of items carried forward from the previous year.

In attendance to address the Board and answer Members' queries were:

- Councillor Lucinda Yeadon, Executive Member for Digital and Creative Technologies, Culture and Skills
- Martin Farrington, Director of City Development

Martin Farrington gave a presentation giving an overview of key areas of work and progress against the City Priority Plan obsessions relevant to the Scrutiny Board's portfolio.

The following issues were discussed as potential areas for Scrutiny involvement:

- Employment and skills pathways
- The potential European Capital of Culture bid
- The council's events programme
- Tour de France Legacy
- District heating
- Sport and active lifestyles and the engagement of inner city communities
- The Community Learning scheme
- The 'digital divide'

RESOLVED – That the report and contributions made during the discussion be taken into account when the Board is finalising its work programme and deciding its priorities.

10 Natural Resources & Waste Local Plan: Publication & Submission of Policies: Minerals 13 & 14

The Board considered a report on proposed revisions to two policies within the Natural Resources and Waste Local Plan. The Board's comments were sought as part of a formal consultation process because the Plan formed part of the council's budget and policy framework. Helen Miller, Principal Planner, attended the Board for this item.

Members sought assurances that the issues raised in the High Court challenge which had given rise to the revised policy proposals had been fully addressed.

RESOLVED – That the proposed revisions to Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan be noted.

11 Draft terms of reference - Scrutiny Board inquiry on Asset Management

The Board considered draft terms of reference for an inquiry on asset management, which was scheduled to start at the next meeting of the Board. Ben Middleton, Head of Asset Management, attended the Board for this item.

RESOLVED – That the terms of reference for the inquiry on asset management be agreed.

12 Work Schedule

The Board discussed the range of potential issues for the work programme which had been raised during the meeting. It was agreed that the Chair and Principal Scrutiny Adviser should draw up a draft work programme for further consideration. It was agreed to discuss volunteers for working group membership at the next Board meeting.

RESOLVED – That the Chair and the Principal Scrutiny Adviser bring a draft work programme to the Board's next meeting for confirmation.

13 Date and Time of Next Meeting

Tuesday 22 July 2014 at 1.30pm (pre-meeting for Board Members at 1.00pm)

(The meeting concluded at 2.55pm)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 22 July 2014

Subject: Scrutiny Inquiry – Asset Management

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

Summary of main issues

1. During discussions on the budget proposals for 2014/15, the Leader of Council made a request via the Resources and Council Services Scrutiny Board for a scrutiny inquiry on asset management. Asset management falls within this Board's portfolio, and the Board provisionally agreed in February 2014 to include this as an inquiry for its work programme in 2014/15. The attached terms of reference for the inquiry were agreed by the Board at its meeting on 1 July (Appendix 1).

2. The first formal session of the inquiry was scheduled for this meeting. A report from the Director of City Development is attached providing evidence for this session of the inquiry (Appendix 2). The Executive Member for Transport and Economy and officers from City Development will be at the meeting to respond to members' questions and comments.

3. The next session of the inquiry is scheduled for the Board's meeting on 9 September 2014, as set out in the terms of reference.

Recommendation

4. The board is requested to consider the issues raised by this session of the inquiry.

Background documents¹

None used

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

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

ASSET MANAGEMENT INQUIRY

TERMS OF REFERENCE

1.0 Introduction

- 1.1 The council's medium term financial strategy and the Best Council Plan both highlight the need for the council to reduce its property portfolio and the associated running costs significantly, in order to help achieve the financial savings required over the next few years.
- 1.2 During the annual consultation on the budget proposals for 2014/15, the Leader of the Council discussed asset management with the Resources and Council Services Scrutiny Board. Both parties concurred that the issue remains a challenge and it was agreed to ask the Sustainable Economy and Culture Scrutiny Board to look at it in greater detail.
- 1.3 The Sustainable Economy and Culture Scrutiny Board agreed in principle to take on the request, as an inquiry to be undertaken in the 2014/15 municipal year. It was also agreed that the Chair of the Resources and Council Services Scrutiny Board would be invited to participate in the inquiry due to the importance of this issue to the council's overall financial strategy.
- 1.4 In providing comments to the Executive Board on the budget proposals it was suggested by the Resources and Council Services Scrutiny Board that consideration ought to be given to all assets being owned by the corporate centre, with departments being the client. It was felt that such an approach may address both local ward members and officers holding on to 'sacred cows' for fear of difficult decisions and negative feedback.
- 1.5 The baseline for the inquiry will be the report to Executive Board on 17 July 2013 – Using our assets effectively to support the delivery of the Council's Business Plan and Financial Strategy [link to report](#).
- 1.6 This report identified annual revenue expenditure on assets of £41m (excluding schools and social housing) and categorised the council's strategic asset management role in the following terms:
 - Ensuring appropriate assets are provided to deliver the council's strategic priorities and that they are reviewed in line with service requirements and service change;
 - Using our assets to support regeneration and economic growth, often in partnership with other public bodies or the private sector; and
 - Using our assets as investments to create an income for the authority (either capital or revenue).

2.0 Scope of the inquiry

2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on 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.

3.0 Desired Outcomes and Measures of Success

3.1 The decision to undertake this Inquiry has been based on the importance of this issue to the council's overall financial strategy.

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

3.3 Some potential initial measures of success are:

- Increased pace of progress with the asset rationalisation programme
- A reduction in the amount of office accommodation occupied by the council
- A reduction in the running cost of the council's asset base
- Evidence of partner and stakeholder participation in the asset rationalisation programme

4.0 Comments of the relevant Director and Executive Member

4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference. Any comments will be reflected in the final terms of reference.

5.0 Timetable for the inquiry

5.1 The Inquiry will take place over two formal Scrutiny Board sessions.

6.0 Submission of evidence

6.1 Session one – 22 July 2014

- To receive evidence from the Executive Member and City Development officers about the asset management rationalisation programme, including details of the timetable, target savings, consultation, progress to date and future activity.

6.2 Session two – 9 September 2014

- To receive evidence from local Members and other departments about their contribution to the asset management rationalisation programme, including details of any good practice, opportunities or barriers that are emerging
- To receive evidence from third sector representatives about how they are being engaged in the rationalisation programme
- To receive evidence about the One Public Estate pilot programme, and the role of public sector partners in making better use of our assets

At the end of the second session the Board will consider how to proceed. This may involve commissioning further evidence; concluding the inquiry and producing a report with the Board's recommendations; or resolving to monitor the progress of the asset management rationalisation programme on a regular basis.

7.0 Witnesses

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

- Executive Member for Transport and Economy
- City Development officers
- Area Committee Chairs/Ward Members
- Other council departments (as building users)
- Third Sector representatives
- Public sector partners/One Public Estate pilot

8.0 Equality and Diversity / Cohesion and Integration

8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.

8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

9.0 Post inquiry report monitoring arrangements

9.1 Following the completion of the Scrutiny inquiry and the publication of any final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

9.2 The monitoring will be undertaken by the Board. This will be done at regular intervals appropriate to the content of the recommendation.

Report of the Director of City Development

Report to the Sustainable Economy & Culture Scrutiny Board

Date: 22nd July 2014

Subject: Asset Management

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

Summary of main issues

1. The purpose of this report is to provide Scrutiny Board with information about the current position and developments in the Council's asset management activity in order to support the Scrutiny Board's review. The report includes information relating to the asset management rationalisation programme, including the timetable, target savings, consultation, progress to date and future activity. It also provides a brief outline of partnership working including the One Public Estate pilot and the progress made to date.
2. The Council uses its assets to deliver Best Council services and support regeneration, including economic and housing growth as well as to support the revenue budget with an income stream. A copy of the draft Asset Management Plan will be presented to the next meeting in order to enable officers to take on board Scrutiny Board's consideration before taking the plan to Executive Board in the autumn.

Recommendation

3. The Sustainable Economy and Culture Scrutiny Board is recommended to note the contents of the report, and in particular the work undertaken to date to contribute towards the £5m asset rationalisation target.

1.0 Purpose of this report

1.1 The purpose of this report is to provide Scrutiny Board with information relating to the asset management rationalisation programme, including the timetable, target savings, consultation, progress to date and future activity.

2.0 Background information

2.1 The Best Council Plan 2013-17 undertakes to ensure '*high quality public services*' through '*making best use of our assets to improve outcomes and the customer experience*'. The asset rationalisation programme will deliver against the specific performance measure of achieving a '*significant reduction in the running costs of the asset base*'. The Best Council Plan also commits to '*promoting sustainable and inclusive economic growth*', focusing on '*providing housing as the city grows*' and '*generating income for the council*', opportunities for both of which the asset rationalisation work will create.

2.2 The asset review work started as part of Budget Plus in autumn 2012, when a £5m savings target, over 2014/15 to 2016/17, from premises running costs was set.

2.3 Officers from across the Council are involved in the asset rationalisation work, with a project team reporting to an Asset Review Programme Board, chaired by the Director of City Development. The areas of work covered by the Programme Board include:

- the rationalisation programme;
- review of investment and commercial property;
- strategic partnership with all Council directorates;
- participation in the Government's One Public Estate Pilot; and
- ensuring capacity to deliver the asset review programme.

2.4 Schools and council housing are excluded from the scope of the asset review programme as their budgets are held separately.

2.5 In the context of scrutiny of Asset Management, a Scrutiny Board enquiry took place in 2010/11 focusing on the disposals process for surplus property and land. The outcomes of the enquiry included:

- elements of Corporate Property Management were merged into Asset Management to contribute towards efficiencies in the management process of void and surplus property. Further to this the operational building maintenance element of Corporate Property Management has moved into

Civic Enterprise Leeds to provide synergies and opportunities to realise efficiency savings, with the strategic responsibility for asset use, planning and major investment decisions retained by City Development;

- the process to formerly declare buildings surplus was simplified to reduce the time a property was retained void by a service with no clear proposal for its future use;
- early consideration of the most appropriate alternative use and/or disposal method, to minimise delay at the point an asset is released for disposal; and
- early Ward Member consultation undertaken by the occupying service and asset management at the point they are reviewing a property's operational need, to mitigate Ward Member challenge to asset disposal later in the process.

3.0 Main issues

3.1 Best Asset Management Plan

3.1.1 Under the Best Council Plan objective of '*ensuring high quality public services*' a key priority is the '*development and implementation of an asset rationalisation plan*', including having an '*asset management plan developed and approved, with Ward Members engaged and involved throughout the process*'.

3.1.2 A draft Best Asset Management Plan has been produced which aims to provide a high level, strategic approach towards the use and management of assets to enable the Council and its partners to achieve priority objectives of driving efficiencies in operating our estates and delivering high quality services. In terms of the Council one of the main drivers is the £5m Budget Plus asset running cost savings target set to be achieved over 2010/4/15 to 2016/17.

3.1.3 The draft objectives of the asset management plan are to:

- 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;
- support regeneration across the city, including delivery of new housing and economic growth;
- reduce the running costs of the Council's buildings by £5 million by 31/03/2017;
- 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 and other partners to deliver services.

3.1.4 The plan outlines a consolidated approach to the management of assets through corporate landlord arrangements, which will see the Council's estate operate under a landlord/tenant relationship with the Council, (via asset management) being the landlord and the service occupiers being the tenant.

3.1.5 This will require a culture change as currently buildings are often viewed as the property of the occupying service/directorate, with decisions about occupation, current and future use often taken locally and in isolation by the service/directorate. This approach decouples buildings from services, enabling decisions to be made on the use of the asset at a strategic level in a wider context of need and best use across the Council rather than from a single service point of view. From a service perspective the culture change is from single service to Best Council thinking; whereby services and all managers put council efficiency and spending money wisely at the forefront of their service planning and use of space; and whereby the greater benefit to the Council as a whole of decisions to rationalise assets is accepted.

3.1.6 An asset management handbook, complementing the Land & Building Financial Regulation toolkit, will provide services with a comprehensive guide and assistance in relation to consideration of asset related issues and associated decision making processes, ensuring the most efficient and effective use of Council assets. Areas covered by the handbook will include:

- 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.

