
SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 9th September, 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.

Agenda compiled by:
Guy Close
Scrutiny Unit
Civic Hall
LEEDS LS1 1UR
Tel: 39 50878

Principal Scrutiny Advisor:
Kate Arscott
Tel: 24 74189

www.twitter.com/scrutinyleeds

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>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 - 22 JULY 2014</p> <p>To confirm as a correct record the minutes of the meeting held on 22 July 2014</p>	1 - 4
7			<p>SCRUTINY INQUIRY - ASSET MANAGEMENT</p> <p>To conduct the second session of the Board's inquiry on asset management</p> <ul style="list-style-type: none"> a) To hold discussions with representatives of the third sector and ward Members b) To consider evidence from Adult Social Care and health representatives c) To consider evidence from Citizens and Communities d) To consider evidence from Asset Management e) To comment on the draft Asset Management Plan 	5 - 76

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>DRAFT TERMS OF REFERENCE - SCRUTINY INQUIRY ON EMPLOYMENT</p> <p>To agree the terms of reference for the Board's inquiry on employment</p>	77 - 78
9			<p>WORK SCHEDULE</p> <p>To agree the Board's work schedule for the remainder of the municipal year</p>	79 - 102
10			<p>DATE AND TIME OF NEXT MEETING</p> <p>Tuesday 21 October 2014 at 1.30pm (pre-meeting for all Board Members at 1.00pm)</p> <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, 22ND JULY, 2014

PRESENT: Councillor K Groves in the Chair

Councillors A Castle, J Chapman,
D Cohen, R Harington, A Hussain,
M Ingham, S McKenna, B Selby,
P Wadsworth and J Jarosz

14 Late Items

There were no formal late items of business to consider.

15 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

16 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor Davey, with Councillor Jarosz in attendance as a substitute.

17 Minutes - 1 July 2014

RESOLVED – That the minutes of the meeting held on 1 July 2014 be confirmed as a correct record.

18 Scrutiny Inquiry - Asset Management

The Board conducted the first session of its inquiry on asset management. In attendance to address the Board and answer Members' queries were:

- Councillor Richard Lewis, Executive Member for Transport & Economy
- Christine Addison, Chief Asset Management and Regeneration Officer
- Ben Middleton, Head of Asset Management

Councillor Pauleen Grahame joined the Board for this item in her role as Chair of the Resources and Council Services Scrutiny Board.

In introducing the report, Christine Addison highlighted the following issues:

- The areas covered by the Asset Review Programme Board, including the rationalisation programme; review of investment and commercial property; strategic partnership with council directorates; participation in the One Public Estate pilot; and ensuring capacity to deliver the asset review programme.

- The challenges associated with meeting the £5m savings target by March 2017 and the fact that difficult decisions would be required if it is to be met
- The savings due to be achieved when the Merrion House refurbishment was complete in 2017 and the potential to achieve a higher saving over a four year period than the original three year target
- The work carried out by the Resources and Council Services Scrutiny Board, in particular in relation to empty properties
- The development of a new draft Asset Management Plan, which would be brought to the Scrutiny Board for comment in September, before being presented to the Executive Board for approval
- The recent restructure of the service to address the lack of strategic asset management capacity
- The role of the council at the leading edge of the One Public Estate pilot projects
- Links to the third sector's role in service delivery.

The following issues were raised in discussion:

- The potential to make greater community use of a building in East Leeds currently used by the Table Tennis Association, and to involve the association in community activity to a greater extent (officers undertook to investigate further and report back)
- The benefits to the city of co-location of public services
- The potential to work with the NHS to meet their accommodation needs for the future
- The intention for the council to move out of leasing in property wherever possible
- Marketing of surplus properties, including the use of planning statements
- The condition of properties whilst new development is awaited
- The market for city centre office accommodation
- The brownfield land programme and the challenge associated with making many of these sites attractive to the market
- Links to the affordable housing and council house building programmes
- Methods of disposal including auction, and the varying degrees of control over short-term condition and future use of the property
- The joint venture arrangements established recently for property services
- The ward member discussions ongoing to seek to identify further savings and review community provision within localities
- Opportunities to increase property income through investment
- The role of community asset transfer and the sustainability of proposals without ongoing council support
- The fact that often the public think that eyesore buildings are council owned when this is not the case.

The Board identified the following further information to be provided at the next session of the inquiry:

Draft minutes to be approved at the meeting
to be held on Tuesday, 9th September, 2014

- Draft Asset Management Plan
- List of properties that have been declared surplus and where there are no specific proposals for the future
- List of buildings in communities that would be ideal for other opportunities but where assistance is required to make progress
- List of under-used leased buildings
- Policy around future leases
- List of top ten properties for disposal with planning statements
- List of brownfield sites and any innovative ideas around different use that would help market the land
- Policy suggestions on Community Asset Transfer and any current proposals
- Information on any further support required to deliver the Health Campus Opportunity.

RESOLVED – That the issues raised by this session of the inquiry be noted and that the further information requested be provided at the next session of the inquiry.

19 Tour de France Legacy

The Board considered the Tour de France Legacy proposals, including a report on the cycling legacy which was presented to the Executive Board in June 2014.

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

- Councillor Roger Harington, Cycling champion
- Mark Allman, Head of Sport and Active Lifestyles
- Andrew Hall, Head of Transport Planning
- Cate Walker, Project Officer
- Simon Brereton, Head of Economic Policy & Sector Development.

The following issues were raised in discussion:

- The challenge to maximise the legacy through quickly establishing the proposed Programme Board and identifying resources to support the legacy work, and Scrutiny Board Members' concern to see this happen before momentum is lost
- Concerns about the poor capacity of the rail network to support cycling, and the proposal to raise these concerns with Network Rail and the West Yorkshire Combined Authority Overview and Scrutiny Committee
- The potential for school engagement and encouraging more children to cycle or walk to school
- Uncertainty over the status of a potential Tour de Yorkshire race in the future
- The success of the Skyride events and the very successful Temple Newsam event for schools prior to the Grand Depart

- Current progress with the cycleway in the city centre
- Tensions between cyclists and other road users
- Plans for a summer 'respect' campaign
- Progress with proposals to allow cycling in parks
- The need to identify funding for infrastructure improvements
- The wider tourism and economic legacy and the proposals for measuring and reporting on this aspect
- Links to the potential European Capital of Culture bid
- Links to the wider Yorkshire Cycling strategy and the West Yorkshire Combined Authority support for cycling
- The city's reputation for successfully hosting major events
- Engaging businesses as part of their corporate social responsibility to help increase people's access to bikes in disadvantaged areas
- The Board's desire to see tangible outcomes and community engagement across all parts of the city, particularly in areas of deprivation.

RESOLVED – That a progress report on delivery of the legacy be brought to the Board in six months' time.

20 Work Schedule

The Board received a report of the Head of Scrutiny and Member Development which set out the latest version of the Board's work schedule.

Members agreed to make the following changes to the proposed schedule:

- That the proposed session on the cultural offer in November should take place at the full Board meeting
- That a progress report on the Tour de France Legacy be scheduled for January 2014
- That the options for a sustainable future for the Grand Theatre company be added to the work programme
- That Members would inform the Principal Scrutiny Adviser by email which working groups they wished to take part in.

RESOLVED – That the work schedule be agreed, subject to the above changes.

21 Date and Time of Next Meeting

Tuesday 9 September 2014 at 1.30pm (a pre-meeting will start at 1.00pm for Board members.)

(The meeting finished at 3.40pm)

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 9 September 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 held on 22 July and the second session will take place at this meeting.

3. The terms of reference identified the following areas to be addressed at the second session of the inquiry:
 - *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*

4. In line with the terms of reference, the following evidence and witnesses have been organised:

- Councillor Caroline Gruen has been invited to share her experience as a ward member for Bramley in working with Asset Management to develop an acceptable solution to enable rationalisation of a number of Council properties in Bramley
- The third sector organisation Health for All has been invited to attend the Board to share its experience in working on asset related issues with the council across a number of buildings in south Leeds.
- Two departments (Adult Social Care and Citizens and Communities) have been asked to attend to discuss how their current initiatives relate to the corporate asset rationalisation imperative.

Adult Social Care have provided the report attached at 7b on the development of Integrated Health and Social Care teams. Representatives from both Adult Social Care and Leeds Community Health will attend the Board. This also links to the One Public Estate programme.

Citizens and Communities have provided the report attached at 7c on the role of Community Hubs. A representative from the Directorate will attend the Board.

5. At the first session of the inquiry in July the Board identified a number of further pieces of information that it required from Asset Management in order to assist the inquiry and the attached report at 7d sets out the requested information. Officers from Asset Management will attend the Board and the Executive Member for Transport and the Economy has been invited.
6. It was also agreed in July to bring forward the draft Asset Management Plan, so that Members could carry out pre-decision scrutiny as part of this inquiry and in advance of its submission to the Executive Board for approval. The draft Asset Management Plan is included within the report at 7d.

Next Steps

7. Following this session of the Board's inquiry, Members need to decide how they wish to proceed. The terms of reference envisaged that 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.

Recommendation

8. Members are requested to decide the next steps in progressing their inquiry on asset management.

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 Health and Social Care Integration Programme

Report to: The Sustainable Economy and Culture Scrutiny Board

Date: 9th September 2014

Subject: Integrated Health and Social Care Estate programme

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input 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: 4	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

1. The development of Integrated Health and Social Care (IHSC) Teams at a neighbourhood level is a key element of the Council's drive to deliver more joined up and personalised Health and Social Care services to people in their local communities.
2. The main aim of the IHSC Estate programme is to support the above service changes, and to support those services to work more effectively and efficiently. The IHSC Estate work is an enabling workstream and part of the wider IHSC Programme. The Estates workstream works alongside the People and Technology workstreams, all of which have a high degree of interdependency with each other and the main programme.
3. It is expected that the IHSC estate programme will contribute to the delivery of a better utilisation of buildings and contribute to the rationalisation of assets for both organisations. The rationalisation of assets across two independent organisations has given rise to challenges, which the workstream, made up of representatives from both organisations, are seeking to address. Overcoming these challenges will however, provide invaluable learning for future Integration and Partnership working with external partners.

Recommendation

4. Note the progress made by the IHSC Estates workstream to date.

1 Purpose of this report

- 1.1 The purpose of the report is to inform scrutiny board about the approach taken and progress made by the integrated health and social care estate workstream to create office accommodation suitable for the newly developed integrated health and social care neighbourhood teams.
- 1.2 The report also explains the arrangements put in place to ensure that risks and rewards gained from this transformation programme are shared fairly between partner organisations, Leeds City Council (LCC), Adult Social Care (ASC) and Leeds Community Health Trust (LCH), and that decision making processes are transparent.

2 Background information

2.1 Executive Summary

- 2.1.1 Significant progress has been made to prepare LCC and LCH asset management and IM&T teams for the change required to create office accommodation for integrated neighbourhood teams across the city.
- 2.1.2 Governance arrangements have been put in place to ensure transparent decision making can take place across LCH and LCC in relation to asset management decisions. The Governance diagram is included as Appendix 1.
- 2.1.3 The IHSC estate requirements are incorporated in the wider asset management review recommendations and long term property strategies in LCH and LCC. A joint Office Accommodation Strategy (based on the Council's Changing the Workplace) for the IHSC Teams has been developed and approved by ASC & LCH Leadership Teams and the Council's Asset Management Board
- 2.1.4 The IHSC estate workstream is working closely together with the IM&T and People workstream to ensure new ways of working can be introduced and taken into consideration when specifying the requirements. This is expected to create better utilisation of premises and greater efficiency alongside more flexible office accommodation for staff to use that can meet their requirements.
- 2.1.5 The IHSC estate workstream has identified high level options for each of the 13 neighbourhood teams. These options were developed based upon the high level requirements detailed by the main programme. These options are now in the process of being validated against the emerging detailed requirements of the teams with the relevant managers.
- 2.1.6 Further work is currently being undertaken to develop the necessary legal, financial and property management arrangements, together with the appropriate risk and reward mechanisms to support this work. This work will inform individual business cases for the preferred options for each neighbourhood team.

3 Main issues

3.1 Background:

- 3.1.1 Integration of health and social care services in Leeds developed as a priority from the work commissioned by NHS Leeds, and supported by the Health and Social Care Transformation Board, that Price Waterhouse Cooper carried out in early 2011.
- 3.1.2 Adult Social Care (ASC), Leeds Community Healthcare NHS Trust (LCH), NHS Leeds and the Leeds Clinical Commissioning Groups (CCGs) all formally committed to support the integration of health and social care, with leaders from all sectors stating that: “Our ambition is that at every point during their journey through health and social care services, people will experience better co-ordination of their care”.
- 3.1.3 The first stage of the integration programme enabled co-location of LCH staff in 12 neighbourhood team areas in October 2012. Over time a few social workers were able to join those teams, where space and technology had the capability to support this. All these teams are located in Health Centres (LCH). Based on the success and improved outcomes for customers the transformation board agreed to develop the Target Operating Model (TOM) that would create joint services at neighbourhood level. This work was one of the key factors in Leeds being awarded Pioneer Status for the Integration of Health & Social Care.
- 3.1.4 Senior leaders from across the health and social care sector signed up to the high level TOM on 30th January 2013. The TOM is still being finalised but in the final stages of approval and is expected to become operational during Q3 2014/15. Based on the caseload analysis and the initial experience gained from the co-located teams a decision was taken to align neighbourhood teams (NT) to 13 GP practices clusters.

The 13 Cluster areas are: (for details see appendix 2 & 3)

SOUTH areas: Kippax, Middleton, Beeston, Morley

WEST areas: Woodsley, Armley, Pudsey, Yeadon, Holt Park

EAST areas: Meanwood, Chapeltown, Seacroft, Wetherby

3.2 IHSC Estates

- 3.2.1 The IHSC Estate Workstream is an enabling workstream. It works closely together with the People and IM&T workstreams as there are many interdependencies in ensuring that staff are enabled to work in the most flexible and efficient way possible. Working in this way will also reduce the dependency on the level of Estate required. It is also highly dependent on the development of the TOM and decisions regarding the alignment of staff (from LCH and ASC) to local neighbourhood teams or hubs, the work style of NT staff and IT & telephony requirements to understand the office accommodation requirement for each area. There is no specific Business Case for the estate work as this links in to the asset review from LCC and LCH and the overarching IHSC Programme. Individual business cases will be constructed based upon the preferred option for each neighbourhood team.