3.1.7 A key strand of the Asset Management Plan will support the Best Council Plan objective of becoming an '*efficient and enterprising council*', through increasing the quality, quantity and income from our investment portfolio to support the Council's revenue budget. Key to achieving this will be a pro-active approach to the strategic management of our investment portfolio, which may include:

- third parties redeveloping council properties;
- strategic acquisitions for council use or commercial rent;
- new operating models for fee generating properties; and
- permitting the use of land, in exchange for a rental income, for the purpose of commercial advertising.

3.1.8 The Best Asset Management Plan will be supported by a range of documents including, directorate asset plans, the Council's Carbon and Water Management Plan and Asset Rationalisation Programme.

3.2 Asset Rationalisation

3.2.1 One of the greatest challenges facing strategic asset management over the next 3 years is to identify and deliver the Budget Plus target of £5m savings on the revenue cost of running the Council's property portfolio. To put this into context, the 2012/13 running costs for the Council's property portfolio was £39m, of which £5m represents 13%.

3.2.2 Successes

There has been an ongoing programme of rationalisation across the Council's asset portfolio for a number of years through its Capital Receipts Programme established in the 1990's. Over the past 4 years by rationalising the Council's property portfolio and making more efficient use of accommodation, it has resulted in a reduction in running costs of more than £6.5m. Work that contributed to the achievement of this include:

- Releasing and coming out of 9 of the city centre leased-in office properties;
- Community Asset Transfer of Bramley Bath;
- Libraries' New Chapter's programme;
- the Compton and Reginald Joint Service Centres; and
- the John Charles Centre and closure of the Leeds International Pool.

One of the main areas of work in the above has been to deliver savings through rationalisation of the Council's city centre office accommodation. Under Phase 1 of Changing the Workplace Merrion House is to be extended and refurbished and will accommodate the majority of city centre based Council staff from 2017. When the Merrion House refurbishment is reoccupied this will enable a further 4 buildings to be released, realising savings of circa £4.5m from 2017/18.

3.2.3 Progress to date

Potential early rationalisation opportunities were identified in 2013/14 worth savings of up to £1.85m through work with localities, services and Members following the setting of the Budget Plus asset target of £5m. The type of opportunities identified included:

- release of White Rose House lease and consolidation of staff to Shire View.
- release of buildings through phase 1 of the Better Lives Programme;
- relocation of service learning disability day centre provision to leisure centres, e.g. Fearnville and Holt Park;
- relocation of staff from Micklefield House to enable release of the site; and
- surrender of Irford House lease and relocation of staff into alternative accommodation.

3.2.4 Future Activity

Asset Management officers are currently visiting directorate Senior Leadership Teams to build on previous discussions in the development of a Strategic Asset Management plan, and how the outstanding £2m running cost savings may be delivered, given that the 'easy' solutions have already been identified so there will be a need for challenging and difficult decisions to be made.

3.2.5 One of the main areas of focus for Asset Management over the next 18 months will be to work with services to implement the rationalisation programme, in terms of managing the process of relocating staff and services, where necessary, to enable assets to be vacated and declared surplus. In addition to this a significant area of work will be a review of all the office accommodation within localities. This is likely to be an area which will derive substantial revenue savings if use of office accommodation to be retained can be maximised through the introduction of New Ways of Working. There will therefore be a requirement for an upfront investment to implement New Ways of Working space standards and associated fit out.

3.2.6 Work with directorates will take place over the coming months to develop and review service/directorate asset plans, which will assist in identifying any scope for further rationalisation over the short term within operational assets. This work will also enable a better understanding of the medium and long terms asset requirements of directorates as they stand currently. These will have to be reviewed following implementation of programmes such as Better Business Management and Phase 2 Changing the Workplace. When the benefits of the new simplified, streamlined and shared approach to certain aspects of the Council's business are realised it will necessitate a shift in the model of service planning, away from individual service and directorate asset plans to a more holistic approach to address future need across the Council as a whole.

3.2.7 Work will continue with localities and on-going Council programmes to ensure that consequential asset rationalisation outcomes are maximised. These programmes include, but are not exclusive to:

- Citizens@Leeds (Community Hubs);
- Integrated Health & Social Care Programme;
- Better Business Management (Best Council Admin Project); and
- One Public Estate.

3.3 Regeneration, Economic & Housing Growth

3.3.1 The Council has a good track record of using its assets to support regeneration, and economic and housing growth, with a number of strategic disposals and acquisitions related to this over the last few years, including:

- 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; and
- the Council Housing Growth Programme which will deliver in excess of 1,000 new homes, across 14 sites, growing the Council's housing stock and providing vitally needed affordable housing, including specialist accommodation for older people. The first scheme, at Richmond Hill, is due to start on site in September 2014.

3.3.2 Where land and property is strategically located within areas of regeneration, 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 3,660 annual new homes target. This will be undertaken through the production of a detailed planning brief in consultation with the public sector, housing and private partners to maximise the benefits of an appropriate regeneration scheme. Where necessary strategic sites will be packaged together and/or assets retained to contribute to area regeneration.

3.3.3 Executive Board approved a new Brownfield Land Programme January 2013, to stimulate and support development interest towards sale of 45 ha of Council owned land for new housing, across 29 sites. These are all sites that have not previously been earmarked for the Capital Receipts programme and which for the most part are in challenging locations where there is limited recent history of market development interest. The majority of these sites are unlikely to be immediately attractive to house builders that favour normal market conditions for development and sales.

3.3.4 This programme has been set up to specifically address these issues and to offer a means of dialogue and support with any development interests that may be able to offer solutions that are more bespoke than those of the mainstream volume house builders. The programme will recycle land receipts into measures that will support an ongoing process of disposal and development, which could include activities such as land remediation, infrastructure provision or purchase of homes off-plan for social and affordable rent.

3.4 Partnership Working

3.4.1 One Public Estate

The Council was selected as one of 12 authorities 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, housing, and co-location and integration between partners in order to enable rationalisation across the public estate.

3.4.2 Successful examples of this include:

- the implementation of the Integrated Health and Social Care Programme;
- co-locating with West Yorkshire Police staff in the localities;
- the acquisition of the Italianate Towers in Holbeck Urban Village from the HCA which allowed the HCA development site to come to the market; and
- the acquisition of Millgarth Police station from WYP to facilitate the delivery of the John Lewis Partnership Victoria Gate scheme, where construction has now started on site.

3.4.3 Leeds' involvement in the pilot has been so successful that it has been invited to participate for a second year, as well as having been asked to extend involvement to include Bradford City Council and public partners covering its district.

3.4.4 In addition there are two significant projects in an early feasibility stage:

- Weetwood Multi Service Co-location, LCC, 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 on a totally integrated basis 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 buildings. 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.

3.4.5 The Third Sector

There are a number of examples of collaboration with the third sector to deliver asset rationalisation, most significantly under Community Asset Transfer (CAT) arrangements. Bramley Baths and the former Headingley Primary School were both subject to CATs and now operate successfully as independent, community run assets.

3.4.6 In addition to the above, opportunities to directly engage with the Third Sector at a more strategic level have begun to be explored by way of the Third Sector Partnership. Members of the Partnership have been asked to consider the best and most effective means of strategic engagement in order to achieve a collaborative approach to asset management/work.

3.5 The Retained Estate

3.5.1 The retained estate needs to be fit for purpose and able to meet the requirements of the Council to deliver its Best Council priorities. Following the rationalisation programme the Council will be left with a smaller asset portfolio. 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. Examples include the release of White Rose House and the consolidation of staff into Shire View and the recent acquisition of Kernel House, Killingbeck which will allow the final occupants of the Roundhay Road social services site to be relocated and for this substantial site to be placed on the market for residential redevelopment, both of these will result in a reduction of building occupancy costs and improved and more efficient accommodation for staff and service delivery.

3.5.2 There will be an ongoing programme to deliver backlog maintenance but as the estate size decreases so should the demand on maintenance budgets which will allow resources to be spent more strategically in a pro-active rather than reactive way.

3.5.3 Central to effectively managing the retained estate will be the continuation of a condition survey programme to ensure that appropriate and up to date information is available on buildings to assist in decision making.

3.6 Organisational Arrangements

3.6.1 In addition to the transfer of operational building maintenance staff from Corporate Property Maintenance to Civic Enterprise Leeds (already detailed), a new structure, under the Chief Asset Management & Regeneration Officer, has been agreed and re-establishes the previous depleted Strategic Asset Management Service.

3.6.2 The re-established Strategic Asset Management Service will lead on work to deliver the Strategic Asset Management Plan objectives including, amongst other things:

- the asset rationalisation programme;
- collaboration with directorates and services;
- development of directorate asset plans;
- engagement with Ward Members;
- ensuring efficient and best use of assets; and
- management of the governance process relating to property decisions.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Members were initially met with, on a ward basis, during summer 2013 to discuss the asset review process and to identify early opportunities for rationalisation. A second round of Member engagement is currently underway, to be completed by early August 2014. An update on ward specific rationalisation work is being provided, along with holding further discussion on use of assets.

4.1.2 Where appropriate, consultation with community committees, service users, third party organisations and communities will be undertaken as part of the implementation of individual asset rationalisation projects.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An EIA screening has been completed and is attached as an appendix 1.

4.3 Council policies and City Priorities

4.3.1 The Asset Review is being carried out in the context of the Best Council Business Plan, and specifically the performance target of 'significant reduction in the running costs of the asset base'.

4.3.2 Overarching the review programme will be the development of a Strategic Asset Management Plan, to be put to Executive Board in November 2014, which is a specified priority within the Best Council Plan.

4.4 Resources and value for money

4.4.1 The revenue savings target set through the Budget Plus process has been set at £5m to be achieved by the March 2017.

4.4.2 A Strategic Asset Management Service is currently being re-established through a restructure under the Chief Asset Management & Regeneration Officer. A Head of

Service has recently been appointed and will lead on implementation of the review process and consequential rationalisation programme.

4.4.3 Solutions for rationalisation will not only be sought from within the Council's asset portfolio but also from across those of partner organisations through the work of the One Public Estate and with the Third sector.

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 by Strategic Asset Management.

4.5 Legal Implications, Access to Information and Call In

4.5.1 None specific to this report.

4.6 Risk Management

4.6.1 There is a risk that the revenue savings target of £5 million may not be met over the next three years. If this is the case, it will become apparent within the next 6 months and then difficult decisions may need to be considered by Executive Members over which services may no longer be delivered by the Council, in order to cut running costs.

4.6.2 The alternative may be to consider a greater target which is capable of being achieved over 4 years of say £7.5 million. The majority of it will be achieved through the release of office buildings following the re-occupation of Merrion House subsequent to the completion of its refurbishment and new extension.

5.0 Conclusions

5.1 The proposed draft Asset Management Plan will ensure a number of key outcomes are achieved, including that operational property is fit for purpose to deliver Council services. Key to the success of this is the need for a cultural shift from single service to Best Council thinking, with efficiency and spending money wisely being at the forefront of service planning and use of assets.

5.2 Council assets will be used wherever possible to support regeneration across the city including housing and economic growth.

5.3 In reducing the running costs of the Council by £5 million by 31/03/2017, there has been a considerable programme of work carried out to date that has resulted in a potential £3m of the £5m revenue savings target being identified so far.

5.4 The assets identified so far are largely those which were obvious solutions to achieving rationalisation savings. The next stage is to identify the remaining £2m savings, which will be considerably more challenging in terms of services and the

Council as a whole having to make hard decisions on what buildings are subject to rationalisation.

- 5.5 The Council will make strategic property acquisitions where appropriate to improve service delivery, such as the acquisition of Kernel House, Killingbeck and also strategic investment acquisitions in order to improve the Council's investment portfolio, which will also generate additional income to support the Council's finances.
- 5.6 To promote the One Public Estate pilot philosophy to ensure the efficient use of assets across the public estate
- 5.7 To work with the Third Sector and private sector to explore alternative ways to deliver services.

6.0 Recommendation

- 6.1 The Sustainable Economy and Culture Scrutiny Board is recommended to note the contents of the report, and in particular the work undertaken to date to contribute towards the £5m asset rationalisation target.

7.0 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.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 22 July 2014

Subject: Tour de France Legacy for Leeds

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

Summary of main issues

1. During 2013/14 the Scrutiny Board considered several reports on the preparations for the Tour de France Grand Depart. In February 2014, the Board agreed that it would consider the Tour de France legacy after the Grand Depart had actually taken place in July.
2. The attached report on the cycling legacy was considered at the Executive Board on 25 June. Officers from City Development will attend the Board to respond to Members' questions.

Recommendation

3. The Board is requested to consider the Tour de France legacy report and decide whether to undertake any further scrutiny on this issue.

Background papers¹

None used

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

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Joint Report of the Directors of City Development, Public Health and Children’s Services.

Report to Executive Board

Date: 25th June 2014

Subject: Tour de France Legacy for Leeds – ‘Cycling Starts Here’

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. The “Grand Départ” of the Tour de France is nearly upon us. In July the focus of the whole cycling world will be on Leeds - with our city providing the backdrop to the world’s largest annual sporting event. This report however does not focus on cycling in Leeds on 5th July 2014. Rather it focuses on how we can improve the experience of cycling in Leeds over the months and years that follow to create a city fit for cycling.
2. It is clear that the impact of the Tour de France on cycling in Leeds can already be seen throughout the district. The publicity associated with the Grand Départ has helped raise awareness of cycling and its associated benefits in the build up to the event over the past year particularly with regard to recreational cycling. However, it is also recognised that there is still progress to be made in delivering a sustainable increase in cycling as a commuter option.
3. Any transformational change needs to impact across all communities, especially those that experience the worst ill health. There should be a particularly strong focus in the Leeds strategy on encouraging diversity (eg. women and girls/disability/BME) in those that cycle; expanding the established programme of accessible cycling; taking cycling initiatives to all communities in the city and on enabling more people to have access to a bicycle for their daily use and recreation. This is supported for example by evidence from

Sport England's Active People survey that shows a significant difference between male and female cycling rates, with 3 times as many men taking part than women in Yorkshire (Active People Survey 7 based on 1x30 mins per week recreation cycling).

4. In addition to the impact of the Grand Départ, we do have some real strengths and advantages such as strong and committed cycle clubs and campaigning groups, supported by a well established programme to create a strategic network of cycle routes. The major boost in funding the city has received for the City Connect Cycle Superhighway and the potential to transform transport habits that is emerging from the City Region transport strategy including the New Generation Transport (NGT) and HS2 projects, all provide further impetus. Similarly, the Council has been investing for some time in programmes that contribute to the growth and promotion of cycling through transport infrastructure, public health, cultural and sporting activities and through the promotion of more sustainable patterns of travel. This report seeks to outline these programmes and future initiatives and proposes a process to ensure a single, joined up future ambition for Leeds.
5. Despite these advantages we also face significant challenges, not least shaping the highway and infrastructure to meet the needs of our future cyclists. However, possibly the biggest challenge to making a transformational change is prioritising investment and influencing attitudes and travel habits.
6. The headline ambitions outlined in this report would support the City Priority Plan and the Leeds Health and Wellbeing Strategy. An integrated cycle strategy is capable of making a significant contribution to sustainable growth of the Leeds economy, improving the environment and raising the profile of Leeds nationally and internationally. The ambitions also link to the Best Council Plan 2013 – 2017 whose priorities are improving outcomes for children and families, getting people active and enjoying healthy lifestyles, improving people's mental health and wellbeing and developing a low carbon infrastructure for the city.

Recommendations

Executive Board is asked to:

- a. Endorse the five key objectives of the Cycle Yorkshire strategy 3.1;
- b. Support the legacy commitments as described at table 1;
- c. Agree to the setting up and resourcing of a 'Cycling Starts Here' Programme Board to include city partners, with Leeds City Council taking the strategic lead;
- d. Note the range of Directorates and external partners who have a direct and indirect interest;
- e. Support the development of a holistic Cycling Strategy for Leeds;
- f. Request the Director of City Development to develop plans to resource the transformation of cycling in Leeds through the future budget setting process.

1. Purpose of this report

- 1.1 This report outlines the basis for building a lasting legacy for cycling from the Tour de France and illustrates work that is already underway (eg City Connect).
- 1.2 It explains current work and outlines the future ambitions for Leeds. It also outlines the challenges which may be involved at organisational and stakeholder levels. It highlights the barriers which have been identified that prevent people from cycling.
- 1.3 It introduces the start of a process for joining up the wide and varied elements that combine under the banner of “cycling”, recommending the establishment of a ‘Cycling Starts Here’ Programme Board which would include stakeholders and for which the Council would provide a strategic lead in the development and delivery of a Cycle Strategy for the city.
- 1.4 The report looks ahead at opportunities the city may want to explore further in its drive to bring about long-term positive change and build the city’s reputation for cycling.

2 Background information

Cycle Yorkshire: A Regional Legacy Strategy

- 2.1 Part of Yorkshire’s commitment when securing the Tour De France was to use it as a catalyst for a long-term cycling legacy. As part of overarching agreements between the Yorkshire local authorities, York City Council has led the coordination and production of a regional cycling strategy ‘Cycle Yorkshire’ (CYS) which was launched at Y14 on the 27th March 2014. It is proposed that this strategy is used as the framework for Leeds to develop its own plans. The ambition of Cycle Yorkshire is simple: *“More people cycling more often”*.
- 2.2 The short-term economic impact of the event is outside the scope of this report. The key sector for long-term economic legacy will be tourism, with Welcome to Yorkshire’s (WtY) efforts in coming years focused on developing growth in cycle-based visitors and facilities. Leeds City Council’s work on tourism is currently delivered through WtY and Leeds & Partners. Longer-term tourism growth and the Council’s approach to the visitor economy are included in the Economic Growth Action Plan which is currently in draft. This document, together with a regional study on developing the visitor economy, will be published later in the year following discussions with Executive Members and appropriate sign-off and scrutiny.

Context – national/international

- 2.3 Cycling is widely recognised as offering a low cost, environmentally friendly, and healthy mode of transport and active recreation, as well as being a sporting activity. The public health potential of cycling for reducing some of the major causes of early mortality is also widely understood and researched. Nationally and internationally there are many examples of cities where cycling contributes to an enriched society and neighbourhoods by improving people's mental and physical well-being, offering better ways of accessing work, school and local services and enhancing their enjoyment of recreation. It is however fair to say that in the UK only a few towns and cities have begun to realise this potential. In assessing the overall levels of cycling in the UK, Yorkshire, and Leeds it is important to note that there are a huge range of statistical sources from different agencies. Collectively they help create a picture but are not always directly comparable.
- 2.4 In the last ten years, the UK has enjoyed success in sport and particularly in competitive cycling both on the track and road; however this has failed to significantly increase participation in cycling as a leisure pastime or as a means of active travel in comparison with other northern European countries such as Belgium and Holland. Current statistics suggest that nationally only 2% of journeys are made by bicycle in the UK.
- 2.5 Examples are London and Bristol where there is strong civic commitment and York and Cambridge where long traditions of cycling have been built upon. Leeds bears close comparison with other Core Cities and further research on, for example Birmingham and Manchester, will be carried out to inform future progress. Other cities such as those in previous programmes such as Sustainable Towns, and now those within the Cycle City Ambition Grant programme are seeking to actively achieve this potential, and of course Leeds with its existing commitment to a strategic cycle network is well set to maximise on the successful award of this grant.
- 2.6 Nationally, the number of adults cycling at least once a week has reached over 2 million. From April to October 2013 figures show a 137,000 increase in the number of regular cyclists – three times more than during the same period in 2012. The survey excludes commuters, illustrating that this is about leisure choices. Nationally over 100,000 women joined British Cycle programmes in 2013, from taking part in recreational rides through the British Cycling Breeze network to more women and girls getting involved in racing and clubs. There has been a 24% increase in the number of women racing in formal cycle sport events. That said, based on Sport England's Active People Survey (1x30 minutes recreation cycling per week) there remains a significant challenge to improve diversity. The strongest data relates to female participation specifically where the evidence for Yorkshire shows that participation rates of women (APS7 = 53,021) is significantly lower than men (APS7 = 203,100).
- 2.7 Infrastructure improvements tend to be primarily utilised by people who are already active and have a reasonable level of confidence and skill to enable participation. However there is a large proportion of the population who are

currently inactive, for whom cycling and walking could present an opportunity to increase the amount of physical activity they do in a way that is cost effective, can be integrated into everyday living and can bring about improved physical and mental wellbeing. This will be a key focus of the Leeds approach to delivering a sustainable cycling legacy.

- 2.8 The Government's Chief Medical Officer recommends regular participation in physical activity as a way to help prevent cancer, heart disease, strokes, diabetes and mental health problems. Cycling, as a leisure or sporting activity or mode of transport, can contribute to the Government's recommended physical guidelines of 150 minutes of moderate intensity physical activity per week for adults taken in bouts of 10 minutes or more. Active travel is an ideal way to build exercise into people's daily routine, leading to more people meeting recommended levels of physical activity.
- 2.9 There is strong evidence for the health benefits of cycling as a form of physical activity, notably through associated reductions in all-cause mortality, cardiovascular disease and some cancer as well as making contributions to other aspects of health such as weight control and mental health. Improvements to health by physical activity is highly 'dose responsive', i.e. small initial increases in levels of physical activity yield disproportionately greater initial benefits in health, so benefiting people who might cycle occasionally and those who start cycling from being inactive.

Context – Leeds

- 2.10 Over the last decade the 2011 Census has confirmed that cycling in Leeds has been gradually increasing with 50% more people using bicycles to commute and an increase (from a very low level) of 100% generally in people cycling into the city centre since the 2001 census.
- 2.11 In Leeds the infrastructure already in place includes 82 km of cycle ways and cycle lanes; 480 public cycle parking places; and 226 km of recreational cycle ways. The City Connect project will add a further 23 km of high quality cycleway connecting East Leeds, Leeds city centre, West Leeds and Bradford city centre and 300 new cycle parking spaces.
- 2.12 Participation in cycling is also increasing according to Sport England's Active People Survey (APS) published in December 2013, (excludes cycling to work). Leeds ranks 7th in England against other local authorities in terms of participation three times a week for at least 30 minutes with a participation rate of 29.6% (April 2013). However and most significantly further analysis of this data suggests that the participation rates are higher in more affluent areas of the city. The level of cycling in Leeds is fairly typical for core cities but behind cities that have made greater levels of investment in cycling.
- 2.13 For trips for any purpose, in Leeds in 2011/12, where the cycling is for at least 30 minutes duration:
- 13% of adults cycle at least once per month

8% at least once per week
4% at least three times weekly
2% at least five times per week

Source:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/185738/local-area-walking-and-cycling-england-2011-12.pdf

- 2.14 The 2011 national census has shown that the percentage of people usually travelling to work by cycle in Leeds has grown in 10 years from 1.3% to 1.7 % in 2011. (This data exclude people who occasionally cycle to work or who make other trips by bicycle). The cordon count of all cyclists travelling into the city centre at peak times shows that between 2000 and 2012 the number of cyclists quadrupled to 1773. While the rate of growth is positive, it is from a very low initial position. However in Leeds alongside the growth in cycling there has been an increase in road injuries albeit at lower rate than cycling growth which has been mirrored across West Yorkshire. There were a total of 329 road injuries of which none were fatal (West Yorkshire 3) and 49 were serious (West Yorkshire 122). Overall this represents a 25% (WY18%) increase in casualties in five years which although less than the increase in cycling (40%) is providing a significant focus for attention in road safety measures. The need to address safe cycling remains of paramount importance.

In summarising these various headline statistics in Leeds it is fair to conclude that our cycling baseline is low by the best national and international standards, but is on a similar footing to the majority of core cities outside London. In the last ten years cycle commuting has grown by half but it is still less than 2% of all journeys, which although not dissimilar to many other cities, in the UK compares unfavourably to the best cities in Europe, for example Rotterdam, Amsterdam, Berlin where there has been long standing investment in the infrastructure and a cycling culture. Consultation has already identified concerns about the safety of cycling in the city and the perception that cycling is a niche pursuit rather than a mainstream activity which will clearly present challenges for bringing about step change.