- 3.2.2 Whilst the estate requirements of the programme are yet to be fully determined, the estate workstream has worked proactively to review and identify viable options for office accommodation for the NTs across the city. This took into account the LCC Asset Review and LCH Property Review both indicating the long term purpose of buildings based on strategic fit and cost effectiveness. This is an ongoing process to ensure that opportunities that arise are considered and long term benefits for services maximised as well as achieving cost effectiveness.
- 3.2.3 Currently NT staff are based at over 50 different premises across LCC and LCH. The alignment of staff to GP clusters and NT areas will reduce the amount of premises significantly (One base for each neighbourhood team (13) and potentially 3 area hubs and a citywide hub). None of the current buildings occupied is solely occupied by adult services (from LCH or ASC) but they make up a significant group. The changes initiated by the integration programme will provide opportunity for LCH and LCC to review and change the use of buildings or release or dispose of properties. In this way the integration programme contributes to the targets set by both organisations to reduce their property portfolio and make best use of resources. Actual savings will mainly come from operations. Estate cost will be determined by each NTs requirement and may require investment to deliver longer term efficiencies.
- 3.2.4 By locating professionals close to where customers live will reduce their travel time and increase customer contact time. Working alongside each other in one team is expected to improve the quality of service to customers and reduce duplication. The project will also aim to improve efficiency and effectiveness by creating fit for purpose office accommodation and introducing new ways of working where possible and appropriate.
- 3.2.5 Integrated teams require access to ASC and LCH customer information and databases. To create IT capabilities that support integrated teams seamlessly provides our IM&T colleagues with a significant challenge and is part of a longer term development programme (electronic patient records (LCH) and flexible working for LCC). This means that the need and requirements for office accommodation will further change over time.
- 3.2.6 Both organisations are in the process of introducing flexible working technology allowing staff to access information where and when they need it (usually at people's own homes). The introduction of PSN across LCH and LCC does help to create interim solutions, but full integration and seamless access to information will require significant investments and development of systems and technology.
- 3.2.7 To ensure that decision can be made jointly and the governance of the IHSC estate project involves representation of all parties (ASC, LCC asset management, LCH property services) at all levels (Shared sponsors, Board, Project team, Delivery Groups). This has led to the development and sign up to the Joint IHSC Office Accommodation Strategy (appendix 3) and Design principles (appendix 4) and is evident in the amount of resources made available by LCH, LCC and ASC to deliver this IHSC estate programme. Sign off procedures include the Better Live through Integrated Services Board but also Corporate Asset Management Board (LCC) and LCH Estate Board.

- 3.2.8 One of the major issues arising from this work is to ensure that the risks and rewards arising from the rationalisation of assets are shared appropriately and fairly between the partners. The properties in scope both now and in the future will largely be in the possession of either the Council or LCH, however, those properties may be owned, leased in or subject to PFI arrangements. Depending on the property solutions chosen, and thus those properties chosen for disposal, there could be a significant imbalance of risk/reward between each partner. This could also be exacerbated by the way each property is funded. The overriding principle used by the project is to share risks and rewards and be as transparent as possible. A specific working group has been set up to develop a memorandum of understanding and explore new models that support shared use of buildings across partnership organisations that seek to address these issues.
- 3.2.9 The workstream has made appropriate links with other strands of asset management work, most notably that being undertaken as part of the 'One Public Sector Estate Pilot' and the development of Community Hubs. This may provide an opportunity to improve utilisation of these spaces, create safe and suitable accommodation for the neighbourhood teams and significantly increase the savings that could be achieved by all partners.
- 3.2.10 The programme timeline was recently brought forward to December 2014 at the request of the lead commissioners (CCG). As the TOM has not been fully detailed yet and staff alignment and consultation is not yet completed it is expected that solutions to office accommodation will need to be delivered in stages to enable teams to start making the operational change expected. This will provide level 1 solutions (quick solution, making best use of existing space and minor expansion) or level 2 (including new ways of working and increasing the flexibility of office space across teams and better utilisation of offices across the day by removing dedicated team areas).
- 3.2.11 The minimum lead in time for estate changes is approximately 3 months depending on availability of property in the right area. The estate workstream aims to have made progress in the critical areas by December but also recognises that the longer term final solutions will at least take another 6 to 12 months to be fully delivered.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Regular (approx. every 6 weeks) managers briefing are held for operational services. This provides them with an update and opportunity to contribute to the development of the programme.
- 4.1.2 Estate Workshops have been held to identify high level viable office accommodation options for integrated teams. Participants were ASC & LCH senior managers from operational and strategic services involved in the development of integrated services; senior managers from LCC asset management and asset reviewing team; senior managers from LCH property services and finance; and project staff from integrated health and social care programme office. The findings were further validated by the IHSC estate

workstream by conducting site visits and where appropriate completing a jointly created building checklist. This provided the team with the information on current usage and spare capacity.

4.1.3 Local design teams will be established to ensure that staff affected by the changes can have input in specifying the requirements and communication can be facilitated. Their role will also include ensuring that other occupants in the affected facilities are kept informed and included in the planning.

4.1.4 In September, as soon as TOM data is available, follow up workshops will be held including operational services, asset management and senior managers to match TOM and staff data with available options in each area. To establish the final requirements for neighbourhood team's office accommodation changing the workplace type questionnaires will be used. This will enable us to specify a preferred option and action plan for each to the 13 neighbourhood team areas and construct the necessary business cases.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is part of a new way to deliver a service. IHSC Estate is only an enabler in this process to support staff to have suitable accommodation and technology allowing them to work together as one team closer to people's homes.

4.2.2 An outcomes framework has been developed in partnership with staff, service users and partner organisations asking people the key question 'how will we know that we have been successful' and using 'better, simpler, better value' as a starting point. The framework (see table below) was agreed by February 2013 Transformation Board and covers the interdependent programmes of work around risk stratification, supported self-management and integrated services.

	Better	Simpler	Better value
Service user and carer	I have choice and control over the services I get. Services see and treat me as an individual. I feel there is time for staff to listen to me.	Teams share information (with my consent), so I don't have to tell my story to too many different people. I know who go to if I need to discuss my support. I am seen in hospital swiftly if that's the best place for me [suggestion by the IHSCB building on debate at the workshop about the role of hospitals]	Formal services help me to make good use of everyday, community services and support. I can get the support I need to manage my own condition.
Staff	Service users receive a more holistic response because we're integrated. Integration enables us to use planning and meeting time more effectively. We are able to take a more preventative approach to support.	I can spend more time with users and carers because we're integrated. I am clear about my role and responsibilities and how they fit with other roles in the whole system.	There is less duplication because we're integrated. Processes (assessment, recording and review) are streamlined and transparent. We have clear ways of sharing learning and best practice between teams.
System	Integrated teams have led to improved health and well-being. Information flow between teams and to and from the wider system (Third sector) is better.	Integrated teams have led to shorter times from referral to response. There is a shared care plan across all relevant partners.	Integrated teams have helped people stay at home (and not go into hospital or care homes). There is flexibility in roles (for simple tasks) within neighbourhood teams and the wider system.

- 4.2.3 The outcome measures arising from this are being developed. This work will start to shape the expectations around critical success factors specifically in terms of the integration of adult community health and social care services.
- 4.2.4 An equality impact screening took place at the start of the integration programme in 2012. It was acknowledged by the transformation board (OBC 2013) that only at the point where the target operating model is defined and operational the impact on service users, staff and other stakeholders can be assessed.

4.2.5 Council policies and City Priorities

- 4.2.1 The integration programme is part of the Better Lives Programme being delivered by Adult Social Care as reflected in the Best Council Plan and the health and wellbeing priority plan
- 4.2.2 Introduction of new ways of working and maximising utilisation of building is in line with to LCC asset strategic review, LCH property strategy and LCC's programme on Public Estate work

4.3 Resources and value for money

- 4.3.1 Funding received from the CCG 2% non-recurrent allocation to support the delivery was used to systematically review properties and is to be used to recruit an extra project officer for a period of 12 months to support new NT to specify their requirements, identify the preferred option and support the delivery of the project to create suitable office accommodation for each NT area.
- 4.3.2 The estate review was linked to the asset management review taking place in LCC and LCH. The future purpose of buildings is taken into consideration and informs decisions on selecting office accommodation for the neighbourhood teams across the city. The programme contributes to achieve the aims of the council.
- 4.3.3 As part of the Best Council Plan the Better Lives programme aims to help local people with care and support need to enjoy better lives though joining up health and social care. The IHSC estate programme supports neighbourhood teams to share office accommodation and work more flexibly by adopting new ways of working. This will contribute to a better utilisation of space and create opportunities for the council and LCH to reduce their estate portfolio.
- 4.3.4 Although, it is difficult to quantify the financial benefits of this work until individual business cases are constructed, it is anticipated that this work will make a significant contribution to the delivery of the Council's Asset Review target, in addition to the delivery of efficiency improvements within the operational service areas.

4.4 Legal Implications, Access to Information and Call In

- 4.4.1 Shared use of office accommodation and the legal and financial arrangements between LCH and LCC has highlighted potential barriers for partnership working,

as current systems, protocols, budget targets do not currently lend themselves to joint working arrangements.

4.5 Risk Management

4.5.1 This report is an information report to the Sustainable Economy and Culture Scrutiny Board and as such not subject to the Call In process

4.5.2 Main Risks

- Competing priorities and timelines set by operational services and commissioners and the process estates require to be followed to identify, create and deliver suitable office accommodation for neighbourhood teams leading to the risks that unplanned and ad-hoc office changes are made by teams. This would limit the overall asset and operational efficiencies that can be achieved across services and investments are made for short term and interim solutions.
- Current corporate systems and processes to support integrated working between LCH and social care (LCC) are not sufficiently developed with the risks that barriers are put in place for partnership working and sharing of accommodation and resources. This could limit the benefits that can be achieved from the new target operating model and improved utilisation across partner buildings.

5 Conclusions

5.1 Significant progress has been made to prepare LCC and LCH asset management teams for the change required to create office accommodation for integrated neighbourhood teams across the city

5.2 The governance has been put in place to ensure transparent decision making can take place across LCH and LCC in relation to asset management decisions.

5.3 The IHSC estate requirements are incorporated in the wider asset management review recommendations and long term property strategies in LCH and LCC. A joint Office Accommodation Strategy (based on the Council's Changing the Workplace) for the IHSC Teams has been developed and approved by ASC & LCH Leadership Teams and the Council's Asset Management Board.

5.4 The IHSC estate workstream is working closely together with the IM&T and People workstream to ensure new ways of working can be introduced and taken into consideration when specifying the requirements. This is expected to create better utilisation of premises and greater efficiency alongside more flexible office accommodation for staff to use that can meet their requirements.

5.5 The IHSC estate workstream has identified high level options for each of the 13 neighbourhood teams. These options were developed based upon the high level requirements detailed by the main programme. These options are now in the

process of being validated against the emerging detailed requirements of the teams with the relevant managers.

- 5.6 Further work is currently being undertaken to develop the necessary legal, financial and property management arrangements, together with the appropriate risk and reward mechanisms to support this work. This work will inform individual business cases for the preferred options for each neighbourhood team.

6 Recommendation

- 6.1 Note progress made by the IHSC Estates workstream to date.

7 Background documents¹

None

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

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Report of Health and Social Care Integration Programme