3 Main Issues

The following section will provide an outline of the key drivers that help to frame future ambitions.

3.1 TDF2014: A promise for a cycling legacy for Yorkshire

- 3.1.1 Producing a lasting cycle legacy for Yorkshire was a key component of the TDF Yorkshire offer. Consequently the Yorkshire Authorities have come together to produce an overarching cycle strategy for the region that sets the context for the future development of cycling. It is written in such a way that each local authority area can set out its own plans that help contribute towards 5 key shared objectives. The regional strategy 'Cycle Yorkshire' (CYS) also sets out a series of very challenging and ambitious targets for the Yorkshire

authorities to help contribute to these objectives. A key priority for Leeds will be to draw up an ambitious and realistic action plan and decide, with stakeholder involvement, on the targets Leeds will put in place. It is agreed at a regional level that local authorities will make the decision on their focus and targets at a local level.

The Regional CYS objectives are:

- 1. Get more people cycling**
Provide adults and children with greater training and access to cycling to build both the current and next generation of cycling enthusiasts, commuters and maybe even the next sporting heroes.
- 2. Make choosing cycling easier**
Work closely with local authorities, businesses and partners to improve cycling infrastructure and facilities to address both real and perceived barriers to cycling.
- 3. More events to take part in**
Broaden both the number and awareness of cycling events and opportunities for people of all generations and abilities to get involved.
- 4. Greater awareness of cycling and cyclists**
Undertake a range of campaigns and events to generate a wider appreciation of the benefits of cycling, travel planning, bike safety and cycle friendly routes.
- 5. A thriving network of cycling businesses & social enterprises**
Encourage and support all cycling related businesses in the region to provide a dedicated network of experts to sustain Yorkshire's growing cycling community.

3.2 Developing our strategy and future plans

3.2.1 Leeds is fortunate that it is in a strong position in terms of initiatives and projects are already underway in 2014 which can form the platform for building a longer term ambition for cycling. Clearly many of the actions can and do cut across one or more of the regional objectives. A comprehensive audit of cycling related activity has been undertaken. The discussions around it have identified many stakeholders who want to see the best possible cycling legacy from the Tour de France and build on the very significant momentum already present.

3.2.2 Furthermore and taking each of the CYS objectives identified above in turn, the legacy work undertaken in Leeds will seek to contribute to each of these objectives by bringing forward within our own city strategy a range of activities designed to make a step change in cycling use in the city. This will include continuation of work already well underway, enhancements to existing work and exploring new initiatives that will have greatest impact. The following section provides a flavour of both the work underway and future proposals.

1. **Get more people cycling**

Various partners across the city are engaged in the direct delivery of a high number of opportunities to provide people young and old with the skills sets to be able to cycle. This includes;

- Through the Transport Strategy work has been well established to promote cycling in schools, workplaces and communities and to ensure that this takes place in safety. Activities already in place include a well-established Bikeability training programme in primary schools, for which funding to increase participation has just been received. In 2014/2015 this will increase to 6,500 Level 1 and 2 places and 400 Level 3 places is set. Meeting this target will ensure that a 75% uptake will have been achieved. Work continues on building this programme, with emphasis on a greater reach in secondary school students for Level 3 courses.
- During the Tour a wide programme of activities is planned across schools including promoting the Cycle Yorkshire Education Pack and a School Cycle Challenge (Junior Tour) for Primary Schools.
- A co-ordinated road safety campaign “Look Out” is focusing on the safety of cyclists and considerate cycling behaviours this summer. Road safety messages are also embedded in the range of projects described with special emphasis on safety in the work with school communities.
- Alongside the unique 100 Day Culture Festival, a large number of events including a comprehensive programme of school engagement will take place in the run up to and during the Tour de France itself, all of which will engage people of all ages in cycling and create an atmosphere of longer term interest.
- Activities to enable those with special and specific needs to enjoy cycling are being developed building on the already established work at John Charles Centre for Sport. These events complement and build on past commitments build around an annual Bike Week programme and other local events and promotions which have taken place each year.
- Access for Education programmes are presently grant funded in four high schools and their feeders to promote and encourage cycling and walking.
- Various adult cycle training initiatives through the “Go-Cycling” programme which encourages cycling and supports road safety.
- Work with British Cycling’s “Go- Ride” programme to help provide support for cycle clubs in the city to develop coaching capacity and provide opportunities for young cyclists as participants or volunteers.

Looking ahead we want to;

- Seek to further extend the reach of Bikeability in schools (to meet their demands), increasing target coverage to over 80% of all primary schools and develop proposals for extending delivery in high schools.
- Focus on encouraging people from a broad range of diverse groups to take up cycling and to continue to cycle.
- Make the Access for Education project model for sustainable travel to school more widely available to schools across the city with a more developed cycling offer for primary schools with links to the cycle network to all schools;
- Build local community capacity to support cycling programmes, training, and family friendly events;
- Provide for special needs cycle training;
- Explore cycling on prescription projects, working with Clinical Commissioning Groups, GP practices and other health care providers.
- complete local 20mph speed limit coverage to include all schools and enhance connectivity to the cycle network..
- Help support the growth and development of local cycling clubs. Engagement of Leeds based cycling clubs to support developments that encourage new participation. Including support for cycle clubs and schools to become Go Ride registered to develop opportunities for young people.

2. Make choosing cycling easier

The Leeds legacy has been given a tremendous kick start by the approval of the £29 million City Connect Leeds – Bradford cycle super highway project (Cycle City Ambition Grant) and completion of improvements to the Leeds-Shipley canal towpath. Preparations for the Tour de France include the provision of new cycle parking spaces in Leeds and Otley this year. City Connect will cement the progress already being made with the ongoing development of the Leeds Cycle Network where 6 of the original 17 Phase 1 routes approved by Executive Board in 2009 have now been delivered.

The West Yorkshire Local Transport Plan contains policies and programmes for developing and investing in cycling as part of an integrated transport system for the sub-region. , which includes targeting road safety using funding for improvements at road injury hotspots and other complementary measures, for example the 20mph speed limits programme. A demanding target of managing future traffic levels has been adopted within which public transport, cycling and walking will play a much more significant role. Clearly the step change to the provision of cycle “superhighways” enabled by City Connect and its associated behaviour change programmes, will make a major difference in the provision of cycling and the future approach to

infrastructure delivery and supporting promotion/development programmes.

Looking ahead we want to:

- Develop our proposals for completing the cycle network and integrating further cycle “superhighways” into the network, with the funding bids in place through the Strategic Economic Plan (SEP) for the city region for further projects.
- Continue to develop new and innovative ways of improving the safety and confidence of cyclists.
- Seek to connect our parks into the cycle network and develop safe places in our parks to cycle.
- Make dedicated cycle spaces for beginners and experienced cyclist to train in safe environments. We will therefore seek to develop up to 2 closed circuit cycle ways, with one at least 3km long.
- Focus on continuing to improve road safety to lower the injury rate and reduce the risk of injury to cyclists

3. More events to see and take part in

The Grand Départ provides a fabulous opportunity to see a cycling event at the very highest level on the doorsteps of Leeds residents. The Council is keen to ensure as diverse a range of citizens can feel involved in the event itself. To illustrate the point we are working with the Sporting Memories Network and the Tour de France organisers to use the Grand Départ as a major awareness raising opportunity, to create dedicated space for people with dementia to observe the race, to establish volunteer ‘Memory Makers’ and to create a lasting legacy that will enable older people to re-engage and re-connect with and via sport, across generations. This will include working with local media to record people’s experience of the event to support future work.

In terms of active participation the first ever Skyride city event was held in 2013 where 8,500 people of all ages took part. Local events attracted 351 regular participants. These will continue, complemented by British Cycling’s Breeze Rides, where 126 regular riders have taken part in the women only Breeze Rides and 251 regular cyclists have been involved in the community rides. There is considerable and growing activity in local cycle clubs including and especially in Otley. Moreover there is also a huge amount of enthusiasm to be built upon where local communities groups are using the Tour to deliver locally based community rides that we hope will continue beyond 2014, e.g. Tour de Gipton.

We intend to build on the 2014 Sky ride event. This year will see a doubling in the number of Sky Ride local events and will augment the growing number of volunteer led rides elsewhere. Furthermore we believe that by building on related events, such as the Brownlee

Triathlon at Harewood in September, we can further build the momentum to help grow demand for cycling.

Looking ahead we want to:

- Working with British Cycling and partners, see the number of Cycle participation based events grow, and especially encourage events where health inequalities are greatest.
- Support local community groups and volunteers to sustain and grow these events
- Embed the Sky Ride, Sky Ride Local and Breeze Rides into the Leeds calendar of events
- Provide more opportunities for people with disabilities to ride, e.g. increase the number of adapted bike sessions/events.

4. Greater awareness of cycling and cyclists

Otley is setting an excellent example with significant success in engagement people in the area. A 'cycling town culture' is developing, with significant events happening within the community over the last few years. The town is embracing the legacy of the Tour de France as an opportunity to develop business and continue to showcase what the town has to offer. It is keen to embed cycling with a Community Cycling Strategy - Do You Ride? - and with schemes such as the Otley Loves Cyclists website blending business and cyclists together to provide a 'shop local and cycle local' culture. A sound infrastructure is building, with cycling clubs such as PHMAS Cycling and Otley Cycling Club offering opportunities for juniors, and with PHMAS competing nationally in road racing and mountain biking. Events such as the Sportive, Sportiva, Otley Cycle Club Festival, Otley CycloCross, and the Town Races grow year on year and attract cyclists from all over the country. It is expected that the Tour will continue to improve this culture and grow cycling as a means of sustainable transport and a viable alternative to the car. The momentum of the Tour is recognised as a great opportunity to showcase and promote what Otley as a community is offering cyclists.

A further example is the Slow Tour of Yorkshire - encouraging people of all levels of cycling ability to explore the region by bike, this Sustrans initiative includes launching a new guide to cycling in Yorkshire with selected routes which are on average 10 miles which are easy to access, convenient, and, above all, on traffic-free or quiet routes. The guide has been championed by the Director of Public Health in Leeds and is being funded by Public Health departments across the Yorkshire and Humber Region

Without doubt the use of campaigns and digital platforms to help stimulate interest and signpost interested parties to opportunities will be a vital tool in driving cycling numbers upwards.

Looking ahead we want to:

- Improve the way that cyclists and non cyclists can find out about opportunities to engage. This will cover information, resources with web and mobile applications such as guides and mapping (e.g. building on CYS “ride the routes” app); Cycle Train/guided ride programmes and extending new rider buddying availability; cycle maintenance training; embedded programmes for encouragement, promotion and supporting new cyclists.
- Further develop the UTravel Active project- A Partnership of LCC, Leeds 3 Universities, Leeds City College, Sustrans and The Leeds Teaching Hospitals Trust.
- Further support the development of adult cycling through CTC “Go-Cycling” scheme and build on good practice e.g. the workplace challenge and free cycle training schemes.
- Seek to further develop schemes that encourage cycling to work such as Northern Rails “Bike and Go” scheme.
Work with our healthcare providers and commissioners to develop pathways to cycling as part of an overarching approach to increase physical activity levels in the city, particularly for those with long term ill health conditions.

5. A thriving network of cycling businesses and social enterprises

The growth in interest in cycling is fuelling the growth in business related activity. There is an opportunity to support new business growth, including social enterprises, in helping grow the number of cyclists who have access to bikes, but also to help develop the added value elements that support growth further, such as training to ride safely and maintain your bike.

One of the cornerstones of the CYS is the goal of ensuring that everyone in Yorkshire has access to a bike and the training to use it. To that end Cycle Yorkshire are working with Social Enterprise Yorkshire and Humber to help grow the network of opportunities across the region. Interestingly there are already a number of enterprises within Leeds that are engaged with bike recycling schemes including the Peddlers arms and Emmaus.

Looking ahead we want to:

- Support existing schemes and use them to help promote further start ups.
- Work with Cycle Yorkshire to promote and encourage more bike loan and recycling schemes (Bike Libraries) across the city, especially in areas of high health inequality, where access to bikes may be difficult.
- Learn from the Utravel Active programmes, such as Velocampus in our universities and colleges and develop the opportunities this offers for enterprise and communities more widely.

3.3 Our city challenge: Achieving step change

- 3.3.1 There are challenges - the topography of the used road network. But these same challenges are opportunities; some parts of the city are quite hilly and the weather is sometimes, but not always, inclement. Other cities across the world have to overcome similar obstacles. Our highways networks which more recently have focussed on access to the motorways and trunk roads can also provide the basis for new opportunities for urban planning and engineering to focus on the needs of sustainable communities and more local connectivity.
- 3.3.2 The extent to which the Leeds plan brings about step change will depend in part on Leeds City Council and its partners' ambitions and commitment to invest their resources collectively. Significant work will therefore be needed to agree the shared targets that reflect this and also support our goals for wider improvements in health and wellbeing, especially in areas where there are greatest inequalities. In terms of resources, clear prioritisation would be necessary. Historically cycling in Leeds has been primarily funded through the Local Transport Plan with the Department of Transport capital grants and local revenue resources. This has enabled the council to attract match funding both from other Government funding streams such as the Local Sustainable Transport Fund and (on a regular basis) the Sustrans organisation. In recent years the capital spend has regularly exceeded £1 million pounds in the city.
- 3.3.3 The complexity of developing a costed and cohesive citywide strategy with full stakeholder involvement is recognised. Many groups across the city and in West Yorkshire have their own individual strategies, but no one single comprehensive plan exists and the West Yorkshire Local Transport Plan has identified cycling as a priority. The audit work has highlighted the inherent complexities of producing a single coherent plan for cycling that covers active travel, leisure/recreation and sport elements of cycling. This is before other wider factors are then added in eg economic development impacts.
- 3.3.4 The West Yorkshire Local Transport Plan contains policies and programmes for developing and investing in cycling as part of an integrated transport network for the sub-region. A demanding target of managing traffic at 2011 levels has been set, within which public transport, cycling and walking will need to play a much more significant role, and there is a continuing focus on improving road safety for cyclists and other vulnerable road user groups.
- 3.3.5 It is also recognised that cycling has the potential for a much broader appeal across the wider community. This will be reflected in future strategy and programmes with targets that capture an ambition for widening participation. There will be a particularly strong focus in the Leeds strategy on encouraging women and girls to cycle; expanding the established programme of accessible cycling; taking cycling initiatives to all communities in the city and on enabling more people to have access to a bicycle.

Finally, A vital part of the work going forward will also be to explore how to strike a balance between getting more people cycling; the drive to improve the

environment and reduce carbon emissions; improve health and well-being; and create an infrastructure which encourages cycling

3.4 Children's Mayor Manifesto

3.4.1 Any long term strategy for cycling needs to have a strong place for young people as the Children's Mayor has recognized. Children and young people need to be at the heart of this cycling legacy strategy and consideration should be given to the role that schools, Children's Centres and learning environments can actively play in order for the city to become a 'cycle friendly' place to live. This approach could complement the commitment to Leeds becoming a 'child friendly' city and a commitment to identifying a 'Cycling Ambassador' in every school, Children's Centre and learning environment would begin to establish an infrastructure that would support the City's long term ambitions. Linking to the Manifesto of the current Children's Mayor and the Executive Board paper in March and responding to it, a key focus will be getting more young people cycling. A series of consultation opportunities will be put in place to ensure that young people across Leeds have a say in the way forward.

3.5 Our City Ambitions beyond 2014: A call to action

3.5.1 In order to support the legacy for cycling that the Tour de France will afford Leeds, a coordinated strategy needs to be developed across all Council Directorates and key stakeholders from the City. In order to ensure the practical delivery of the legacy for Leeds and keep focus and momentum over a ten year period, it is recommended that a city wide "Cycling Starts Here" Programme Board is established with a clear objective of creating a shared vision and a plan to achieve it, with Leeds City Council taking the strategic lead to maximise the opportunities and ensure that a robust project management structure and governance is applied to the legacy work.

3.5.2 Resources will be required to identify the key work streams within the project structure to inform the work of the Programme Board. Among the work streams will be consultation with stakeholders, establishing/agreeing indicators and targets based on the long term aspirations of the Tour, costing and prioritising the ambitions, researching the progress of and challenges faced by other cities in the UK and Europe and providing funding to help initiate specific projects that aim to improve the connectivity of partners work.

3.5.3 As already described above, the city is building on the momentum being created by City Connect and on the substantial number of projects already in place and underway. To bring about step change in the future it is recommended that our ambition needs to reflect on some essential building blocks used by other cities that have succeeded in making significant progress. These building blocks are reflected in table 1 below under the heading 'our commitment'.

Table 1 – “Cycling Starts Here” summary of proposed ambitions

	
<p>Cycle Yorkshire: more people cycling more often</p> <p>Get more people cycling</p> <p>Make choosing cycling easier</p> <p>More events to see and take part in</p> <p>Greater awareness of cycling and cyclists</p> <p>A thriving network of cycling businesses and social enterprises</p>	
<p>Cycle Yorkshire Strategy (Targets)</p>	<p>Our commitment</p>
<p>For the proportion of adults residing in each local authority area cycling at least monthly for recreation to be at least five percentage points higher in 2023 than the 2011 baseline, with an interim target of at least three percentage points by 2018</p> <p>For the number of trips made by bicycle in each local authority area to be at least 20% greater in 2023 than a 2012 baseline, with an interim target of at least 12% greater by 2018</p> <p>For at least one-third of all cycling activity (for utility, leisure and for sport) to be by women by 2023</p> <p>For cycle sport to achieve at least the following increases in numbers in the region by 2018 compared to the 2012 baseline: of competitive events, 3% increase from a baseline of 232 events; of non-competitive events,</p>	<p>Together with partners and stakeholders, produce a single, holistic cycle strategy for the city</p> <p>Develop the Leeds Cycle network and establish a coherent, legible and comprehensive network of routes and facilities for cyclist, connecting communities, parks and schools;</p> <p>Embed the provision for cycling in our highways network, the planning system and urban design processes;</p> <p>Diversify the base of participants in cycling including women, BME and those people with disabilities Extend the availability of bicycles especially in communities with limited access to bikes;</p> <p>Support new community initiatives and city wide enterprises to enable increased provision eg high-profile start-ups and innovations and a growing network of cycle logistics, cycle hire/loan/libraries and cycle and cycling accessories;</p> <p>Connect schools and colleges into the networks and enabling safe access;</p>

<p>10% increase from a baseline of 9 events.</p> <p>For the annual rate of cyclist casualties in the Yorkshire and Humber region to be below the national rate for England for the next 10 years</p>	<p>Ensure the increased and sustainable promotion of cycling for travel, sport and recreation including considerate cycling and driver awareness;</p> <p>Engage directly with young people in the development of future strategies and plans.</p> <p>Work towards Leeds being seen as a centre for cycle based tourism;</p> <p>Ensure continuing political support and stakeholder engagement for the legacy.</p>
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4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 A wide and detailed programme of consultation and debate will take place with stakeholders across the city, including the stakeholders involved and engaged in the development of the LEP.
- 4.1.2 A major consultation is being carried out around the City Connect programme with a key target of engaging with 10,000 people throughout the project development process and beyond. It is divided into seven geographic sections, of which five have been consulted on so far. The approach has included social media, an interactive website, face to face events, both formal and informal. So far just under 5000 people have contributed to date, either via attending an event, completion of a questionnaire, liking the Facebook page or following on Twitter with 4800 unique visitors to the web site with over 27,000 page views.
- 4.1.3 The next steps with consultation are to focus on city centre and East Leeds when it is anticipated that the target will be reached.
- 4.1.4 A long established cyclists' forum, chaired by an elected member of the Council, meets regularly with cyclists - including Leeds Cycling Campaign - to discuss issues affecting cycling infrastructure and provision. It will be vital to build on the conversations and consultations which are already contributing significantly to the development of cycling across Leeds. For example, the Leeds Cycling Campaign are passionate advocates of cycling in the city as well as being active in providing lead weekend rides and as being strong advocates and campaigners for cycling they and other cycle organisations such as CTC and will continue to be crucial to the consultation process.
- 4.1.5 A consultation plan is in development for young people, in partnership with the Voice and Influence Team, Children's Services and using where appropriate the groups and opportunities already in place.

4.2 Equality and Diversity/Cohesion and Integration

4.2.1 An EDCI Screening report has been completed and is attached at Appendix A. The ambitions link to the Best Council Plan 2013 – 2017 whose priorities are improving outcomes for children and families, getting people active and enjoying healthy lifestyles, and developing a low carbon infrastructure for the city. There will be a particularly strong focus in the Leeds strategy on encouraging women and girls to cycle, expanding the established programme of accessible cycling for people with disabilities, taking cycling initiatives to all communities, including faith groups, in the city and on enabling more people to have access to a bicycle.

4.3 Council policies and City Priorities

4.3.1 The legacy of the Tour de France will help make Leeds the Best City in the UK and raise the city's profile nationally and internationally. It will support sustainable and inclusive economic growth by encouraging businesses to grow and by encouraging cycling tourism. Improvements to the highways infrastructure will help deliver a more efficient and inclusive transport infrastructure which includes cycling.

4.3.2 Leeds will play a role working with the West Yorkshire Combined Authority and the city region building on the relationships already in place around the Tour and the Regional Legacy.

4.3.3 Increasing cycle use for local travel and improving conditions for cyclists will contribute to a better local environment including air quality and carbon reduction.

4.3.4 Through work in the communities to encourage cycling, the legacy will increase a sense of belonging. A programme of consultation and stakeholder engagement will take into account the needs of local communities.

4.3.5 The legacy will have a special focus on the benefits to young people from cycling and the contribution this will make to a Child Friendly city through listening to the needs of young people, and encouraging participation.

4.3.6 Improving people's health and well-being by promoting healthy travel and active lifestyles will be at the heart of the legacy planning. A legacy that helps achieve an increase in physical activity will directly support the Joint Health and Wellbeing Strategy, and its' five outcomes, most especially the outcome "People will live longer and have healthier lives".

4.4 Resources and value for money

4.4.1 This report does not place a firm cost on a long- term legacy – as understanding these details will be a priority for the proposed Programme Board. The report does however request that development costs are identified and secured to enable the programme to move forward including the establishment of the Programme Board and the necessary work streams

- 4.4.2 Significant investment has already taken place over the last six years around cycling in the city, particularly in terms of capital investment from the West Yorkshire Local Transport Plan and the Local Sustainable Transport Fund with the support of Department for Transport grant funding and more recently scheme specific funding secure from Sustrans. This year's success in securing Cycle City Ambition Grant for the City Connect project is the single largest investment yet in cycling in the city. A further bid has been made for cycling investment as part of the Strategic Economic Plan bid to Government for Local Growth Fund monies.
- 4.4.3 Revenue resources are also being committed to various promotional and supporting initiatives such as the Sky Ride programme with complimentary investment in road safety and sustainable travel promotion.
- 4.4.4 A new regional bid, 'Go:Green for growth', has been submitted to the Local Sustainable Transport Fund (LSTF) which includes four packages; of particular interest to the legacy programme are:
- Go:cycling Promotion of cycling through engagement activities; and
 - Go:walking Expansion of the City Connect Best Foot Forward project.
- 4.4.5 In developing our ambitions and strategy for the future due regard will need to be given to the sources of funding open to the Council for supporting investment in the infrastructure, development of our facilities and for the community engagement, outreach and promotion needed to secure a longer term cycling culture in the city.
- 4.4.6 It is intended that in drawing together a strategy and establishing a Programme Board these issues will be investigated in depth to provide a sustainable basis for long term growth of cycling.
- 4.4.7 With the commitments now being made to City Connect and previous investment over the last ten years by 2015 capital investment in the cycle network will be nearly £30 million. Looking forward the All Party Parliamentary Cycling Group in report last year suggested a figure of at least £10 per head per annum (i.e. c£7.5 million p.a. in Leeds) as appropriate for the long term development of local cycling plans and this figure has also been endorsed by British Cycling. At present with City Connect coming on-stream Leeds will begin to approach this figure. Looking to the long term therefore, whilst City Connect is a one-off, investment will be needed for the long term. Sustaining and increasing present levels of funding will be an ongoing challenge for the city and its partners. Looking to London and elsewhere in Europe - for example Denmark - a 20 year investment strategy would not be unreasonable for creating cycle networks capable of attracting 5% or more journeys by cycle. There will also be the challenge of supporting a sporting and recreational legacy which remains similarly unquantified.