Report to: The Sustainable Economy and Culture Scrutiny Board

Date: 9th September 2014

Subject: IHSC Estate programme

APPENDICES to the main report

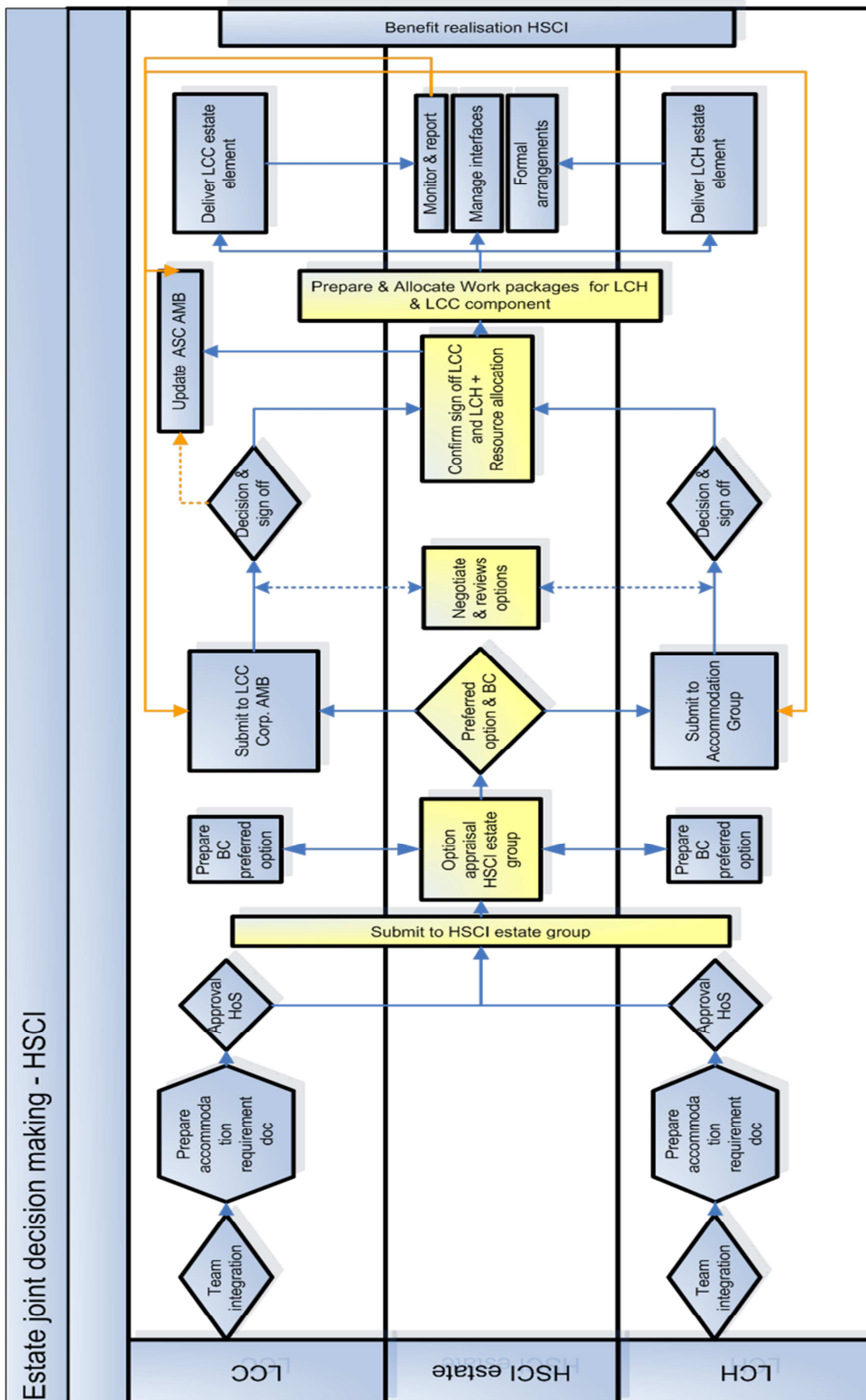
Appendix 1: decision making process

Appendix 2: NT areas & GP practice clusters

Appendix 3 – Joint Office Accommodation strategy on a page

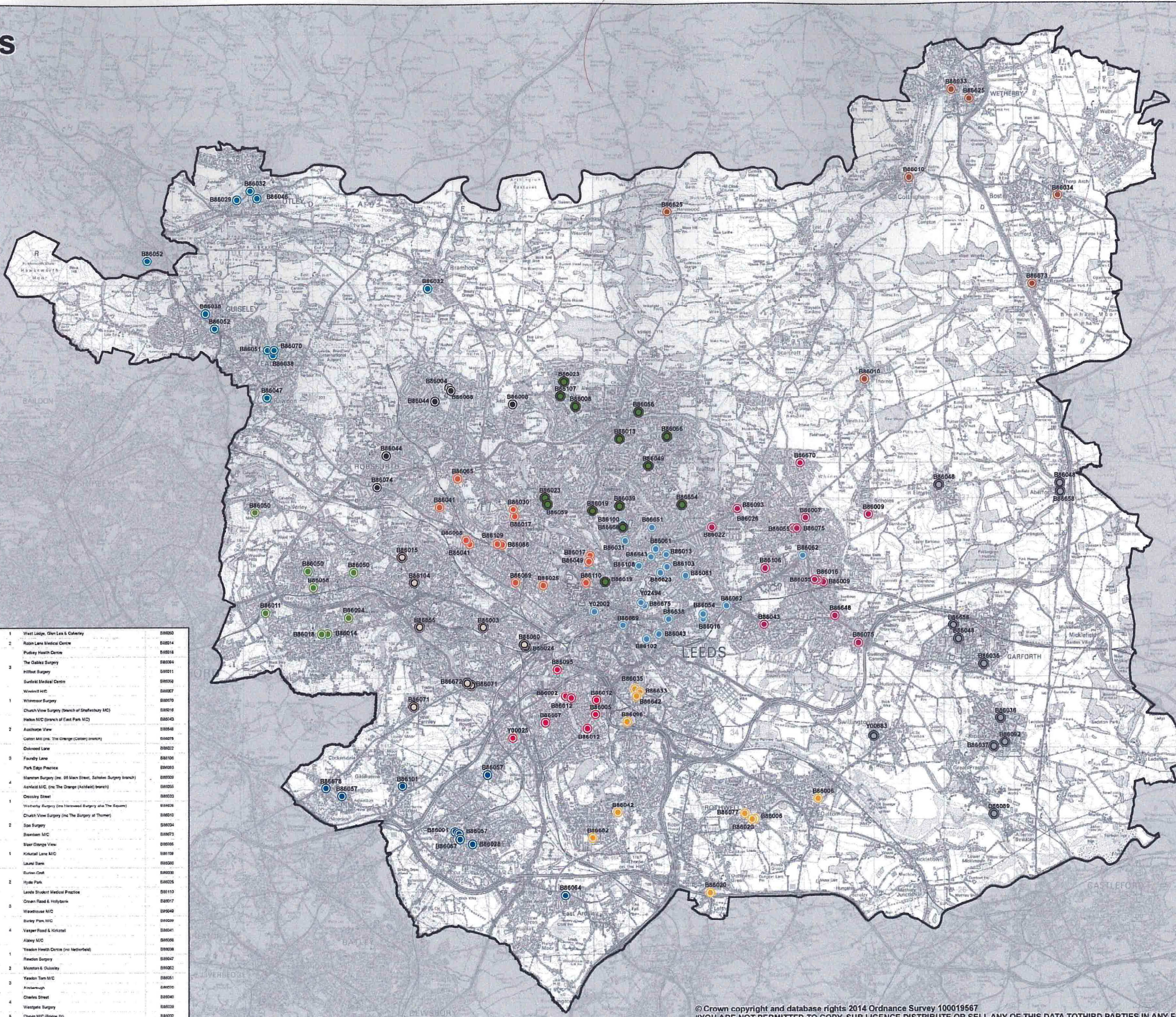
Appendix 4 : Design Principles

Appendix 1: decision making process



Linked GP Practices

Neighbourhood	Cluster	GP Practice	Practice Code
Armsley	1	Manor Park Surgery	B86016
	1	Higfield Medical Centre	B86014
	2	Thornhill Medical Centre	B86010
	2	Proxy View Medical Centre	B86024
Beeston	3	Armsley Moor Medical Centre	B86023
	3	Beauchamp Tree	B86025
	4	Wetherby (The New Family)	B86017
	4	Leeds City (The Parkside)	B86013
Chapeltown	1	Headingley Village	B86007
	1	Station Lane	B86004
	2	City View	B86002
	2	Osborne	Y02023
	2	Chickley	B86026
	2	The Clutter Surgery	B86054
	2	Lincoln Green (Rumford's HC)	B86015
	1	York Street Medical Practice	B86060
	1	The Light	Y02002
	1	Hilton Road	B86051
Holt Park	2	Beltrose	B86081
	2	Ashlan View	B86023
	2	York Road & Rosewood Ave	B86002
	2	Shaftebury M/C	B86116
	2	East Park M/C	B86043
	3	Dr. Souter (York Road)	B86008
	3	Richmond M/C	B86102
	3	Shakespeare	Y02484
	3	Osney M/C	B86103
	3	St. Martin	B86100
Kippax	4	Wetherby	B86021
	4	Chapeltown Family Surgery*	B86106
	4	179 Roundway House*	B86013
	4	Northwell Corner Surgery	B86001
	4	North Leeds - Milton Street	B86013
	1	New Croft (aka Harold Wood practice code)	B86054
	1	Falshaw Surgery	B86074
	2	Higfield	B86024
	2	Holt Park	B86008
	2	The Clutter Surgery	B86054
Meanwood	2	Harrogate Medical Surgery	B86004
	2	Emmanuel Surgery (Branch in Emel)	B86048
	2	Julianova Cottage Medical	B86045
	3	Oliver Lane (The Monk Fyfeon & Hazlewood Avenue)	B86030
	3	Kippax Hill	B86002
	4	New Social	B86090
	4	Orange Meadows - Rufford Park	Y02003
	4	Rabston	B86013
	4	North Leeds, Harrogate Road	B86107
	4	Mossfort	B86026
Middlesbrough	1	Nursery Lane	B86006
	1	Sheafwell	B86019
	2	Rufford Lodge (No Clutter Garden)	B86030
	2	Alkerton M/C	B86030
	2	Headingley Surgery	B86054
	3	Stavel Lane	B86039
	3	Chandos Surgery	B86049
	4	Heppwood M/C	B86039
	4	The Avenue (No 44 Green Road)	B86023
	4	Uppwell Croft	B86042
Morley	1	Middleton Park	B86032
	1	Harewell Health Centre	B86033
	2	Wetherby	B86021
	3	Chapel Street	B86040
	3	Academy M/C	B86039
	4	Lofthouse/The Manses	B86020
	4	New Cross	B86077
	4	Outburth/Black Street Surgery	B86050
	5	Footsike Medical Centre	B86037
	1	The Surgery (Black Cross Street)	B86028
Pudsey	1	Marley Health Centre	B86021
	2	Long View Medical Centre	B86040
	3	Wetherby (Horseshoe/Adelston)	B86027
	3	Oliverston Health Centre	B86011
	3	Diggleton Medical Centre	B86075
	1	West Lodge, Glen Lea & Cawley	B86020
	2	Rubon Lane Medical Centre	B86014
	2	Pudsey Health Centre	B86018
	2	The Clutter Surgery	B86054
	2	Hillside Surgery	B86011
Seacroft	2	Surfield Medical Centre	B86004
	2	Wetherby M/C	B86027
	1	Wetherby Surgery	B86076
	1	Church View Surgery (Branch of Seacroft M/C)	B86018
	1	Hatton M/C (Branch of East Park M/C)	B86040
	2	Ashburton View	B86008
	2	Central M/C (No. The Garage Centre) branch	B86007
	2	Quarrendon Lane	B86027
	2	Family Lane	B86006
	2	Park Edge Practice	B86033
Wetherby	1	Mossburn Surgery (No 88 Main Street, Seacroft Surgery branch)	B86033
	1	Alkerton M/C (No. The Garage (old/old) branch)	B86007
	1	Osney Street	B86023
	1	Wetherby Surgery (No Wetherby Surgery aka The Avenue)	B86008
	1	Church View Surgery (No. The Surgery of Thorne)	B86010
	2	Sea Surgery	B86034
	2	Seacroft M/C	B86030
	2	Wetherby Surgery	B86008
	2	Wetherby Surgery	B86008
	2	Wetherby Surgery	B86008
Woodsley	1	Kirkstall Lane M/C	B86108
	1	Lauri Bank	B86020
	2	Rutland Court	B86020
	2	Hyde Park	B86026
	2	Leeds Student Medical Practice	B86113
	2	Crown Road & Hollybank	B86017
	2	Wetherby M/C	B86040
	4	Village Road & Kirkstall	B86041
	4	Alkerton M/C	B86030
	4	Wetherby Surgery	B86008
Yeadon	1	Yeadon Health Centre (No Wetherby)	B86037
	2	Wetherby Surgery	B86008
	2	Wetherby & Osney	B86021
	3	Yeadon Twp M/C	B86011
	3	Armsley	B86023
	4	Chapel Street	B86040
	4	Wetherby Surgery	B86008
	4	Chapel Street	B86040
	4	Wetherby Surgery	B86008
	4	Chapel Street	B86040



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Linked GP Practices

NEIGHBOURHOOD	Cluster	GP Practice	Practice Code
Armley	1	Manor Park Surgery	B86015
		Highfield Medical Centre	B86104
	2	Thornton Medical Centre	B86060
		Priory View Medical Centre	B86024
	3	Armley Moor Medical Centre	B86003
		Beech Tree	B86655
	4	Hawthorne Surgery	B86672
		Whitehall (Inc New Farnley)	B86071
Beeston	1	Leeds City (Inc Parkside)	B86012
		Beeston Village	B86667
		Shafton Lane	B86095
	2	City View	B86002
		Cottingley	Y00025
		Oakley	B86005
Chapelton	1	The Garden Surgery	B86054
		Lincoln Green (Burmantofts HC)	B86675
		York Street Medical Practice	B86669
		The Light	Y02002
		Hilton Road	B86651
	2	Bellbrooke	B86081
		Ashton View	B86623
		York Road & Rookwood Ave	B86062
	3	Shaftesbury M/C	B86016
		East Park M/C	B86043
		Dr. Sooltan (York Road)	B86638
		Richmond M/C	B86102
		Shakespeare	Y02494
		Conway M/C	B86103
	4	St. Martins	B86100
		Westfield	B86031
		Chapelton Family Surgery	B86108
		173 Roundhay Road*	B86643
Harehills Corner Surgery		B86061	
North Leeds - Milan Street		B86013	

HOLT PARK	1	New Croft (also Ireland Wood practice code)	B86044
		Fieldhead Surgery	B86074
	2	Highfield	B86004
		Holt Park	B86068
		Adel	B86008
		Ireland Wood	B86044
Kippax	1	Garforth M/C	B86048
	2	Moorfield House Surgery	B86658
		Elmwood Surgery Barwick in Elmet	B86048
		Jessamine Cottage Aberford	B86048
	3	Gibson Lane (Inc Monk Fryston & Hazelwood Avenue)	B86036
		Kippax Hall	B86092
	4	Nova Scotia	B86089
		Grange Medicare - Swillington	Y00683
Radshan		B86037	
MEANWOOD	1	North Leeds, Harrogate Road	B86013
		Moorcroft	B86107
		Nursery Lane	B86008
		Shadwell	B86056
	2	Rutland Lodge (inc Carlton Gardens)	B86019
		Allerton M/C	B86039
		Newton Surgery	B86666
	3	Oakwood Surgery	B86654
		Street Lane	B86066
		Chandos Surgery	B86049
4	Meanwood H/C	B86059	
	The Avenue (inc 4a Green Road)	B86023	
MIDDLETON	1	Lingwell Croft	B86042
		Middleton Park	B86682
	2	Hunslet Health Centre	B86633
		Whitfield	B86035
		Church Street	B86642
	3	Arthington M/C	B86096
	4	Lofthouse/The Manse	B86020
		New Cross	B86077
5	Oulton/Marsh Street Surgery	B86006	

MORLEY	1	Fountain Medical Centre	B86067
		The Surgery (South Queen Street)	B86028
		Morley Health Centre	B86001
	2	Leigh View Medical Centre	B86064
	3	Windsor House/Shenstone/Adwalton	B86057
		Gildersome Health Centre	B86101
Drighlington Medical Centre		B86678	
PUDSEY	1	West Lodge, Glen Lea & Calverley	B86050
	2	Robin Lane Medical Centre	B86014
	3	Pudsey Health Centre	B86018
		The Gables Surgery	B86094
		Hillfoot Surgery	B86011
		Sunfield Medical Centre	B86058
SEACROFT	1	Windmill H/C	B86007
		Whinmoor Surgery	B86670
		Church View Surgery (branch of Shaftesbury MC)	B86016
	2	Halton M/C (branch of East Park MC)	B86043
		Austhorpe View	B86648
		Colton Mill (inc. The Grange (Colton) branch)	B86075
	3	Oakwood Lane	B86022
		Foundry Lane	B86106
		Park Edge Practice	B86093
	4	Manston Surgery (inc. 96 Main Street, Scholes Surgery branch)	B86009
Ashfield M/C, (inc The Grange (Ashfield) branch)		B86055	
WETHERBY	1	Crossley Street	B86033
		Wetherby Surgery (inc Harewood Surgery aka The Square)	B86625
	2	Church View Surgery (inc The Surgery at Thorer)	B86010
		Spa Surgery	B86034
		Bramham M/C	B86673

WOODSLEY	1	Moor Grange View	B86065
		Kirkstall Lane M/C	B86109
		Laurel Bank	B86086
	2	Burton Croft	B86030
		Hyde Park	B86025
		Leeds Student Medical Practice	B86110
	3	Craven Road & Hollybank	B86017
		Woodhouse M/C	B86049
	4	Burley Park M/C	B86069
		Vesper Road & Kirkstall	B86041
Abbey M/C		B86068	
YEADON	1	Yeadon Health Centre (inc Netherfield)	B86038
		Rawdon Surgery	B86047
	2	Menston & Guiseley	B86052
	3	Yeadon Tarn M/C	B86051
		Aireborough	B86070
	4	Charles Street	B86046
		Westgate Surgery	B86029
	5	Chevin M/C (Bridge St)	B86032

The Integrated Health & Social Care Joint Office Accommodation Strategy – What does it mean in practice?

Why?

How?

When?

Context/drivers

Working in Partnership

- Leeds Community Healthcare Trust and Leeds City Council are both committed to working in partnership to achieve better outcomes for customers and maximise resources.

Efficient use of assets and sharing office spaces

- Staff in the Neighbourhood Teams require appropriate accommodation in which to work and all spaces must be to the required standard.
- Certain premises are under-used and empty for most of the day but over-busy at peak times.

Create an infrastructure that facilitates integration

- Staff must be able to share information across partner organisations.
- IT systems and hardware can be accessed and used in all buildings.

Maximise budgets available to front line services

- Both organisations have to work smarter, delivering an improved service on reduced budgets, with leaner staffing structures, a smaller number of buildings and flexible work arrangements.

Aims/outcomes

Maximise customer contact time

- The joint aim is to work better together as partners and reduce travel time by being closer to where our customers live. This will maximise contact time with customers and enable staff to deliver high quality care.

Valuing staff and improve flexibility

- Providing improved accommodation which is modern, consistent and creates a better environment for staff to work in.
- Flexible/ mobile working offers staff the opportunity to manage their own work/life balance and create work styles which supports the achievement of objectives.