- 4.4.8 British Cycling is a key and supporting partner of Leeds City Council. Its 10 point manifesto – Choose Cycling - was presented by Chris Boardman MBE to the Commons Transport Select Committee in February. It recommends that local and central Government accommodate cycling in road designs through providing “meaningful and consistent” funding and by setting measurable targets on increasing the number of cyclists on our roads. Leeds City Council responded that it “wholeheartedly supports” ‘Choose Cycling’.
- 4.4.9 Looking to the future the development of the cycling programme will continue to rely on funding through the Local Transport Plan and more scheme specific grants from the Department for Transport as they are launched. In the meantime the importance of cycling has been recognised in the LEP Strategic Economic Plan which contains a further four cycling superhighways of a value of £60 million, for which a key decision will be Local Growth Fund settlement expected during the summer. The Council has also worked closely and successfully with Sustrans to develop the cycle network programme and secure important match funding for projects.
- 4.4.10 Future investment will to a great extent depend on national government policies and also the degree to which synergies with the developing West Yorkshire Plus Transport Fund investment programme can be harnessed. It is nevertheless acknowledged that in the present revenue funding climate that the challenge of funding the essential promotional and behavioural change programmes need to lock in the benefits of the infrastructure benefits and capture the latent potential for major cycling growth will be demanding.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal implications.

4.6 Risk Management

The key areas of risk relating to the unlocking the Cycling Legacy relate to the following areas:

- 4.6.1 Reputational risk in terms of expectations raised by the Tour de France and by the step change in funding achieved by success of the funding bid for City Connect.
- 4.6.2 Managing expectations of stakeholders. It will take time to consolidate the city’s position and legacy programmes and it will be necessary to carry stakeholders along with this work and ensure their full engagement in the plans.
- 4.6.3 Lack of resources to develop and deliver a meaningful legacy and this will be to a great extent dependent on the ability of the city and partners to attract funding and create new partnerships for delivery.
- 4.6.1 Managing expectations of stakeholders
- 4.6.2 Lack of resources to develop and deliver a meaningful legacy

5 Conclusions

- 5.1 As outlined in this report, the City is laying firm foundations for delivering the Tour de France legacy. Many promotional and community initiatives have been established and faster progress than ever is now taking place on the delivery of a strategic network for cycling in the city. Projects like the City Connect will provide a strong visible signal of this intent.
- 5.2 To deliver a step change within the Cycle Yorkshire framework will need an enduring commitment to cycling. Only engagement with key partners and stakeholders, with City Development, Children's Services, Adult Social Care, health and well-being directorates, and the West Yorkshire Combined Authority being particularly influential in a Council wide approach, will achieve this lasting legacy. The creation of strong foundations for this partnership with clear and deliverable work streams is essential. This is the start of a journey of long term change for Leeds.

6 Recommendations

Executive Board is asked to:

- a. Endorse the five key objectives of the Cycle Yorkshire strategy 3.1
- b. Support the legacy commitments as described at table 1.
- c. Agree to the setting up and resourcing of a 'Cycling Starts Here' Programme Board to include city partners, with Leeds City Council taking the strategic lead.
- d. Note the range of Directorates and external partners who have a direct and indirect interest.
- e. Support the development of a holistic Cycling Strategy for Leeds.
- f. Request the Director of City Development to develop plans to resource the transformation of cycling in Leeds through the future budget setting process.

7 Background documents¹

- 7.1 None

8 Appendices

- 8.1 Appendix A - EDCI

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 Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 22 July 2014

Subject: Work Schedule

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

Summary of main issues

1. The Board's draft work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting on 1 July. It will be subject to change throughout the municipal year.
2. The draft work schedule includes a number of proposed working groups. Members will be asked at the meeting to indicate which working groups they wish to participate in.
3. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 25 June 2014, for the Board's information.

Recommendations

4. Members are asked to consider the work schedule and make amendments as appropriate.
5. Members are asked to indicate which working groups they wish to participate in.

Background documents¹

None used

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

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DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	1 July	22 July	August
Asset Management	Terms of reference SB 1/7/14	Session One SB 22/7/14	
Tour de France Legacy		SB 22/7/14	
20 mph speed limits			
Leeds Let's Get Active Scheme			
Cultural offer			Events programme WG (Date tbc)
Sport and Active Lifestyles			
Employment and Skills pathways			Scoping session WG (Date tbc)
Requests for scrutiny			
Pre-decision Scrutiny			
Budget & Policy Framework Plans	Minerals Policies SB 1/7/14		
Recommendation Tracking			
Performance Monitoring	Quarter 4 performance report SB 1/7/14		
Contribution to the work of other Scrutiny Boards			Leeds Housing Standard (Led by Housing & Regeneration) WG (Date tbc)

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

WG – Working Group Meeting

DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	September	October	November
Asset Management	Session Two SB 9/9/14		
Tour de France legacy			
20 mph speed limits			SB 18/11/14
Leeds Let's Get Active Scheme			
Cultural offer			European Capital of Culture WG (Date tbc)
Sport and Active Lifestyles	WG (Date tbc)		
Employment and Skills Pathways		Session One SB 18/11/14	Community Learning Scheme WG (Date tbc)
Requests for scrutiny			
Pre-decision Scrutiny		District Heating SB 21/10/14 TBC	
Budget & Policy Framework Plans			
Flood Risk Management			
Recommendation Tracking			Young People's engagement in culture SB 18/11/14
Performance Monitoring			

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

WG – Working Group Meeting

DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	December	January	February
Asset Management			
Tour de France Legacy			
20 mph speed limits			
Leeds Let's Get Active Scheme	Session Three SB 16/12/14		
Cultural offer			
Sport and Active Lifestyles			
Employment and Skills pathways		Session Two SB 31/1/15	Digital divide WG (Date tbc)
Requests for scrutiny			
Pre-decision Scrutiny			
Budget & Policy Framework Plans	Aire Valley Action Plan SB 16/12/14 (Date TBC)	Executive Board's initial budget proposals SB 13/1/15	Site Allocations DPD SB 17/2/15 (Date TBC)
Recommendation Tracking			
Performance Monitoring	Quarter 2 performance report SB 16/12/14 Budget update SB 16/12/14		

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

WG – Working Group Meeting

DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14	
	March	April
Asset Management		
Tour de France Legacy		
20 mph speed limits		
Leeds Let's Get Active Scheme		
Cultural offer		
Sport and Active Lifestyles		
Employment and Skills pathways		
Requests for scrutiny		
Pre-decision Scrutiny		
Budget & Policy Framework Plans	Local Flood Risk Management Strategy Annual scrutiny review SB 17/3/15	
Annual review of Partnership		To undertake "critical friend" challenge 14/4/15
Recommendation Tracking		
Performance Monitoring	Maximising Powers to Promote Influence and create Local Employment and Skills Opportunities SB 17/3/15 Quarter 3 performance report SB 17/3/15 Budget update SB 17/3/15	

Unscheduled

Community Infrastructure Levy – apportionment of spending and spending priorities – (to include representative from Housing & Regeneration SB)

EXECUTIVE BOARD

WEDNESDAY, 25TH JUNE, 2014

PRESENT: Councillor K Wakefield in the Chair

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

1 Chair's Opening Remarks

The Chair welcomed all in attendance to the meeting and congratulated Councillor A Carter on recently receiving the Commander of the Order of the British Empire (CBE) honour.

2 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:-

(a) Appendices 5 and 6 to the report entitled, 'The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative', referred to in Minute No. 10 are designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that they contain information which relates to City Fusion Ltd as a business and its release may prejudice their commercial interests and withholding the information is considered to outweigh the public interest benefit of its release. Further risks, in addition to those outlined in section 4.6 of the submitted report, are identified in exempt Appendix 6 which relate to the financial or business affairs of the Council. Disclosure of those risks would be prejudicial to the interests of the Council. It is considered that the public interest in treating this information as exempt from publication outweighs the public interest in disclosing it.

(b) Appendix 1 to the report entitled, '265 and 269 Roundhay Road, Harehills, Leeds, LS8', referred to in Minute No. 11 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 a particular person, 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 was obtained through one to one negotiations for the

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th July, 2014

disposal of the property/land then 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 in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(c) Appendix A to the report entitled, 'Aire Valley Enterprise Zone Park and Ride Proposal Update and Funding Approval', referred to in Minute No. 12 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 it relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(d) Appendix 1 to the report entitled, 'Progress on Delivering the Council Housing Growth Programme', referred to in Minute No. 20 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 it contains commercially sensitive and sensitive financial information and it would not be in public interest therefore to disclose this information as it could be used to gain an advantage through any future procurement exercise.

3 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Financial Performance: Outturn Financial Year Ended 31st March 2014', Councillor Yeadon drew the

Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management (Minute No. 24 refers).

4 Minutes

RESOLVED – That the minutes of the previous meeting held on 2nd April 2014 be approved as a correct record.

HEALTH AND WELLBEING

5 Leeds - Best City for Health and Wellbeing 2013/2014

The Director of Public Health, the Director of Adult Social Services and the Director of Children's Services submitted a joint report presenting an update on the work and achievements of the Health and Wellbeing Board, one year on from being established as a formal Board.

It was noted that the Health and Wellbeing Board had approved the first annual report at its meeting held on 18th June 2014.

The Board welcomed the first annual report and the achievements which had been made to date. Members noted the significant challenges which lay ahead in this field and the work which continued to be undertaken in order to address such challenges. Also, Members welcomed that £5,000,000 from the savings made through Adult Social Care contingency actions had been transferred to an earmarked reserve for 'pump priming' the Better Care Fund in 2014/2015.

RESOLVED – That the achievements of the Health and Wellbeing Board in its first year, as detailed within the attached draft report, 'Leeds Health and Wellbeing Board: Our First Year' be noted, and that it also be noted that the report was submitted for approval to the Health and Wellbeing Board on the 18th June 2014.

TRANSPORT AND THE ECONOMY

6 Response to Deputation - Meanwood Road Safety Campaign

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 by the "Meanwood Road Safety Campaign".

The Board welcomed the report and received contributions from the Leeds Cycle Network which were put forward by a Member.

RESOLVED –

- (a) That the contents of the submitted report, and the success of the measures already implemented on Tongue Lane to substantially improve its casualty record in the context of the overall road safety record for Leeds, be noted;

- (b) That the recent review of the site and discussions with schools undertaken following the deputation be noted;
- (c) That the constraints of the site in relation to safe provision of formal crossing facilities be noted;
- (d) That the development of further proposals in the current financial year to assist road safety and to aid pedestrian movements at the mini roundabout at the junction of Church Lane and Parkside Road, be endorsed;
- (e) That it be noted that the Chief Officer Highways & Transportation will be responsible for the implementation of such matters.

7 Transfer of the former Fir Tree Primary School, Lingfield Drive, Leeds 17 to the Khalsa Education Trust

The Director of Children's Services and the Director of City Development submitted a joint report outlining the background to the use of and potential disposal of the site previously used as Fir Tree Primary School, Alwoodley.

By way of an introduction to the submitted report, the Executive Member for Transport and the Economy provided some context to the matters raised within the submitted report and moving forward, highlighted the options which were open to the Council.