Use money wisely

- Flexible usage and maximised space leads to smarter working, reduced stock and efficiency savings.

Flexible office accommodation close to customers

- Flexibility in where and when people work, enabling both organisations to efficiently meet changes in customer demands and staffing requirements.
- Create a base in each area, but also hot desk, increased meeting room facilities and touchdown areas for staff across the city.

Introduction of 'New Ways of Working'

- Working differently to maximise and share resources, benefit from technology and continue to meet the needs of the business/ customers.

Consider impact of 'Mobile Working' on office requirements

- The ability to work anywhere and conduct business processes by accessing information more effectively through mobile technology.

Support service change

- Ensure future developments consider integration and ensure facilities are suitable and meet the need to share space.
- Acknowledge that the neighbourhood teams develop a new model of service, which may require further change to balance current and future demand with current estate.
- Deliver value through making better use of property.

De-clutter now

- Get a head start by clearing desks/screens/offices of personal clutter.
- Work with dedicated teams in your area to classify, store or dispose of paper records.

Start to adopt New Ways of Working

- Commit** to improved communication with team members, line managers and other relevant stakeholders to ensure remote/ flexible working is a success.
- Be engaged** – read documents, attend meetings, contribute opinions, be open-minded and look for the benefits that new ways of working can bring as opposed to problems with implementation.

Create local design teams

- Everyone to have a say** through questionnaires and/or engagement event.
- Staff from both organisations will work together to specify and deliver the integrated office accommodation solutions for their area.

Part of wider review of office accommodation

- Leeds Community Healthcare and Leeds City Council have both reviewed their buildings to determine future use
- The Integrated Health & Social Care Joint Office Accommodation Strategy forms part of this wider review but with a specific focus on office accommodation that supports the development of Integrated working.
- The need of other departments and services will also be taken into consideration.

Dependent on location

- The vision will be the same across the city, the process to achieve this will be different for each area.

Start now

- Savings and service improvements will only be achieved after new ways of working are introduced so it is important to begin the process of change right away.

Solutions

Level 1: current and initial period

- Existing integrated Neighbourhood Teams will absorb additional staff from other teams and services and maximise use of desks.

Level 2: interim period

- No space will belong to a single team or manager so office spaces can be used more flexibly and more hot-desking spaces can be made available.

Level 3 : final and long term solution

- Having office and meeting space in the right place that supports new ways of working to deliver integrated services.

Integrated Health & Social Care
Office Accommodation Design Principles

Leeds Community Healthcare NHS Trust (LCH) and Leeds City Council (LCC) have been exploring ways in which to work together better, to better serve the public.

Integration and realignment of services will require a change of base for many staff, which will involve sharing of office space between the organisations. To achieve an efficient use of space office accommodation will be remodelled to deliver an environment that reflects aspects of new ways of working, enabling flexible work styles and effective integration of services.

What will the integrated office accommodation look like?

- Open plan office layout with all staff working side by side, including managers
- Formal meeting rooms of different sizes
- Informal breakout areas, away from desks to avoid disrupting colleagues
- Modern and fit for purpose IT equipment
- Integrated IT infrastructure to allow effective working regardless of what organisation staff are employed by
- Remote access to electronic record keeping to enable anywhere anytime upload of data
- Appropriate office storage provision, encouraging minimisation of use of paper
- “Hot desk” arrangements for staff who spend some of their time outside of the office
- A “clear desk” policy, with lockers for possessions that need to be stored on site
- Buildings will be generally open earlier and later throughout the week, with a growing number also available at a weekend and have safe and secure access at all operating hours
- Flexible and mobile workforce – staff able to access computers, telephones, printing, meeting rooms at all sites, not just their own base.
- Appropriate kitchen facilities and place for staff to relax
- Appropriate parking facilities (on road or car park) and public transport access as required by the team
- Eventually standardisation of furniture to maximise use of space
- Conference call and video conferencing to be developed and promoted to reduce the need for travelling.

Date: 29th May 2014

Contact: Leeds Community Healthcare

Peter Ainsworth
peter.ainsworth@nhs.net

Lyndsey Corker
lyndsey.corker@nhs.net

Leeds City Council

Gonnie Rutten
gonnie.rutten@leeds.gov.uk

James Turner
james.turner@leeds.gov.uk

Report of the Chief Officer, Customer Access

Report to: Scrutiny Board (Sustainable Economy and Culture)

Date: 9th September 2014

Subject: Community Hub role within the Asset Rationalisation Programme

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

1.0 Summary of main issues

- 1.1 The concept of having Community Hubs across the city is for them to provide the right mix of council and partner services each community needs in the most efficient manner. This involves a more integrated approach to service delivery and maximises the use of the assets and service points that already exist across the city e.g. joint service centres, one stop centres, housing management offices, libraries, children's centres etc.
- 1.2 Progress has been made at the three pathfinder sites since they went live on 1st April 2014. Key service changes and improvements have been made at each of the three pathfinder sites.
- 1.3 The programme of work has not delivered major asset savings in the form of building closures to date. However the ongoing programme of work with partners internal and external to the council to co-locate relevant front line services together in communities is already delivering a more efficient use of the assets in use.
- 1.4 Longer term the domino effect of maximising use of space within Hubs for front line staff along with incorporating new ways of working (CITW) will lead to a number of properties around the city being made available for release.

2.0 Purpose of this Report

- 2.1 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.
- 2.2 The purpose of this report is to update Scrutiny Board on the work done to-date in delivering the initiatives detailed in the November 2013 Executive Board Report around delivering Accessible and Integrated Services for the citizens of Leeds with regards to the creation of Community Hubs. The report also outlines the activities that are proposed to take place from 2014/15 with regards to potential asset rationalisation to deliver the cost benefits associated with this piece of work.

3.0 Background Information and Main Issues

- 3.1 The concept of having **Community hubs** across the city is for them to provide the right mix of council and partner services each community needs in the most efficient manner. This involves a more integrated approach to service delivery and maximises the use of the assets and service points that already exist across the city e.g. joint service centres, one stop centres, housing management offices, libraries, children's centres etc.
- 3.2 The Community Hubs also support the delivery of pop-up and are looking to support mobile provision to ensure that we can reach all priority communities across the city in the most cost effective way.
- 3.3 A report to the November Executive Board agreed to the establishment of three community hub pathfinders to develop our thinking and identify the best form of provision for delivering truly integrated face-to-face services. The three Pathfinder sites are the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley, all of which have now been operational Community Hubs since 1st April 2014.
- 3.4 Progress at the three pathfinder sites has been significant since they went live on 1st April 2014. Key service changes and improvements have been made at each of the three pathfinder sites.

Service Improvements

- 3.5 Effective from the 1st April 2014, the three existing teams from Customer Services, Library and Information Services and Employment and Skills services have come together as one team under the leadership and management of a Community Hub Manager and Assistant Manager within Customer Services.
- 3.6 The establishment of a single team at each of the pathfinder sites has led to improvements in the existing services provided previously by the three separate teams. Improvements include a single reception point, standardised opening hours across all three services and increased staff flexibility. A good example of this is at St Georges Centre, Middleton where the previously part-time library is now open 8am – 6pm during weekdays. Outside of the part time hours the Library service is now available as a self-service option, with support from Customer Services staff, as required.

Cross Council Working Leading to Cost Savings

- 3.7 There have been some good examples of cross-council working since the Hubs went live in April, specifically with Children's Services and Housing Leeds where all opportunities for more integrated working are being explored and where possible implemented.
- 3.8 One example of this at the Compton Centre, Harehills where closer working with the Children's Centre next door has led to services such as ESOL courses for adults and families, antenatal support group, Citizens Advice Bureau and the social justice team for asylum seekers and travellers being delivered from the Community Hub rather than – as previously – the Children's Centre.
- 3.9 By moving these services and creating one 'community campus', the Children's Centre has freed up space for 80 additional under 2 free nursery places. Initially the Children's Centre had intended to spend £100k on portable cabins to accommodate the nursery places, but instead the Centre has spent £12k on refurbishment so that the spaces can be provided in the Children's Centre itself, saving £88k. There are a number of examples where this could be replicated across the city.

Co-Location of External Partners

- 3.10 Some excellent work with partners outside of the Council has also been delivered since April. Specifically this has been with West Yorkshire Police who are co-locating their Neighbourhood Policing Teams in the Pathfinder sites so as to ensure closer working with council services and increase their presence in local neighbourhoods.
- 3.11 This co-location is currently live at St George's Centre, Middleton where the Police launched the local neighbourhood policing strategy in early April. At Middleton both Police Officers and PCSOs are now working from and out of the building and the St George's Community Hub team are providing a 'front of house' service for the Police and taking referrals on their behalf. This means that the Council's customer services Team are now the front of house for the Council, the NHS and the Police and further work to develop this model will be taken forward. Work is also currently ongoing to co-locate neighbourhood policing teams at Armley Community Hub and Compton Centre Community Hub, Harehills. These are likely to be operational by the end of September.

Increased Community Support & Usage

- 3.12 A key objective of the Community Hubs is provide relevant support for people who need to access our services and if appropriate provided a 'Pop-up' service where those people congregate if they are not currently accessing our services. Good progress has been made in this area since April.
- 3.13 One early example of where Community Hub staff provide 'pop-up' services is at Stocks Hill Day Centre in Armley. This has proved very popular with the service users as Armley Community Hub staff have been able to assist with a range of issues for them including general advice regarding bidding for a property, re-housing and anti-social behaviour and property repairs requests. The "pop-up" has seen the council dealing with enquiries from new customers who were not using the Community Hub already. We have seen customers who have come to the pop-up who have then had the confidence to come into the Community hub with other

enquiries. The locations of pop-up city-wide is being developed – this will be in both council and non-council buildings.

- 3.14 Another key objective of the Community Hubs is to ensure they are used by the community they support such that local people truly see the Community Hubs as community assets. To this end a number of good examples across all three pathfinder sites have delivered on this objective. One good example is at Armley Community Hub where a Caring Dads service is now being provided. Classes start at 6pm and run until 8.15pm (extending the opening hours of the Centre) to cater for working fathers who want to build a (previously broken) relationship with their children.

Looking Ahead

- 3.15 With regard to actions identified for 2014/15 to develop and embed the Community Hub approach across the city. To do this the following actions have been identified.
- 3.16 Create a city-wide infrastructure of Community Hubs and deliver a sustainable resourcing model. This is the key next step in embedding the Community Hub model across the city as the demand for closer integration is already increasing with both internal and external partners at other sites across the city.
- 3.17 Whilst the close working between the community hubs and the Police and Children’s Services will continue to develop, the teams focus will also encompass more practical implementations of integrated working with both Housing Leeds and the NHS. A working list of integration options for housing management services has already been agreed and work is ongoing to identify the prioritised list for implementation.
- 3.18 Likewise where co-location already exists between the Council and the NHS, work is ongoing to develop relationships and identify opportunities for more integrated working. An example of where this is at an early stage is at St George’s Centre Middleton where meetings have been held with the manager of the NHS Musculoskeletal Team to identify roles that may be provided by the hub reception staff. It is expected that the team could receive patients, log their arrival and rebook appointments. If this works, it is expected that other NHS teams who work in the building will follow.
- 3.19 The programme of work has not delivered major asset savings in the form of building closures to date. This is because the three pathfinder sites already had co-located services and the assets had already been rationalised around these three centres. However the ongoing programme of work with partners internal and external to the council to co-locate relevant front line services together in communities is already delivering a more efficient use of the assets in use. Other opportunities are currently being worked through that will lead to asset rationalisation as further Community Hubs are created.
- 3.20 Work has begun with the NHS and police looking at assets in use and assets that could be freed up across the three partners by the development of community Hubs.
- 3.21 Longer term the domino effect of maximising use of space within Hubs for front line staff along with incorporating new ways of working (CITW) will lead to a number of properties around the city being made available for release.

4.0 Recommendations

- 4.1 Members of the Scrutiny Board (Sustainable Economy and Culture) are asked to receive an update on the Community Hub programme of work to date and provide appropriate comment and or recommendations in regards to its role in the Asset Rationalisation Programme.

Background papers¹

Executive Board Report - November 2013 - Delivering Accessible and Integrated Services for the Citizens of Leeds with regards to the creation of Community Hubs

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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Report of the Director of City Development

Report to the Sustainable Economy & Culture Scrutiny Board

Date: 9th September 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

The purpose of this report is to provide Scrutiny Board with the asset management information requested further to the Board’s meeting of 22nd July 2014, and to also submit a copy of the draft of the Council’s Asset Management Plan 2014-17 for consideration and comment.

Recommendation

The Sustainable Economy and Culture Scrutiny Board is requested to:

- i) note the contents of the report; and
- ii) provide comments on the draft Asset Management Plan.

1.0 Purpose of this report

1.1 The purpose of this report is to provide Scrutiny Board with the asset management information requested further to the Board's meeting of 22nd July 2014, and to also submit a copy of the draft Asset Management Plan to the Board for consideration and comment, it is proposed to be submitted to Executive Board in November 2014.

2.0 Background information

2.1 The Best Council Plan 2013-17 undertakes to become '*a more efficient and enterprising council*' through, amongst other things '*improving how we're organised and making the best use of our assets.*' The asset rationalisation programme will deliver against the specific performance measure to '*reduce the cost of our property assets*' and '*review the operational portfolio and optimise the investment portfolio in line with the Asset Management Plan*'. The Best Council Plan also commits to '*promoting sustainable and inclusive economic growth*', focusing on '*maximising housing growth*'.

2.2 A report was presented to Scrutiny Board on 22nd July 2014 which covered the following areas of asset management related work:

- Asset Management Plan;
- Asset Rationalisation;
- Regeneration, Economic and Housing Growth;
- Partnership Working;
- The Retained Estate; and
- Organisational Arrangements.

3.0 Main issues

3.1 Asset Management Plan

3.1.1 A draft Asset Management Plan has been produced which has undergone a programme of consultation with the Corporate Leadership Team and senior leadership teams across all directorates. The attached version, at appendix 1, incorporates and addresses comments made throughout the consultation process.

3.1.2 The plan intends to provide a high level, strategic approach towards the use, management, acquisition and disposal of assets to enable the Council and its partners to deliver high quality services to the citizens of Leeds, stimulate regeneration and drive efficiencies in operating the Council's property estate.

3.1.3 The aims of the draft 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 and to make strategic property acquisitions where necessary to assist service delivery;
- support regeneration across the city, including delivery of new housing and economic growth;
- to effectively manage underused, empty and derelict Council owned property, including listed and other traditional buildings;
- 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, private and other partners to support, through asset related work, service delivery.

3.1.4 In respect of the revenue savings target of £5m, the current budget strategy for 2015/16 includes a target of £2m across the Council from asset rationalisation. This is now considered to be achievable and will include the savings from Merrion House as a result of it being unoccupied during its refurbishment period. In 2016/17 the initial budget strategy includes a further target saving of £2.5m. This will be more challenging to achieve as the larger asset revenue savings will be realised in 2017/18 and 2018/19 when the re-occupation of Merrion House will enable the rationalisation of significant office accommodation across the City.