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

- The educational and wider needs of the local community and how this site may be utilised in order to maximise the benefit for that community;
- The length of time that the site had been vacant;
- The level of contact and discussions which had been held between all relevant parties;
- The terms on which any potential transfer may be made and the resource implications arising from this.

RESOLVED – That further information be sought on the matters raised during the consideration of this item, with a further report being submitted to the Board on such matters in due course, in order to enable the Board to determine the most appropriate course of action to take.

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

8 Beckhill Neighbourhood Framework

The Director of City Development submitted a report providing an overview of the work undertaken to prepare a Neighbourhood Framework for Beckhills and which set out the proposals included within the document. The report also

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th July, 2014

sought approval of the Neighbourhood Framework for the purposes of consultation and identified the possible delivery and funding approach to ensure that the neighbourhood improvements identified within the document could be achieved.

Responding to a Member's enquiry into the ways in which a Neighbourhood Framework could be established, it was noted that a default criteria had not been established, but that a tailored approach was taken to best fit the needs and strengths of specific communities. However, 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 approval be given for the Chief Asset Management and Regeneration Officer to undertake public consultation on the draft Beckhill Neighbourhood Framework in July 2014;
- (c) That a further report be presented to Executive Board by October 2014 which details any proposed changes to the Framework and which also seeks approval of the final document.

9 West Park Centre Users Update

Further to Minute No. 30, 17th July 2013, the Director of City Development submitted a report providing an update on the progress being made to accommodate all relevant users of the West Park Centre following the permanent closure of the centre

In presenting the report, the Executive Member for Transport and the Economy drew the Board's attention to the Local Government Ombudsman's report on the matter which had been included within the submitted agenda for Members' consideration.

RESOLVED – That the contents of the submitted report be noted.

10 The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative

The Director of City Development submitted a report on the Lower Kirkgate Townscape Heritage Initiative (THI) and which sought approval to enter into an agreement with the owner of First White Cloth Hall on the basis of the heads of terms, as detailed within exempt appendix 5 to the submitted report. In addition, the report also sought authority to spend the £1,505,000 which had been awarded by the Heritage Lottery Fund (HLF).

The Board welcomed the proposals detailed within the submitted report, especially when considering the regeneration and retail development which was taking place in that part of the city centre.

Following consideration of appendices 5 and 6 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That authority be given for the Council to enter into an agreement with the owner of the First White Cloth Hall on the basis outlined within the heads of terms as detailed in exempt appendix 5 to the submitted report;
- (b) That authority be delegated to the Director of City Development in order to settle the final terms of that agreement;
- (c) That authority be given to spend £1,505,000 on the works as outlined within the submitted report;
- (d) That it be noted that the Programme Manager (Major Projects) will be responsible for the implementation of such matters;
- (e) That the feasibility timescales as outlined within appendix 3 to the submitted report be noted.

11 265 and 269 Roundhay Road, Harehills, Leeds, LS8

The Director of City Development submitted a report which sought approval to exchange the freehold ownerships of a Council property, 265 Roundhay Road, with a property owned by Leeds City Credit Union (LCCU), 269 Roundhay Road at a 'less than best' consideration on the terms outlined within exempt appendix 1.

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 –

- (a) That authority be given to discuss and explore alternative arrangements for exchange of the Council's ownership of 265 Roundhay Road with the LCCU ownership of 269 Roundhay Road, and that delegated authority be given to the Director of City Development in order to approve any negotiated terms;
- (b) That in the event of the exchange being on a 'less than best' basis, authority be delegated to the Director of City Development in order to approve the terms as outlined within the exempt appendix to the submitted report;

- (c) That it be noted that the Head of Property Services will be responsible for implementation with planned completion by end of September 2014;
- (d) That following acquisition of 269 Roundhay Road, this property be declared surplus to the Council's requirements and marketed for sale on the open market by way of inviting informal offers with terms to be approved by the Chief Asset Management and Regeneration Officer, or by way of public auction with the reserve price to be approved by the Head of Property Services.

12 Aire Valley Enterprise Zone Park and Ride Proposal Update and funding approval

Further to Minute No. 205, 5th March 2014, the Director of City Development submitted a report providing an update on the progress towards delivering a Park and Ride site in Aire Valley and also on the Aire Valley Enterprise Zone Building Foundations for Growth (BFG) grant funded schemes. In addition, the report also sought approval to fund the purchase of the park and ride site if necessary.

The Board supported the proposals detailed within the submitted report and welcomed the proposal for further park and ride provision in the city, following the recent opening of the Elland Road site. It was highlighted that in addition to servicing the Enterprise Zone, an Aire Valley park and ride facility would also benefit those travelling into the city centre.

Following consideration of appendix A 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 –

- (a) That the provisionally agreed heads of terms with Aire Valley Land Ltd for the Council's purchase of a 10 acre remediated site for a 1000 space Park & Ride facility, be approved.
- (b) That if necessary, approval be given to the Council funding the acquisition of the park and ride site, as set out in the exempt appendix A of the submitted report and that it be noted that such approval constitutes an 'authority to spend'.
- (c) That the injection of funds into the capital programme for the acquisition be approved.
- (d) That the Director of City Development in consultation with the Leader, the Executive Member for Transport and the Economy, the Deputy Chief Executive and the City Solicitor, be authorised to use his delegated powers to agree final terms and enter into all necessary documents for the acquisition of the site.

- (e) That the resolutions, as detailed within this minute be deemed exempt from call in.
- (f) That the following be noted:-
 - i. The stages required to implement the decision, as outlined in section 3.8 of the submitted report.
 - ii. The proposed timescales for implementation, as outlined in section 3.8 of the submitted report.
 - iii. That the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

(The matters referred to within this minute were designated as being exempt from Call In as it was determined that a delay in completing all the necessary legal documentation as soon as practically possible would have an adverse impact upon achieving the programme of works to enable delivery within the specified time frame).

CHILDREN AND FAMILIES

13 Annual Reports of the Fostering and Adoption Service and Annual Updates of the Respective Statements of Purpose

The Director of Children's Services submitted a report presenting the annual reports of the fostering and adoption services, in line with the requirements of the National Minimum Standards 2011. In addition, the report also sought approval of the revised statements of purpose for Leeds City Council's Fostering and Adoption Services, which were appended to the submitted report.

In presenting the report, the Executive Member for Children's Services paid tribute to those organisations from all sectors which had helped to improve fostering and adoption services in Leeds. In addition, the Board was advised that the number of children and young people in care in Leeds had decreased to 1,299, whilst the Board also received an update on the number of carers which the local authority had recruited to date, together with details on the methods which had been used to achieve such positive results.

RESOLVED –

- (a) That the Statements of Purpose for both the Fostering and Adoption Services for Leeds City Council be approved.
- (b) That the annual fostering and adoption reports be noted and that the work of the adoption and fostering service continue to be supported in order to ensure that children receive the best possible support.
- (c) That it be noted that the responsible officer is the Head of Looked After Children.

14 Outcomes of Proposals to Increase Primary School and Special Education Places in Leeds

The Director of Children's Services submitted a 4-part report presenting the outcomes arising from the consultation exercise undertaken in respect of several proposals to increase school provision. Parts A to D of the submitted report provided detailed information together with specific recommendations regarding each proposal.

Support for the proposals detailed within the submitted report was received. With regard to the proposals within Calverley and Farsley Ward it was requested that further work be undertaken into how the two local parks could be more effectively utilised as playing fields and outdoor space for those schools.

RESOLVED –

Part A Guiseley

- (a) That the outcome of the consultation which took place in Guiseley between 17 March and 11 April 2014 be acknowledged;
- (b) That it be acknowledged that the governing bodies of St Oswald Church of England Junior School and Guiseley Infant School are to pursue the publication of statutory notices to convert both schools to 2 forms of entry primary schools, each with an admission number of 60 into reception class each year, with effect from September 2015;
- (c) That it be noted that further capital spend on the feasibility works for this project will be committed to develop an outline scheme.

Part B Expansion proposals for Farsley Westroyd Infant School and Farsley Springbank Junior School

- (a) That changes to Farsley Westroyd Infant School, increasing its capacity from 180 pupils to 210 pupils and raising the upper age limit from 7 to 11, therefore creating a primary school, with effect from September 2015, be approved;
- (b) That changes to Farsley Springbank Junior School, increasing its capacity from 240 to 420 and lowering the lower age limit from 7 to 4, therefore creating a primary school, with effect from September 2015, be approved.

Part C Expansion proposal for Broadgate Primary School, Horsforth

- (a) That the expansion of Broadgate Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2015, be approved.

Part D Specialist provision at Moor Allerton Hall Primary School

- (a) That the proposal to open a specialist provision at Moor Allerton Hall Primary School for pupils who are deaf and hearing impaired from September 2014, be approved;

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

15 Design and Cost Report for East Ardsley Primary School (Phase III traditional build extension) and Asquith Primary School - Basic Need Projects

The Director of Children's Services submitted a report presenting information and seeking the necessary 'authority to spend' in respect of proposals to expand East Ardsley Primary School and Asquith Primary School.

Support for the proposals detailed within the submitted report was received.

RESOLVED –

- (a) That expenditure of £884,205 from capital scheme number 16585/ETA/PH3 be authorised, and that the acceptance of variation orders provided by the 10 Schools SPV for costs associated with the construction of the phase III accommodation at East Ardsley Primary School, be approved;
- (b) That expenditure of £2,895,100 from capital scheme number 16585/ASQ/000 be authorised and that the acceptance of variation orders provided by the 10 Primaries SPV for costs associated with the construction of the works at Asquith Primary School, be approved;
- (c) That the programme dates as identified in section 4.2 of the submitted report in relation to the implementation of these resolutions be noted;
- (d) That it be noted that the officer responsible for implementation of such matters is the Project Manager, PPPU;

16 Design and Cost Report for the North East SILC and the South SILC (Specialist Inclusive Learning Centres) Basic Needs Projects

Further to Minute No. 216, 5th March 2014, the Director of Children's Services submitted a report providing background information and detail in respect of the Basic Need schemes to expand the North East Specialist Inclusive Learning Centre (SILC) and the South SILC, whilst the report also sought the necessary authority to approve expenditure for the proposed expansions.

A verbal update was provided by the Council's Chief Procurement Officer who drew the Board's attention to omissions in the contractor's bid which resulted in an increase in the total funding required for the proposals for the North East SILC. Members were requested to approve a revised cost of £10,329,100. Members received details on the reasons for the discrepancy and considered the most appropriate way to proceed.

In conclusion and in order to minimise the risk of any such issues happening again, it was requested that the Council's existing procedures around the scrutiny of submitted tenders be reviewed, with a further report on the

review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

RESOLVED –

- (a) That expenditure of £10,329,100 from capital scheme number 16981/NES/000 to enable the construction work associated with the expansion to the North East SILC be authorised, and that expenditure of £4,071,100 from capital scheme number 16981/SLS/000 to enable the construction work associated with the expansion to the South SILC also be authorised.
- (b) That the programme dates identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (c) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.
- (d) That the Council's procedures around the scrutiny of submitted tenders be reviewed, with a further report on the review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

17 Design and Cost Report for Little London Primary School Basic Need Project

Further to Minute No. 227, 24th April 2013, the Director of Children's Services submitted a report presenting background information and detail regarding a Basic Need scheme to expand Little London Primary School. In addition, the report also sought authority to incur the related capital expenditure to undertake the works required to provide accommodation to support a 3 Form Entry primary school and associated external facilities.

Members welcomed the proposals detailed within the submitted report and the investment which was being utilised to facilitate such regeneration.

RESOLVED –

- (a) That expenditure of £6,434,600 from capital scheme number 16585/LIT/000 to enable the construction of the expansion to Little London Primary School be authorised.
- (b) That the link between this submitted report and the joint report of the Director of Environment and Housing and Director of City Development (entitled: Design & Cost Report for Little London Community Hub) found elsewhere on the agenda be noted, and that support be given to the proposal for the school expansion, community centre and Neighbourhood Housing Office to form part of the same procurement and construction contract.