3.1.5 The plan details 10 key areas of focus to achieve its aims, and therefore support successful delivery of the Best Council Plan. These are:

- Asset review and rationalisation;
- Office accommodation;
- Localities and Citizens@Leeds;
- Services and Directorates;
- Council projects and programmes;
- Working with partners;
- Making the Council's portfolio work better;
- Careful and planned disposal of property;

- Maintaining the retained estate; and
- Effective information management.

- 3.1.6 One of the main aspects of the plan is the change in approach to the ‘ownership’ of buildings. Historically directorates and services have had buildings ‘vested’ with them, which has often resulted in localised decisions being taken regarding use and occupation. Given the need to drive financial savings and ensure that property is occupied as efficiently as possible, it is now appropriate to bring a holistic view to enable appropriate strategic decisions to be made through a corporate landlord approach.
- 3.1.7 In moving to this more corporate centred approach to the asset management of property, a cultural change will be required, whereby managers and staff decouple the building from the specific service. There will, however, be instances where buildings are publically viewed as integral to the service on offer, for example the central library, the City Museum, the City Art Gallery, where a decoupling may not be wholly in the best interest of the property or service.
- 3.1.8 This shift in culture is in line with Best Council thinking; whereby services and all managers need to put council efficiency and ‘spending money wisely’ at the forefront of their service planning and use of space; whereby the greater benefit to the Council as a whole of asset related decisions to rationalise, share space and function under new ways of working is considered and accepted.
- 3.1.10 It is intended that a final draft of the Asset Management Plan will be submitted to Executive Board for approval in November 2014.

Items raised from the previous Board meeting

3.2 Surplus Buildings

A list of buildings which have been declared surplus to the Council is attached at appendix 2, along with an indication of future proposals/solutions for each. The list has been grouped into those properties which are currently under offer, being marketed, where future solutions are under consideration and where no future solution has been identified. What is clear from the list is that there are relatively few properties which are lacking a solution or likely to lack a solution for a prolonged period.

3.3 Buildings in communities that would be ideal for other opportunities

Scrutiny Board requested a list of buildings in communities that would be ideal for other opportunities but where directorates need assistance to progress. To review each building from the long list of locality property will require some time and as such it is suggested this be taken forward with Members, directorates and Locality

Support, over the coming months to identify which buildings may fall into this category.

3.4 Under Used Leased Buildings

Information relating to under used buildings leased by the Council to others with low revenue but which may be a valuable capital receipt was requested by Scrutiny Board. The Council has several hundred leased out buildings and to analyse each one would be difficult as limited information on the level of use would be held. As most will be under some form of commercial lease imposing a change without the consent of the tenant would prove challenging. Again, as per 3.3, it is proposed that further work to specifically review these buildings will be taken forward over coming months with Members and Locality Support.

3.5 Future Lease Policy

The draft Asset Management Plan details the Council's proposed future policy on 'leasing in' accommodation, setting out a 'default position' that no external leased-in space from third parties should be entered into. However, there may be specific cases where extenuating circumstances exist and in such instances individual business cases will need to be developed to prove service benefits or requirements that could not otherwise be met, to offset the rental liability.

In respect of the leasing out of Council property the 'default position' is to achieve full market rental value, unless an acceptable case, based on community or service benefit, can be made in which circumstance, a reduced rental maybe agreed.

3.6 Top Ten Properties to be marketed with a Planning Statement

The following sites and properties are considered to be the 'top ten' to be marketed by the Council with a planning statement:

- 1) Red Hall (Parks' nursery site) - extending to 28.5 hectares off Wetherby Road, a draft planning statement is being prepared in advance of the proposed relocation of the Parks & Countryside nursery and depot;
- 2) Eastmoor - the former children's secure unit and adjacent vacant reformatory site, extending to circa 3.25 hectares, to be brought to the market following practical completion of the replacement building and demolition of the existing unit, which is anticipated to be completed April 2015;
- 3) The Beckhills - a cleared 4.5 hectare former residential site. A report is to be submitted to Executive Board September 2014, seeking approval of the neighbourhood framework, which will support the marketing of the site in phases;
- 4) Holt Park District Centre – the proposed redevelopment of the district centre to provide retail and residential opportunities. A draft planning statement is

currently out for consultation with stakeholders, with a further report due to be submitted to Executive Board later this year, on completion of the consultation exercise, seeking adoption of the draft planning statement and approval to commence marketing the sites;

- 5) Bramham House - this is a grade 2 listed house with grounds extending to circa 4.5 hectares, it has been under offer a number of times and fallen through, the planning statement is currently being updated after which, the property will be placed back on the market;
- 6) Leonardo, Thoresby 2 and Great George Street - a draft planning statement is being prepared for these buildings and the land in between, to enable marketing to commence in the latter part of 2015 to minimise the amount of time the property will be lying vacant following the decant of staff back into Merrion House mid-2017;
- 7) Micklefield House – currently the site of the Aireborough One Stop Centre, which is soon to be vacated. A planning statement is nearing completion to guide alternative uses and redevelopment prior to marketing;
- 8) The former Leeds International Pool site - this has a planning brief which requires updating;
- 9) The former Matthew Murray school site – this extends to 19.84 acres and has been held as a strategic development opportunity; and
- 10) The Roundhay Road Social Services site - this extends to 1.82 hectares, and is to be vacated by December 2014, the planning statement is almost complete and marketing is anticipated to commence in the autumn.

3.7 Development of Brownfield Land Sites

- 3.7.1 The development of housing on previously used surplus land in Council ownership has an important role to play in delivering Best City ambitions to grow the city in a sustainable way and to deliver the housing growth requirements set out in the draft Core Strategy. The Council has established a Housing Investment Land Strategy (HILS), through which activities are being co-ordinated and managed through the Asset Management & Regeneration Division to bring forward Council owned brownfield sites with potential for development as market, social and affordable housing. Executive Board was provided with an update “Progress in Delivering Housing on Council Brownfield Land” at its meeting of 14th February 2014.
- 3.7.2 The Housing & Regeneration Scrutiny Board has maintained a focus on this work over the last two years, with a series of reports and updates being provided to it by officers and a comprehensive list of the Council’s brownfield sites and progress in disposing of or developing these being circulated to all members. The Housing &

Regeneration Scrutiny Board is due to receive a further update report at its meeting of 23rd September on the following activities in the HILS:

- Brownfield Land Programme (BLP) – Approved by Executive Board in January 2013, the BLP includes 32 sites (58ha in total) with an indicative total capacity of over 1200 homes. The programme now also includes those sites within the EASEL project. The majority of the sites are located in East or North East Leeds (20) and South Leeds (8) with a small number in West Leeds (4), where there is limited recent history of successful market development. The aim of the programme is to explore innovative and flexible and viable approaches to engaging market interests in development of sites, through packaged disposals and bespoke development partnerships, to deliver new mixed tenure housing in support of neighbourhood regeneration. Disposal of a mixed tenure 51 unit site in Gipton was completed in late 2013 and disposal of two sites in Seacroft is currently progressing, subject to planning permission for 140 new homes. Four sites are currently being marketed as a potential package in the Middleton area.
- Council House Growth and Affordable Housing Programmes – Further to a report to Executive Board in April 2014, the Council established a target to secure 800-1000 new affordable homes for the city through the 2015-18 Homes & Communities Agency's National Affordable Housing Programme (AHP). It submitted its own bids for grant to supplement the Council House New Build programme and engaged with Registered Provider (RP) partners to make Council land available in support of their bids for delivery of new homes using AHP grant. The council has been successful in securing funds to assist the delivery of 308 new build council properties across 11 council-owned brownfield sites in the city and an empty homes programme which will return 100 properties to use as council houses. Partners have been successful in securing grants to support the delivery of 129 new homes across 9 brownfield sites currently in Council ownership.
- Capital Receipts disposals – the Council has a programme of land sales that generate a capital receipt to support mainstream budgets as well as making land available to support housing growth. Surplus sites, often cleared of buildings, are marketed for sale with the benefit of planning guidance, technical and legal site information, usually through an open marketing approach that seeks the best value return. These are generally sites that have not been specifically allocated for Council housing or affordable housing and which are expected to be viable and attractive to mainstream developers. Recent examples of such sales include the 'New Forest Village' at Middleton and Walmer Grove at Pudsey.

- Self-build and Specialist housing – the Council is promoting self-build as a means through which some people will be able to build and own their own home, with 13 small sites identified with potential for 30 new homes. Two of these are under offer for sale and a further four are being marketed. Five remaining sites are currently being assessed for marketing in the autumn. The Council's brownfield sites are also considered in joint working with Registered Providers and Adult Social Care to provide opportunities for new older people's accommodation, where there are priority needs in the city.

3.8 Community Asset Transfers

3.8.1 There are relatively few requests for Community Asset Transfers (CAT). The Council is in discussions in respect of potential CATs for Drighlington Meeting Hall; the former Beeston Library; and Holbeck Youth Centre. Drighlington Meeting Hall should be subject to a formal request for a CAT in the near future, with the other two in the early stages of discussion with interested parties.

3.8.2 There is a suggestion to review the Council's policy on Community Asset Transfers. It is proposed that this would state the Council is open to the transfer of community assets, particularly in cases where:

- The project focusses on the empowerment, improvement and/or cohesion of a particular geographical community in Leeds;
- Where the asset has a negative net value or little capital value and could be used to further social wellbeing in Leeds;
- Where the asset is already mainly used for community purposes;
- Where there is potential for the third sector to raise funds to improve the asset to the benefit of the local community; and
- Where the asset is used to deliver community benefits, and will continue to be used for the same purpose but is a revenue liability on the council.

3.8.3 Transfer proposals will require a sound business case and will be considered against the opportunity cost of the potential capital value of the property. It should also be noted that in some cases a CAT is not necessarily the solution to address community needs, where this is the case the Council will work with communities to help them meet such needs in any of a variety of other ways through letting, shorter leases and using Community Right to Bid.

3.9 One Public Estate and Potential Health Campus Opportunity

3.9.1 Leeds has been confirmed as an authority to continue onto year two of the One Public Estate Pilot, and as previously reported has been asked to work alongside Bradford City Council to drive further cross public sector efficiencies across authority boundaries.

- 3.9.2 As part of the pilot some limited funding has been made available by the Cabinet Office to assist with resourcing the area of work. It is intended that the funding available will be used to cover a temporary officer post, for the period of 12 months, to support the development of proposals for a public sector campus on Leeds City Council land. At this point, with this additional officer, there is sufficient resource to progress early stage work on the concept of a public campus.
- 3.9.3 In respect of the potential health/government campus opportunity, it is proposed to establish some form of cross partner governance with the One Public Estate partners to explore and progress such propositions. A workshop is proposed in September 2014 with partners to explore the governance potential, discuss Terms of Reference and agree on how to progress

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Consultation on the draft Asset Management Plan has taken place with Corporate Leadership Team, as well as senior leadership teams across each directorate. The draft attached to this report reflects the outcomes of these discussions.
- 4.1.2 Regular engagement takes place with Members regarding general assets in their wards, as well as consultation on specific land and property issues as and when required.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An EIA screening has been completed and is attached as an appendix 3.

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 In disposing of Council land and property best value is always sought, whether that be in monetary terms or delivering against Best Council objectives of supporting housing, regeneration or economic growth, or increasing provision of school places.
- 4.4.2 The recently restructured Asset Management & Regeneration Division, which includes Land and Property Services is leading on all element of property and land

disposal either on the open market or to achieve specific Best Council outcomes. This work is supported by colleagues from relevant services across the Council.

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 by over 4 to 5 years of £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 draft asset management, as presented, will provide a strategic direction of travel and guide for how the Council will manage its properties and land over the next 3 years, underpinning Best Council outcomes of having fit for purpose assets, supporting regeneration, housing and economic growth, and ensuring school place provision.

5.2 There are relatively few surplus properties that are not actively having solutions for their future use either developed or delivered.

6.0 Recommendation

6.1 The Sustainable Economy and Culture Scrutiny Board is requested to:

i) note the contents of this report; and

ii) provide comments on the draft Asset Management Plan.

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.

Leeds City Council
Asset Management Plan
2014 – 2017

Photo of Civic Hall and Millennium Square

The purpose of this Asset Management Plan is to set a framework for enabling achievement of Leeds' Best Council Plan outcomes, through making better use of public assets to support service improvement and best business programmes, maximising benefits of regeneration, housing and economic growth opportunities, and investing, where appropriate, to delivery city priorities and/or generate income. It sets out the Council's direction of travel for asset management over the next 3 years.

The Council is the largest owner of land and property in Leeds, with holdings extending to 9,700 hectares, representing 13% of the entire metropolitan area. This plan sets out the Council's approach to asset management to meet the following aims over this time frame:

- to enable achievement of strategic priorities and Best Council outcomes;
- to ensure that the operational property is as efficient as possible and supports the delivery of high quality services both now, and in the future;
- to support regeneration across the city, including delivery of new housing and economic growth;
- to minimise the number and impact of underused, empty and derelict Council owned buildings including listed and other traditional buildings;
- to reduce the running costs of the Council's buildings by £5 million;
- to increase the quality and size of the Council's investment portfolio, generating additional revenue to support the Council's finances;
- to promote the One Public Estate philosophy to work with public partners to achieve service and accommodation synergies; and
- to work with the Third and private sectors to better use assets to achieve city priorities.

Theses aims will be achieved by:

- strategic decision making on the use of assets, taking a holistic approach to maximise opportunities for regeneration, new housing and economic

growth;

- making strategic property or land acquisitions where there is a strong business case to do so in terms of value for money or delivery of city priorities;
- developing a strategic approach to ensure responsible stewardship and unlock the potential of historic buildings and heritage assets, particularly those at risk;
- supporting services across the Council to deliver transformational change programmes;
- identifying latent or under-developed income potential within the council's investment portfolio and release unproductive investment property;
- working with directorates to support their service plans and planning processes to ensure that asset implications are identified and considered at the earliest opportunity;
- collaboration with partners across all sectors, under the through the One Public Estate, to make better use of assets and deliver increased benefits to the City through a joined up approach;
- transfer of responsibility for assets, where appropriate, allowing locality assets to be managed at a local level, delivering local services; and
- implementing a programme of asset rationalisation based upon assessment of priorities, working with services and Members.

1. Introduction

'Leeds has an ambition to become the best city in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful'

In this context as the largest owner of land and property in Leeds, with holdings extending to 9,700 hectares, representing 13% of the entire metropolitan area, the Council is well placed to make a significant contribution to this outcome through the strategic use and disposal of its assets.

The Council's asset base is a key resource which underpins the operational work of the Council, from direct service delivery through to back office functions. There is also a fundamental role for assets and land within the majority of Council projects and programmes which support the delivery of corporate plans and

priorities. This is true from Changing the Workplace, through to the Citizens@Leeds agenda, as well as economic growth, regeneration and affordable housing programmes.

Given unprecedented reductions in public sector funding, there is now more than ever a need to ensure effective, efficient and joined up use of public assets. Good asset management will underpin service transformation through 'fit for purpose' and efficiently used accommodation, which offer opportunities for co-location and integration of public services. As well as realising service improvements this will also result in savings being made on building running and maintenance costs. This Asset Management Plan starts by setting out the work that has been undertaken to make the Council's asset portfolio more efficient and supportive of strategic priority delivery, including achievement of revenue savings, reduced pressure on the Council's capital programme, rationalisation and dispose of surplus land and property. It then identifies the 10 key actions which need to be implemented to deliver the plan.

The plan does not include housing, schools buildings or highways infrastructure.

2. Context

The Council has been operating over the past few years in the context of significant reduction in resources.

Insert graph highlighting reduction in expenditure over past four years

In 2012/13 the annual revenue expenditure on assets (excluding schools and housing) was £41m, including a £5m revenue maintenance budget. This level of cost makes assets a significant area of expenditure for the Council. Since 2010 the Council has reduced spending on its operational assets by £6.2m. In addition to these revenue savings, efficiencies have also been achieved through the disposal of surplus assets, which in turn reduces the pressure on the Council's maintenance budget.

With the continued pressure to reduce budgets through making cost savings it is imperative that the Council makes more efficient use of its assets, to manage timely disposals of surplus land and property and adopt a strategic approach to ensure the use of assets achieves Council priorities, as well as supporting those of public partners.

The Council's asset portfolio covers approximately:

- 6,000 properties (excluding schools and housing);
- over 2,000 organisational units;
- approximately 350 operational properties, these being libraries, sports centres, offices, older people's homes, day centres and community centres; and
- circa 4,000 properties that are held within the Council's Investment Portfolio which generates an annual income of circa £7.8m per annum.

The Best Council Plan 2013-17

It is the ambition for Leeds to be the best city and Leeds City Council to be the best council in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so that all our communities are successful.

The Best Council Business Plan 2013-17 (May 2014 update) sets out the approach, outcomes and objectives to achieving this ambition:

Outcome:

- Achieve the savings and efficiencies required to continue to deliver frontline services.

Objectives:

- Supporting communities and tackling poverty – providing accessible and integrated services.
- Promoting sustainable and inclusive economic growth – maximising housing growth; and developing a low carbon, resilient energy infrastructure for the city.
- Building a child-friendly city – ensuring sufficiency of school places.
- Delivery of the better lives programme – joining up health and social care services.
- Dealing effectively with the city's waste – ensuring a safe, efficient and reliable waste collection service.
- Becoming a more efficient and enterprising Council – improving how we're organised and making the best use of our assets; and generating income for the Council.

3. Where are we now?

Asset rationalisation has been ongoing in the Council for many years contributing

to its Capital Receipts Programme which was established in the 1990s. Over the past 4 years, the rationalisation of the Council's property portfolio and more efficient use of accommodation, running costs have been reduced by £6.2m.

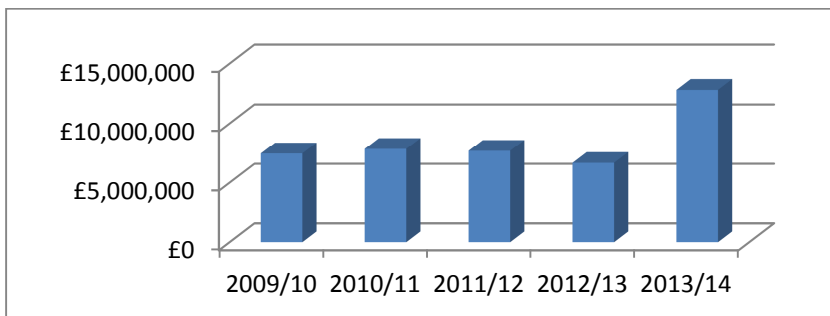


Fig 1. Capital Receipts achieved over the period 2009/14

The greatest challenge facing strategic asset management over the next 2 years is to support the delivery of the Budget Plus target of over £2.5m savings on the revenue cost of running the Council's property portfolio over and above what has already been achieved. To put this into context, the 2012/13 running costs for the Council's property portfolio was £39m, of which £5m represents 13%.

Leeds City Council currently holds c.6,000 property interests, of which circa 4,000 are leased out, e.g. Leeds Arena, the commercial investment portfolio, the small industrial units (SIUs) and the agricultural portfolio. However, there are some 350 (approximate) operational properties split between front facing service delivery to clients, such as leisure centres, libraries, community hubs, community centres and back of house office accommodation and depots used by Council staff.

A considerable amount of work has been undertaken to deliver LONG TERM savings through rationalisation of the Council's city centre office accommodation. This has already led to the reduction of city centre office accommodation reducing to 4 by 2017. Phase 1 of Changing the Workplace Programme will lead to the majority of Council staff occupying a refurbished and extended Merrion House by 2017.



New Merrion House

A programme of asset review, focusing initially on core operational buildings at a ward level, was undertaken throughout 2013/14. This has involved engagement with Members, services and area support teams. The outcome of this work has resulted in the identification of approximately £3m of savings on premises running costs which could be achieved through asset rationalisation, without affecting service delivery outcomes for the Leeds citizens. The remaining £1.5m will be more challenging to achieve as the larger asset revenue savings will be realised in 2017/18 and 2018/19 when the re-occupation of Merrion House will enable the rationalisation of significant office accommodation across the City, mainly from the reduced need for leased in property.

The retained estate needs to be fit for purpose and able to meet the requirements of the Council to deliver its Best Council priorities, for example, the investment made in the Grand Theatre, Town Hall, Library HQ and works proposed to Merrion House. Following the rationalisation programme the Council will be left with a leaner and more efficient asset portfolio and to drive further efficiencies over time, investment will be required, enabling the Council to respond flexibly to future changes in its priorities, the economic climate and shifts in service requirements.

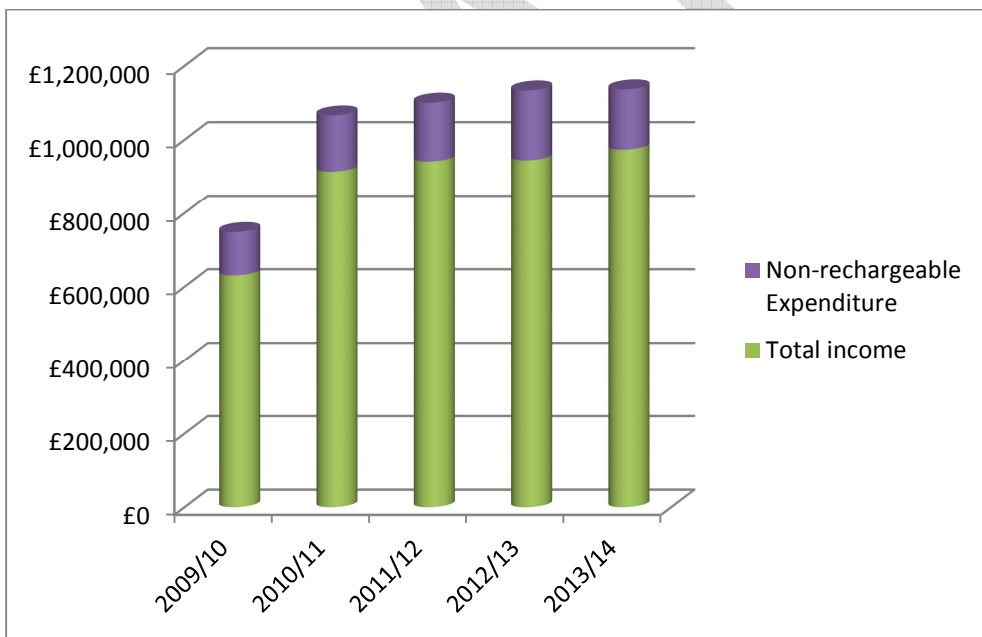


Fig 2. Income generated through Small Industrial Units

The current asset management challenges which face the Council include:

- identifying land to support economic and housing growth;
- future use of brownfield land and void properties;
- meeting Schools' Basic Need requirements through identification and

- possible purchase of suitable land for new provision;
- supporting Adult Social Care in its review of residential and day care provision, including delivery of alternative older people's housing through the third and private sectors;
 - identifying sites for renewable energy programmes to meet carbon emission and sustainability targets;
 - alignment of strategic projects and programmes with asset implications;
 - using the Council's land and property to generate new revenue;
 - strategic investment in land and property to stimulate regeneration and improve service delivery; and
 - proactively dealing with Council owned listed and other traditional buildings

In terms of delivering an effective and efficient asset management service, structural changes have been made to clearly separate the operational and strategic functions. The repair and maintenance of property has been transferred to Civic Enterprise Leeds (CEL), whilst the Strategic Asset Management function remains in City Development directorate within Asset Management & Regeneration.

4. Where do we want to be?

In line with the Best Council Plan there needs to be a change in managerial behaviour to the occupation of property, to encourage the most efficient use of an asset by a service for the better good of the Council as a whole. To achieve this change Asset Management will support the Council's Best Business Management programme, across all projects, to:

- **Simplifying the way we do things;**
- **Standardising what we do, where this makes sense; and**
- **Sharing across our resources.**

4.1 Good asset management

The Council currently has an operational asset portfolio that offers significant opportunities for:

- improving efficiency of use, through a more intense occupation of buildings;
- front facing services to share space in community hubs and co-locate with partners such as West Yorkshire Police;

- identifying accommodation solutions for the Integrated Health and Social Care programme with Leeds Community Health; and
- working with the third and private sectors to deliver some building based services, including the management of assets where appropriate.

To deliver an effective rationalisation programme, all operational assets will need to be reviewed with a view to retaining, improving or vacating.

4.2 The Corporate Landlord

To make better use of what we have, change is necessary, at the very forefront of this is the necessity for a new set of principles to be implemented by all services, which will guide property and land management going forward. Fundamental to these principles is the occupation of assets by way of a 'corporate landlord' approach, whereby buildings are not 'vested' and therefore do not 'belong' to a particular directorate or service.

Under this approach the Council is the corporate landlord, the Strategic Asset Management unit provides a strategic overview on the use and occupation of property, with the service occupiers being a tenant. Civic Enterprise Leeds will provide the facilities management, on behalf of the tenant service and ensure that properties are maintained to good and safe standards.

The aim of this approach is to be efficient in that it enables better:

- Support to wider organisational objectives and priorities;
- Use of assets and resources;
- Informing of strategic decision making; and
- Equity across all services.

It will be a function of Strategic Asset Management to continuously monitor space utilisation within buildings, as part of a wider responsibility to maintain up to date and consistent data across the Council's entire property and land portfolio.

The Corporate Landlord approach will also encompass and direct the work of the Property & Land Service, responsible for the practical delivery of all disposals, acquisitions, leases and licences.

To maintain revenue savings, the Council's default position will be not to agree to any lease renewals or to commit to acquiring any further leased-in property and to vacate any currently leased-in property wherever possible upon lease expiry, unless a robust business case is made as to why leased-in space is needed.

4.3 Supporting Regeneration, Economic & Housing Growth

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

Photos of Leeds Arena, Victoria Gate/JLP, KPMG & Sovereign Square WYP new Div HQ

Examples include:

- The disposal of Union Street car park and the acquisition and disposal of Millgarth Police Station land to facilitate the major John Lewis Victoria Gate retail development;
- The disposal of the surface car park at Sovereign Street to create a new premier office location which will include KPMG's office development at 1, Sovereign Square, the new Sovereign Square public realm and the potential for two further office buildings;
- The acquisition of the former Leeds Metropolitan University Brunswick building, which along with a Council owned car park facilitated the development of the highly successful new Leeds Arena;
- 'Put Options' in the Aire Valley, where to stimulate construction of warehouse/employment buildings the council has committed to underwriting the acquisition of three new buildings from developers, to ensure that Leeds has the best opportunity to attract new businesses to the city by the availability of buildings ready to occupy;
- The Council Housing Growth Programme will deliver in excess of 1,000 new homes, across 14 sites, growing the Council's housing stock and providing vitally needed affordable housing. The first scheme, at Richmond Hill, is due to go on site in September 2014. In addition, a further 450 units of accommodation for older people is required to be delivered by 2020; and
- The Holt Park draft masterplan currently out to consultation, to put the heart back into Holt Park.

Where land and property is strategically located within a regeneration area, or within a setting that could be used to regenerate a locality, its use will be considered in the context of its regeneration potential, either in economic terms or to contribute towards the city's annual new homes target. This will be undertaken through the production of a detailed planning brief and consultation with public sector, housing and private partners to maximise the development potential of the land. Where necessary this will be achieved through the packaging of strategic sites and/or the retention of assets, to contribute to area regeneration. Delivery may be through open market disposal or one to one negotiation with specialist suppliers/developers, e.g. older people's extra care housing, supported living or

affordable housing.

The Council as the major land holder within the city will seek to continue and strengthen its use of strategically located land and property to support economic growth and prosperity of the city. This will apply across the city but will be particularly relevant in the Aire Valley Enterprise Zone and city centre.

5. How do we get there?

Through the following ten key areas of focus:

- **Asset review and rationalisation**
 - achievement of over £2.5m revenue savings by March 2017 and a further £3m+ following the completion of Merrion House refurbishment
- **Office accommodation**
 - a decrease in locality office accommodation of 10% (7 buildings) by March 2017
- **Localities and Citizens@Leeds**
 - identify accommodation solutions and support delivery of at least 10 community hubs by March 2016
- **Services and Directorates**
 - support service planning processes across all directorates, and produce a Council wide asset delivery plan for 2015/16
- **Council projects and programmes**
 - secure grant funding for refurbishment of Leeds Town Hall; and
 - identify and deliver accommodation solutions for the Best Admin Project by March 2016
- **Working with partners**
 - to establish a Public Estate Board by March 2015
 - identify and deliver accommodation solutions for the Integrated Health & Social Care Programme by September 2015
- **Make the Council's portfolio work better**
 - develop and gain approval of an investment strategy for the city by March 2015 (?)
- **Careful and planned disposal of property**
 - solutions for future use of surplus land or property are being progressed within 3 months of being declared surplus
- **Maintaining the retained estate**
 - Continuing to aim for a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017
- **Information management**
 - to implement a holistic data capture system by March 2016

5.1 Asset review & rationalisation

Achievement of over £2.5m revenue savings by March 2017 and a further £3m+ following the completion of Merrion House refurbishment

It is important that the scale of the Council's property portfolio is proportionate to the resources available to maintain it in a fit state of repair. In order to respond to the changing operational property requirements of the Council, as staff numbers decrease and the New Ways of Working programme is introduced, an ongoing review and regular monitoring of the office accommodation portfolio will be required.

An assessment has been carried out of the period of requirement of operational buildings over the short, medium and long term, using the following criteria:

- Operational/service need;
- Backlog maintenance;
- Running costs;
- The nature of the building (e.g. heritage and listed buildings);
- Intensity of occupation; and
- Locality specific issues.

The outcome of the assessment will include closure, demolition, replacement, disposal, investment or transfer. It is important to ensure that the Council uses its asset base to support service delivery and that in rationalising its property the retained estate is fit for purpose in terms of service use, health & safety and the low carbon agenda. The review will need to take into account the impact on services and localities, and find ways to mitigate this whilst still reducing the number of assets the Council holds.