- (c) That the programme dates as identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (d) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

18 Design and Cost Report for Little London Community Hub

Further to Minute No. 46, 17th July 2013, the Director of City Development and the Director of Environment and Housing submitted a joint report which sought authority to incur capital expenditure for the construction and re-provision of the community centre and Neighbourhood Housing Office in Little London, which formed part of the Little London Community Hub redevelopment. In addition, the report set out the key components of the scheme which included expansion to the Little London Community Primary School, a new build community centre and Neighbourhood Housing Office, together with a new retail development. Additionally, the report also provided an update on the Little London Housing PFI project and how this complemented the regeneration proposed as part of the Little London Community Hub development.

As with Minute No. 17, (Design and Cost Report for Little London Primary School Basic Need Project) the Board welcomed the proposals detailed within the submitted report together with the investment which was being utilised to facilitate such regeneration, and highlighted the impact that this initiative would have on the local community.

RESOLVED –

- (a) That the progress made to commence regeneration in Little London and also to revise proposals for the Little London Community Hub be noted and supported;
- (b) That the link between this submitted report and that of the Director of Children's Services (entitled: Design & Cost Report for Little London Primary School Basic Need Project) found elsewhere on the agenda for the expansion of Little London Community Primary School be noted, and that support be given to the proposal that the school expansion, Neighbourhood Housing Office and community centre form part of the same procurement and construction contract, as set out in paragraphs 3.26 and 3.27 of the submitted report;
- (c) That it be noted that the costs identified in the submitted report are based on RIBA Stage D - detailed design;
- (d) That the Director of City Development be authorised to inject and incur expenditure of £677,700 from the General Fund capital scheme 32140/000/000 in order to deliver a new community centre forming part

of the Little London Community Hub, with an anticipated contract award in July and start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report;

- (e) That it be noted that scheme 32036/CJ3/000 to deliver a new Neighbourhood Housing Office forming part of the Little London Community Hub at £264,700 is funded within the overall Housing Leeds refurbishment programme, as approved by Executive Board in February 2014, and that it will be delivered by the Director of Environment and Housing, with an anticipated contract award in July and a start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report.

19 Natural Resources and Waste Local Plan: Publication and Submission of Policies: Minerals 13 and 14

Further to Minute No. 154, 9th January 2013, the Director of City Development submitted a report which sought approval to publish the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan together with supporting text for the purposes of a six week consultation period. Subject to there being no new significant issues raised, approval was also sought to make a recommendation to Full Council that it approves the submission of the revised policies to the Secretary of State for independent examination.

RESOLVED –

- (a) That the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan and supporting text be published for the purposes of a six week consultation period, and that the Chief Planning Officer be authorised to consider any representations received.
- (b) That it be noted that the Head of Forward Planning and Implementation is responsible for these matters and that it also be noted that the consultation exercise will take place in July - August 2014.
- (c) That subject to there being no new significant issues raised, it be recommended that Full Council approve the submission of the revised policies to the Secretary of State for the purposes of independent examination.
- (d) That if significant new issues are raised through the consultation process, or by Scrutiny Board members, the Chief Planning Officer, in consultation with the Executive Member for Neighbourhoods, Planning & Personnel be authorised to review the proposals and to take such additional steps as are necessary before seeking approval from Council for submission.

(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

resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

20 Progress on Delivering the Council Housing Growth Programme

Further to Minute No. 45, 17th July 2013, the Director of Environment and Housing and the Director of City Development submitted a joint report providing an update on the Council Housing Growth Programme and the sites that had been identified for development. In addition, the report also provided details of the sites where a bid had been submitted to the Homes and Communities Agency (HCA) for grant funding, together with details of the rental strategy to be adopted. Finally, the report provided an update on the work undertaken to develop a standard of finish which would include design approaches aimed at reducing running costs by providing a more energy efficient product and also information on the proposed 'Lettings Policy' for the new build Council properties.

By way of an introduction to the submitted report, the Executive Member for Neighbourhoods, Planning and Personnel emphasised the scale and ambitious nature of the programme. In addition, the Board noted that Scrutiny Board (Housing and Regeneration) was scheduled to consider the Council's Lettings Policy as part of its work programme.

In considering the report, Members discussed the following:-

- The need to ensure that neighbourhoods were 'liveable' and sustainable;
- The importance of design quality and energy efficiency standards which were being developed as part of the programme;
- The need to demonstrate to the HCA that the Local Authority was able to successfully deliver such an ambitious programme;
- The accommodation needs which needed to be addressed in the outer areas of the city, as well as those in the inner areas;
- The vital importance of housing provision for the elderly across the city.

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 –

- (a) That the progress on the development of the Council Housing Growth Programme be noted;

- (b) That the development of a new rental strategy for new build Council properties which are funded through the Homes and Communities Agency's Affordable Homes Programme, be agreed;
- (c) That the progress made against the development of a new approach to the standard of the final product, as it relates to the development of new council housing, be noted;
- (d) That a new approach for the allocations of new build Council homes be agreed, and that approval be given for the Director of Environment and Housing to approve local lettings policies;
- (e) That the further injection of £20,194,000 into the Council Housing Growth Programme from the HRA, with authority to spend of £30,120,000 per the table at paragraph 6.7 of the submitted report be approved, and that £10,194,000 of the new injection be utilised from reserves and additional available 'Right To Buy' (RTB) receipts and £10,000,000 from unsupported borrowing.
- (f) That responsibility for the delivery of the resolutions above be delegated to the Director of Environment and Housing.
- (g) That a further report be submitted to Executive Board in September 2014 outlining the work that is being developed to achieve 'quality' and 'quantity' as part of the overall Housing Growth Programme.

CLEANER, STRONGER AND SAFER COMMUNITIES

21 Allocation of Police Community Support Officer's (PCSO's) for Leeds to 2015/16 and new Joint Working Arrangements with West Yorkshire Police

Further to Minute No 209, 5th March 2014, the Director of Environment and Housing submitted a report providing an update on the outcome of the discussions between West Yorkshire Police, Elected Members and Senior Council Officers on the allocation of Police Community Service Officers (PCSOs) for the period up to 31st March 2016. In addition, the report also provided a summary of the new ways of working being piloted between Leeds City Council and West Yorkshire Police in priority services areas including Domestic Noise Nuisance and Street Begging, and highlighted the direction of travel in relation to the Environmental agenda.

The Board received an overview of the report from Superintendent Sam Miller, who also updated the Board on the joint working initiatives which continued between the Council and West Yorkshire Police.

Members welcomed the submitted report, paid tribute to the work of the PCSO's and highlighted the vital importance of their visible presence within communities.

RESOLVED –

- (a) That it be noted that the allocation of PCSO's is to remain at 5 per Ward, as per the current arrangement across the City for Leeds City Council funded officers.
- (b) That with regard to additional PCSO's being funded by West Yorkshire Police, support be given to such officers being allocated on a demand based profile.
- (c) That the new areas of partnership work being led by the Chief Officer for Community Safety, where different approaches, and joint working arrangements are being piloted to support the delivery of Council and Police priorities, be noted.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

22 The Tour de France Legacy for Leeds: 'Cycling Starts Here'

Further to Minute No. 232, 2nd April 2014, the Director of City Development, the Director of Public Health and the Director of Children's Services submitted a joint report outlining the basis for building a lasting cycling legacy from the Tour de France and highlighted the work that was already being progressed in this area.

It was highlighted that a sustainable and meaningful legacy would involve all areas of the Council together with other sectors, and it was acknowledged that further reports would be submitted to the Board in due course as work on the lasting legacy of the Tour de France continued.

Members noted the positive impact that the Tour was already having on cycling participation levels across the city and highlighted the need to ensure that such momentum was not lost.

RESOLVED –

- (a) That the five key objectives of the Cycle Yorkshire strategy, as detailed at section 3.1.1 of the submitted report be endorsed;
- (b) That the legacy commitments, as described at Table 1 of the submitted report be supported;
- (c) That the establishment and resourcing of a 'Cycling Starts Here' Programme Board to include city partners, with Leeds City Council taking the strategic lead, be agreed;
- (d) That the range of directorates and external partners who have a direct and indirect interest be noted;
- (e) That the development of a holistic Cycling Strategy for Leeds be supported;

- (f) That the Director of City Development develop plans to resource the transformation of cycling in Leeds through the future budget setting process.

ADULT SOCIALCARE

23 Age Friendly Leeds

The Director of Adult Social Services submitted a report highlighting the key issues arising from establishing Leeds as an Age Friendly City and which focussed upon the expectations of the World Health Organisation's 'Global Network' initiative. Specifically, the submitted report focussed upon tackling loneliness and social isolation amongst older people and on the work being undertaken in respect of 'Dementia Friendly Leeds'. Finally, the report identified areas for further development and highlighted the plans in place to help Leeds become the Best City in which to live, and especially to grow older.

RESOLVED –

- (a) That the current ongoing work, as outlined within the submitted report, be noted and endorsed;
- (b) That directorates and partners be called upon to assess themselves against the World Health Organisation's 'Global Network of Age Friendly Cities Framework';
- (c) That the opportunities outlined in the submitted report for further work in making Leeds an Age Friendly and Dementia Friendly city, which is working to tackle loneliness and social isolation in older people, be encouraged;
- (d) That the Executive's engagement with Dementia Friendly Leeds at a community level be endorsed;
- (e) That the proposal for Executive Members to become Dementia Friends and Champions be endorsed and that all local authority staff be encouraged to fulfil such roles also.

FINANCE AND INEQUALITY

24 Financial Performance: Outturn Financial Year Ended 31st March 2014

The Deputy Chief Executive submitted a report presenting the Council's financial outturn position for 2013/2014 for both revenue and capital elements, whilst also outlining details regarding Housing Revenue Account and spending on schools. In addition, the report also highlighted the latest position regarding other key financial health indicators including Council Tax and NNDR collection statistics, sundry income, reserves and the prompt payment of creditors.

With regard to proposals detailed within the report regarding the creation of earmarked reserves, specifically in respect off the Leeds Grand Theatre,

Members welcomed that a dedicated report was scheduled to be submitted to the 16th July 2014 Board meeting. It was also requested that both Councillors A Carter and Golton received respective briefings on the current position regarding Leeds Grand Theatre.

In conclusion, the Chair paid tribute to all officers concerned for their continued efforts which had led to the Council's final outturn position for the 2013/14 financial year.

RESOLVED –

- (a) That the outturn position as detailed within the submitted report be noted, and that the creation of earmarked reserves as detailed in paragraphs 3.8 and 5.5 be agreed, with the release of such earmarked reserves being delegated to the Deputy Chief Executive;
- (b) That a virement in 2014/15 from directorate superannuation budgets to general fund reserves, as detailed in paragraph 5.4 of the submitted report, be agreed;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of the resolutions detailed above, following the “call in” period.

25 Best Council Plan Update 2014/2015

Further to Minute No. 200, 5th March 2014, the Deputy Chief Executive submitted a report which sought approval to the proposed updates to the objectives and priorities contained within the Best Council Plan 2013/17.

On 1st July 2013, when approving the new strategic Best Council Plan, Council also provided Executive Board with the authority to make in-year amendments to the Plan when required.

The Chief Executive advised that the proposed refresh of the Plan's objectives and priorities would help to ensure that it continued to reflect the current context in which the Council operated and also that it continued to have a genuine impact on the organisation.

The importance of cross-departmental working as an effective means of driving the Plan's objectives forward was highlighted.

Members welcomed the proposals detailed within the submitted report, together with the succinct, clear and user friendly format of the Plan.

RESOLVED –

- (a) That the updated 'Best Council Plan 2013/17', which sets out the authority's six strategic objectives and priorities be approved;
- (b) That the next steps which are outlined in the submitted report to further revise the Council's priorities in order to feed into the next Best Council Plan in time for the start of the 2015/16 financial year, be noted;

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to be held on Wednesday, 16th July, 2014

- (c) That it be noted that the Deputy Chief Executive will be responsible for the implementation of the next steps.

(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 resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

DATE OF PUBLICATION: FRIDAY, 27TH JUNE 2014

**LASTE DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 4TH JULY 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 7th July 2014)

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