5.2 Office Accommodation

A decrease in locality office accommodation of 10% (7 buildings) by March 2017

The Council currently occupies 73 office buildings outside of the city centre. Over the short-term the major focus for making better use of Council assets, and potential for realising revenue savings, will be rationalising the non-city centre office accommodation (phase 2 of Changing the Workplace). A review of all property within this category is being undertaken to assess for each building:

- Existing service/occupancy levels;
- Net internal space;
- Maximum occupancy capacity;

- Backlog maintenance;
- Capital value/redevelopment opportunities;
- Regeneration/housing/economic growth potential; and
- Revenue generation opportunities.

This information, along with the geographical location requirement of services/teams, will be used to maximise the use of buildings, in-line with the approved principles of New Ways of Working.

A significant milestone will be the practical completion of the refurbishment of Merrion House anticipated late 2016 which will allow staff to relocate back into it over the course of 2017. The re-occupation of the building will enable the rationalisation of office accommodation in the city centre, delivering significant revenue savings. The release of the city centre properties for disposal will support city centre regeneration, including housing, commercial and retail opportunities. In addition to the £3m already identified, a further £3m+ savings will be generated mainly through the release of surplus offices outside the city centre.

5.3 Localities

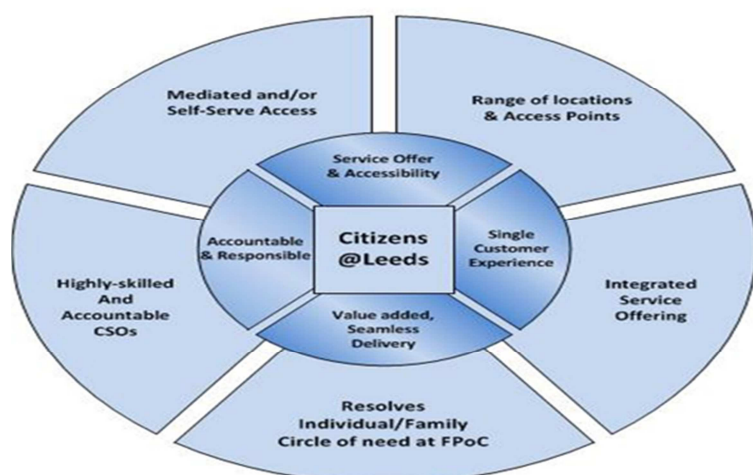
Identify accommodation solutions and support delivery of at least 10 community hubs by March 2016

All operational assets within each locality will be reviewed in partnership with Services, Members and locality support. Each review will be made in the context of local need and service demand, which will result in the development of area based asset management plans. The emphasis will be to rationalise and promote the most efficient use of space. One of the main influencing factors of how area based assets will look in the future will be delivery of the Citizens@Leeds approach to locally provided services. Through community hubs, the approach aims to:

- Provide accessible and integrated services;
- Help people out of financial hardship;
- Help people into work; and
- Be responsive to the needs of local communities.

Consolidation and integration of front facing services through community hubs will allow the most appropriate locality based property, in terms of demand and especially location, to be the focus of delivering service where they are most needed. Integration of this nature will facilitate the release and shift away from single service property. This will include sharing space with partner organisations including West Yorkshire Police and Leeds Community Health.

Citizens@Leeds – The Proposition



5.4 Services and Directorates

Support service planning processes across all directorates, and produce a Council wide asset delivery plan for 2015/16

Established relationships between directorates and asset management will be built upon to ensure that assets are being used in the best and most appropriate way to enable achievement of targeted service outcomes. Key service areas where assets play a particularly important role are:

- Older people's residential and intermediate care;
- Day care provision;
- Children's centres;
- School expansion;
- Leisure centres;
- Libraries and museums;
- Parks sports pavilions
- Community Hubs;
- Waste Management;

In order to achieve the above, the Strategic Asset Management Unit will work closely with services, to ensure that asset requirements are assessed as an integral part of the service planning process, whilst also ensuring the most efficient use of space. This will not only provide services with an increased level of assurance that service plans are deliverable, as they will be based upon considered and agreed asset requirements, but will enable the Strategic Asset Management Unit to maintain a forecast of asset demand over the short and medium terms. This process will also underpin more detailed work with some

service areas to review and implement change programmes where a priority, for example Waste Management requiring a solution for household waste and vehicle storage depots across the city. With the ever increasing number of new homes and emphasis on households sorting waste pressure has built up over recent years on the two waste depots in the city, with the need now for either a third depot or an expansion of the existing two. Asset Management will work with the Waste Management service to support the land and property element to meet this need.

5.5 Council Projects & Programmes

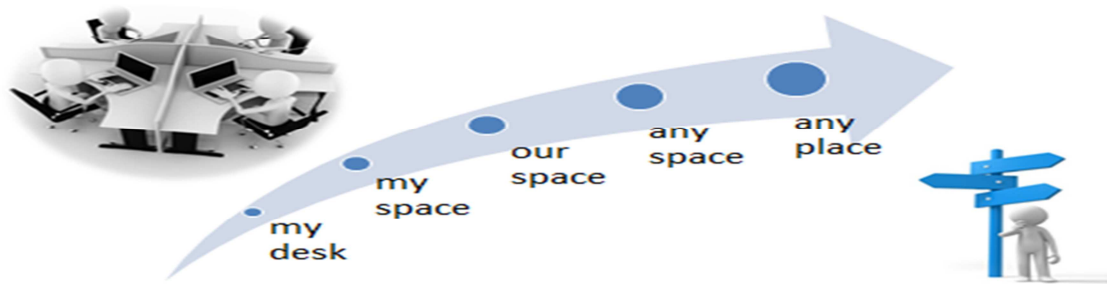
Secure grant funding for refurbishment of Leeds Town Hall; and

Identify and deliver accommodation solutions for the Best Admin Project by March 2016

There will be asset implications across a range of Council projects and programmes, which will require involvement from the Strategic Asset Management Unit, including but not exclusive to:

- Changing the Workplace – the Council’s programme for implementing new ways of working to enable maximum flexibility to its office based workforce and which requires approximately 30% less space;
- Community Hubs – the Council’s approach to delivering accessible and integrated customer services from a single building or cluster within localities;
- Integrated Health & Social Care – a joint programme for the integration of community based adult social care and health services from Leeds City Council and Leeds Community Health, which will require less buildings to be retained between the partners and also ensure that integrated teams work more effectively and efficiently;
- Best Council Admin Project – part of the Better Business Management programme, which will see administration and print functions across the Council brought together to be managed under a ‘hub’ arrangement; and
- District Heating - the Council plans to take advantage of the by-product of power generation from the new energy recovery facility to develop and operate an extensive district heating network, providing heat and hot water to municipal buildings in the city centre and around thirty Council multi-storey residential blocks on the edge of the City.

Smarter Working - Behaviours and Management



These asset solutions will have to be developed in the wider context of the whole asset review programme, as well as giving consideration to each and all projects and programme. On this basis the process for developing solutions will be complex, with numerous interdependencies and consequential impacts across the whole range of projects and programmes.

In addition to the above programmes, which will have an impact on use of operational buildings, the following will be priority areas of work for asset management:

- Basic Need Schools Provision;
- Housing Futures Strategy;
- Regeneration;
- Council Housing Growth Programme;
- Affordable Housing Programme; and
- Considering alternative and sustainable energy provision.

To deliver against these programmes will require the identification of viable land and building solutions, which may mean acquisition of such to enable delivery or alternatively, the assessment of strategic benefits against the loss of a capital receipt due to retention or a less than best market disposal. Given the land requirement which will be necessary to deliver against both programmes there will be a need to work in close partnership with both other public sector organisations, as well as private land owners to enable, where necessary, the bringing forward of deliverable solutions.

The Council will seek to use its portfolio to stimulate regeneration by maximising the leverage within our assets, in order to achieve a balanced and sustainable growth in the economy throughout the city.

5.6 Working with Partners

To establish a Public Estate Board by March 2015

Identify and deliver accommodation solutions for the Integrated Health & Social Care Programme by September 2015

There are already good examples of public and third sector partners working together to deliver improved services or regeneration in localities where there is an impact on assets, including:

- Community Asset Transfer of Bramley Baths;



- Holbeck Urban Village where the Council acquired the listed Italianate towers and Engine House from the Homes & Communities Agency (HCA) which allowed the HCA to bring forward the disposal of the Tower Works site and jointly to deliver regeneration of the area;



- Council social workers being based within the city's hospitals to support on-going social care needs and patient discharge arrangements;
- Disposal of a Council owned 8 acre site at Elland Road to West Yorkshire Police Authority for a new divisional headquarters, enabling the consolidation and disposal of Millgarth and Holbeck police stations;
- Acquisition by the Council of Millgarth police station site to guarantee securing of John Lewis as the anchor tenant of the new Victoria Gate development;



- Long lease/Community Asset Transfer of Tenants Hall to enable investment and expansion of community services and activities offered by South Leeds Health for All;
- Integration of police and Council staff to deliver the work programme of the Safer Leeds Partnership; and
- Transfer of the former Headingley Primary School to HEART a community organisation.

Whilst the above provides a picture of the range of cross public and third sector partnership working that has already been achieved in Leeds, there are also significant projects and programmes in development which will further enhance the joint use of assets to achieve efficiencies and maximise regeneration potential, including:

- One Public Estate, the Council was one of 12 authorities selected in 2013/14 to pilot a cross public sector joint approach to use of assets. The main objectives of the pilot are to identify synergies through joint use of assets to achieve delivery of regeneration and housing, and co-location and integration to enable more efficient use and rationalisation across the public estate. Leeds' involvement in the pilot has been so successful that the Council has been asked to extend involvement in year two to include Bradford City Council and public partners covering its metropolitan district.
- Integrated Health and Social Care, which will see 900 staff across the Council and Leeds Community Health working in 13 fully integrated neighbourhood teams. To enable estate solutions to be delivered a joint office accommodation strategy has been developed and agreed by both organisations, an element of which will address recharging for space occupation;
- Co-location with the Police, housing and police officers sharing space in

various buildings across the city. Not only will this allow closer working between the two organisations on neighbourhood issues, but will also promote an efficient use of both partners estate portfolios;

- Weetwood Multi Service Co-location, Leeds City Council, West Yorkshire Fire and Rescue Service (WYFRS) and West Yorkshire Police (WYP), have submitted a joint application to DCLG for capital funding to enable the redevelopment of Weetwood Police Station, a strategic site in the north of the city. If funding is secured the redeveloped site will be jointly occupied by staff from all 3 organisations. The outcome of the funding bid should be known by the end of September 2014, and if successful will enable the Council to come out of a leased in office in 2017, and allow WYFRS to release two fire stations and consolidate into one.
- Public Service Campus Opportunity, there is a significant NHS office accommodation requirement within Leeds city centre, with c.1,100 staff currently based within a cluster of leased in builds. Due to the cost of occupation there is a need to find alternative accommodation for these staff over the next 1-3 years. Discussions have begun with the Department of Health, and NHS Property Services to explore an opportunity for the Council to develop a significant city centre landholding to deliver a public service (DoH led) office accommodation campus of at least 150,000ft².

5.7 Making the Council's investment portfolio work better

Develop and gain approval of an investment strategy for the city by March 2015

The Council has some 3,911 commercial properties within its investment portfolio. There are ongoing reviews of the Small Industrial Units and pubs portfolios, with the remainder of the estate being strategically reassessed over the course of the next 12 months.

To ensure that there is a strategic and consistent approach taken to the management of the investment portfolio all commercial property is to be transferred to City Development, including those managed by Environments and Housing.

In light of the current budget pressures imposed upon the Council there is a need to improve the quality and scale of the investment portfolio to assist and support the Council's revenue budget. Key to achieving this will be the pro-active approach to the strategic management of our investment portfolio adopting the attitudes of a property company, driving efficiencies, ensuring every opportunity, whether it be physical or legal is exploited to maximise revenue and increase the quality and quantity of the portfolio.

In several of the Council's assets there is a latent potential to generate income,

which has not been identified, or has been under realised to date. The Council needs to explore how it can best use its land and property portfolio to support delivery of the city priorities and to generate investment income to boost Council revenue. This may be allowing third parties to redevelop council properties to create better investments or to acquire strategic property or adopting new business models in the case of properties which operate a fee generating service, or permitting the use of land, in exchange for a rental income, for the purpose of commercial advertising.

5.8 Disposal of land and property

Solutions for future use of surplus land or property are being progressed within 3 months of being declared surplus

It is essential to ensure, through careful and planned disposal management, that when land or property is declared surplus to Council requirements it does not become a derelict and eyesore site which stands vacant for prolonged periods of time. This is particularly important when the property is listed or of heritage value. It may be better to accept a reduced capital receipt to ensure that there is a successful and sustainable development outcome.

When decisions are taken to declare assets surplus the disposal consideration will be given at the very beginning of the process as to the potential risks that may lead to a delayed disposal or delivery of an alternative use for the asset. This consideration will include factors such as the property market, local impacts, heritage value, inherent site constraints and regeneration opportunities.

5.9 Maintaining the retained estate

Continue to aim for a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017

The prioritisation of major maintenance work in order to reduce backlog maintenance, currently approximately £40m, though this figure is being revised, and improve the overall condition of the estate for service delivery is therefore a key priority moving forward. The survey programme will ensure we have appropriate and up to date information on the condition of buildings for decision making purposes. The aim is to have at least 90% of operational buildings in good or excellent condition, this is currently 84%, by 2017. And all urgent and essential works completed. The current capital available is £2.75m p. a. which includes extra budget of £6m over 5 years for heritage buildings. Another estimated £2.25m is required to under take a 70% ration of planned maintenance.

There is an ongoing programme of demolition of buildings which are no longer fit to be used and where there is no disposal potential, ensuring vacant buildings are not left to deteriorate and become eyesores in local communities.

The Council's revenue property maintenance budget is mainly used for responsive repairs as well as the legislative annual testing and inspection regime though this highlights remedial works required to be undertaken, informing the programme of planned maintenance with a view to reducing backlog maintenance along with the condition surveys. As the Council's asset portfolio reduces through the programme of strategic rationalisation some of the budget could be released towards the planned maintenance required to maintain the condition of the Council's holdings resulting in 'fit for purpose' assets.

5.10 Information management

To implement a holistic data capture system by March 2016

If the Council is to make best use of its asset portfolio it is important that the understanding of it is informed by accurate, comprehensive and current data. Underpinning achievement of this has to be an efficient and effective information management system, either through a sole database or an umbrella package that pulls all relevant data from the existing, often disparate software packages. The acquisition of infrastructure to ensure that the correct information is readily available upon which to base strategic decision making will be progressed under the period covered by this plan.

6 Key Performance Indicators

Knowing what we have and how we use it are essential tools in ensuring we have a full and proper understanding of our asset portfolio. To further enhance this knowledge and to provide a full range of information upon which to base future planning and decision making a range of key indicators will be used to assess performance on an annual basis, these are in addition to the specific targets outlined above under the ten areas of focus, include:

- Revenue running costs;
- Average cost of operating the office portfolio per FTE;
- Service/tenant satisfaction level (annual sample survey);
- m² of leased in space;
- m² of rationalised space;

- Carbon emission levels;
- Land sales to deliver housing growth;
- Land sales to facilitate economic growth;
- Number of Council owned listed buildings at risk;
- Grant received to restore or maintain parts of the public estate;
- Overall capital receipts; and
- Investment in the asset portfolio.
- Condition of the property portfolio

To assess what these KPI's means benchmarking will take place, where possible, against both the private sector and other public sector organisation.

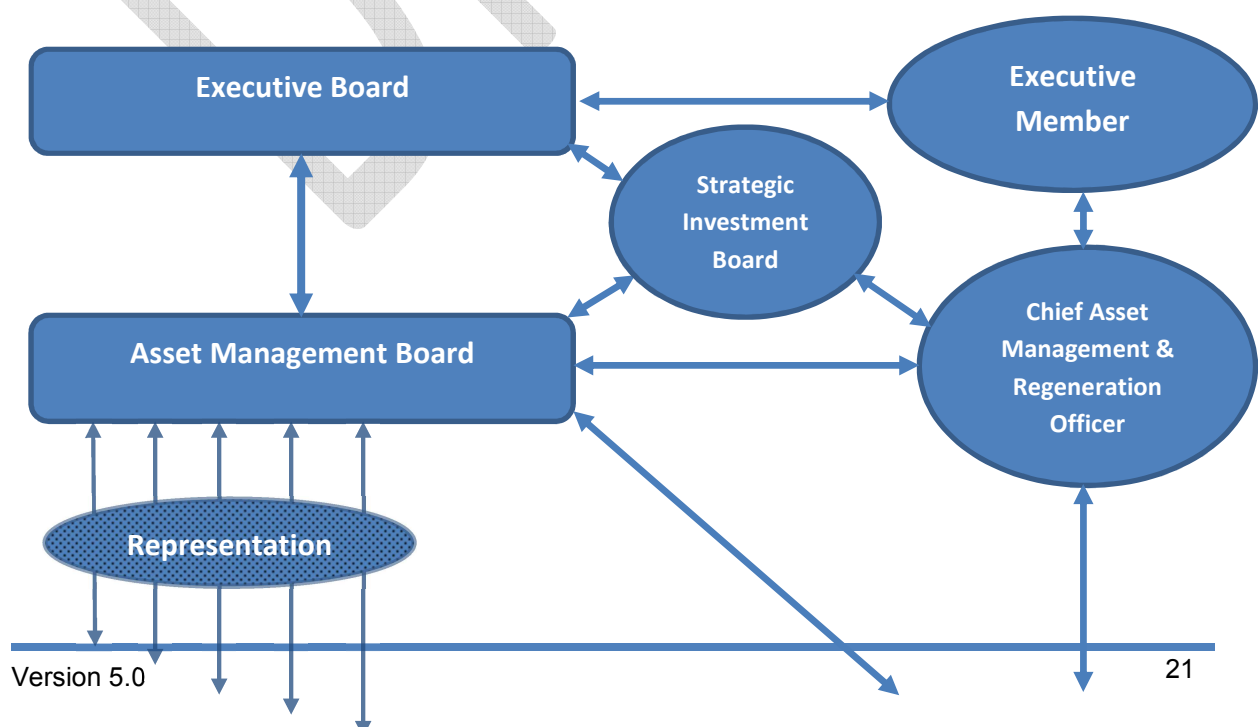
7 Decision making

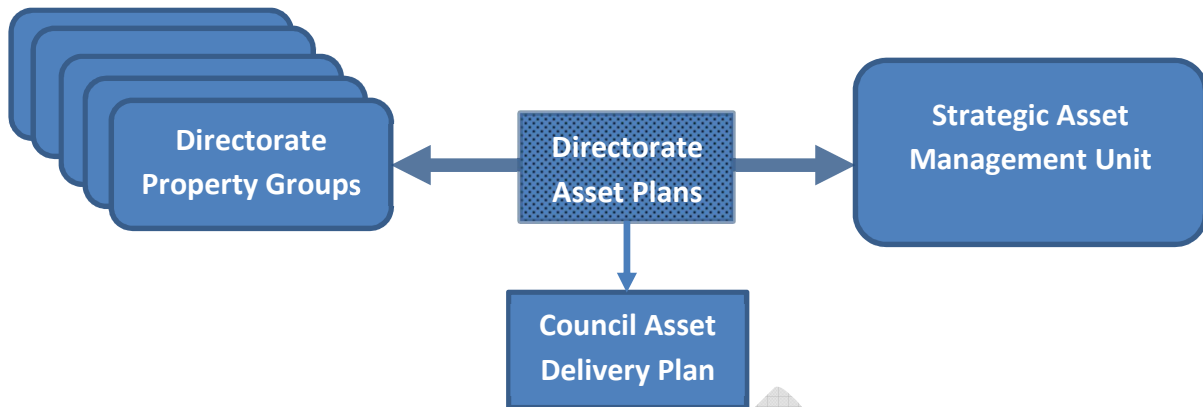
7.1 Financial Regulation

The Council's Financial Regulations, published in 2014, has a specific section in relation to Land & Buildings which seeks to *'ensure that there are effective controls in place in relation to all property matters, including acquisition, disposal, lease, licence or use of property so that the Council's portfolio is managed in an efficient, effective and secure manner.'*

7.2 Governance

The management and governance of the Corporate Landlord approach will look as follows:





This governance framework and decision making process will ensure that:

- Decisions about assets are taken in a corporate context;
- Appropriate options appraisals of asset related proposals are carried out which take a broader view where necessary;
- Meaningful and continuous engagement takes place between Strategic Asset Management, services and localities, facilitating stronger proposals which contribute to better service delivery and better places as well as better use of assets;
- Services and localities are supported to develop and deliver their service or area based plans with due consideration to asset implications; and
- There is a strong interface between asset management and capital investment decisions.

7.3 Asset Management Handbook

To support the delivery of the Asset Management Plan and in line with the Best Council Plan, services will require guidance in the management of property they use, in their role as tenants and their relationship with the Strategic Asset Management Unit. Which will enable property to be use to maximum efficiency for the benefit of the Council as a whole.

The Asset Management handbook will be an essential reference guide for all staff and managers who have a degree of workplace overview or management, as well as those officers who are involved in projects and programmes with asset implications, whether on existing property and/or land, or in terms of asset acquisition. It details the necessary decision making processes in relation to property and land, including:

- Governance of leasing in or out of space/property;

- Declaring space/property surplus to requirements; and
- Movement of staff into, out of or within property.

The handbook complements the Land & Building Financial Regulation toolkit and is intended to communicate the controls that are in place, which all operational property occupying services adhere to, to ensure the Council's operational property is managed in an efficient, effective, secure and strategic manner.

One of the aims of the handbook is to avoid buildings being left void or underutilised for prolonged periods. Linked to this the handbook also details the process for disposing of surplus assets where there is or maybe a community/third sector interest. In this circumstance there will be a 6 month consultation period prior to disposal during which time business cases for alternative use can be put forward. Following the expiry of this period, if no viable case has been received the asset will be progressed to disposal.

8.0 Conclusions

The key challenges of the Council's Asset Management Plan over the coming years will be to assess options and explore opportunities to deliver a more efficient and effective asset portfolio, through:

- Building on and embedding positive relationships between Strategic Asset Management and the respective Services/Directorates, to support service delivery and ensuring that requirements are best met, wherever possible, through available resources; whilst
- Undertaking a programme of rationalisation of operational properties to deliver £5 m of running cost savings, which includes maximising the use of buildings, implementing New Ways of Working as needed and managing space in accordance with the Asset Management Handbook;
- Investing sufficiently in the retained estate to provide efficient fit for purpose buildings which supports the provision of quality service delivery, enhances its value through the reduction of backlog maintenance and increases income potential;
- Disposing of land in a strategic manner to support, enable and facilitate economic growth, accelerate housing growth and/or regeneration and generate capital receipts;
- Working with public and Third Sector partners under the One Public Estate to identify and take up opportunities for adding value to services or regeneration projects, by sharing or pooling resources to achieve increased benefits to the City through better use of public assets

- Ensuring there is a strategic and consistent approach to the management of a consolidated investment portfolio.

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Appendix 2

Property	Property vacant since	Comments
Richmond Court Homeless Family Unit	31-Aug-11	Terms agreed for sale to adjacent owner.
Garforth One Stop Shop	29-Jul-10	Sale agreed, legal instructed - subject to planning
Bailey's House, Seacroft	15-Feb-11	Under offer. Scheme being prepared by a Registered Provider
Farnley Hall Estate - The Cottage (former residential property)	26-Jun-06	Under offer
Farnley Hall Estate - Clock Barn	05-Nov-13	Under offer
Wood Lane Children's Home	01-Oct-13	Under offer
Elmete Centre (Former School)	30-Jul-11	Under offer
Kerr Mackie School Caretakers Flat (Ground Floor)	20-Nov-13	Under offer
Stanningley Recreation Ground - Park House	01-May-13	Under offer
Moor End Training Centre	27-May-11	Offers being considered
Cockroft House, Headingley	28-Jan-14	Offers in and being assessed
Inglewood Children's Home, Otley	19-Sep-13	Reviewing offers
180 - 182 Chapeltown Road	08-Jul-13	15 Expressions of Interest being assessed
Hillside Reception Centre (former asylum reception & accommodation)	30-Sep-10	Offers received, assessing schemes
Kippax Ash Tree (Former Primary School)	01-Jan-08	On market
Kirkland House HOP, Staff House & Garage	02-Feb-12	On market
Westholme HOP	31-Dec-11	On market
Brook House, 151 St Andrew's Road	09-Apr-12	On the market
Holbeck Day Centre	03-Jun-11	On the market
Otley One Stop Centre	17-Dec-12	On market
Seven Hills Primary School - School House	15-Nov-12	On market
Midland Street Public Conveniences, Woodlesford		On the market, have an interested party
Roundhay Park - Clock Tower Building	26-Oct-06	On market, difficult to dispose of as no parking
Roundhay Park - Mansion Cottage	26-Oct-06	On market, difficult to dispose of as no parking
Amberton Court HOP	16-Apr-14	On the market seeking expressions of interest, with a planning statement in preparation
Farfield Day Centre	18-Sep-13	Due to go to auction 18 September 2014
Lawnswood High School - Cottage	01-Jan-08	To be marketed shortly
Cloverfield House	23-Oct-13	Under legal preparations for disposal via auction.
Western Flatts Park - Cliff Park Cottage (Residential)	15-Aug-11	Sale being considered to owner of the adjoining Cliff House, which is being refurbished
Bramham House, Freely Lane	11-Jan-02	Purchase withdrawn Sept. To remarket following update of planning statement
West Leeds Centre (Formerly WLFLC)	05-Dec-11	Had been held for school use, just been released so to be marketed in the autumn
Fairview HOP, Seacroft	18-Dec-13	Planning statement in preparation and then to market
West Park Centre	24-Sep-13	Awaiting planning statement and then to market
Burley Willows HOP & DC	06-Mar-14	Planning brief being prepared
Musgrave Court Home for Older People, including 22 & 24 Crawshaw Road (staff houses)	11-Apr-14	To be marketed following production of a planning statement
Micklefield House (Caretakers House & Annexe buildings)	01-Jan-08	Disposal as whole site when vacant. Planning briefing being prepared.
Rothwell ATC (East Building)	07-Jan-13	To be marketed for Extra Care accommodation, along with Windlesford Green, when Planning Statement approved
Windlesford Green Hostel	25-Feb-11	To be marketed for Extra Care accommodation, along with Rothwell ATC site, when Planning Statement approved
Roundhay Road Building 4 - former Transport Office	29-Sep-11	Whole Roundhay Road site to be marketed, once vacant and a planning statement has been approved
Healey Croft Hostel	12-Jul-11	Being held for adjoining site, West Ardsley ATC, to be vacated Summer 2014 and jointly marketed
Eastmoor (Former Secure Unit)	01-Jan-08	Reprovision underway of the secure unit on adjacent part of the site. On completion and decant of service the remainder of the site to be disposed of, with a planning statement that is in preparation.
Alston Lane Community Centre		Conversion back to social housing
60 Asket Avenue	03-Mar-14	Social Housing or Disposal
Hillcrest Primary School Caretaker's House	17-Mar-14	Potentially back to Social Housing
Palace Community Centre	04-Aug-14	Being considered for reconversion to social housing
Kendal Carr Sheltered Housing	08-Jan-14	Offered to Registered Providers - schemes and offers being prepared
Holborn Court Sheltered Housing	10-Dec-13	Offered to Registered Providers - schemes and offers being prepared
Queenswood Drive Day Centre	16-Dec-13	Proposed lease to STEPS neighbourhood network
Mariners Resource Centre	08-Jun-14	Possible solution for consolidation of local children's services and childcare provision being explored
Burton Road Centre, Hunslet	31-Oct-13	Solution for reuse by the Council currently being developed
Royal Park Primary (Former School)	11-Oct-04	Demolished and use as greenspace
East Leeds Leisure Centre - Leisure Centre & OSC	15-Apr-11	Subject to a free school consideration
Fir Tree Primary School	03-Oct-13	Subject to a free school consideration
Swallow Hill Community College (AKA Wortley High School) & Caretakers Property (AKA Enterprise House)	30-Oct-12	Awaiting DfE consent to dispose
City of Leeds School - Caretaker's Property		Awaiting DfE release, then to market or identify alternative use
St Luke's Nursery (former Nursery)	07-May-10	Marketing details being prepared. Outline planning granted - awaiting DfE consent.
Grafton Centre - Caretaker's Property		Needed for the redevelopment of the adjacent Blenheim Centre site for NE Specialist Inclusive Learning Centre

Lobb Cottage Lodge, Thorn Lane	01-Jan-08	Will be auctioned when PPPU resolve lease problems at school. Work commencing on lease negotiations. Maybe sell in 2015/16
265 Roundhay Road	09-Jan-14	Executive Board approval to property swap with Leeds Credit Union, terms being negotiated, and then to market
Blenkinsop Field Clubhouse, Middleton	01-Jan-13	Asset Management consulting Middleton Ward Members on all community facilities.
The Rise Building (Leeds College Of Building)	21-Jul-14	Alternative uses being considered and issues raised by ward members addressed
Red Hall Playing Fields - Football Changing Pavilion	21-Jan-14	Part of Red Hall disposal, big site
Peel Street Annexe Building	08-Feb-13	Considering joint sale with college.
Kirkstall Library	26-Jul-11	Subject to discussion with Tesco on the wider district centre site
Stank Hall - Cottage 2	01-Jan-08	Possible proposal being considered under the Remake Leeds programme, with Heritage Craft Alliance, to use as a live skills training venue.
Stank Hall - Barn	01-Jan-08	
Stank Hall - Cottage 1	01-Jan-08	
10 Carlisle Road	09-May-13	Being reviewed with adjoining properties to establish long term position. Unable to be occupied in current condition.
Otley Civic Centre	25-May-10	Substantial dilapidations with no identified council use. Intention to test the market
Pudsey Cemetery Chapels	27-Nov-13	Limited use due to type and location of the buildings, no solution at present
Haigh Farm - Land Bullough Lane Rothwell (SW part of Rothwell Country Park)	01-Jan-08	Dangerous derelict farm building, to be demolished. No development potential unless planning designation of adjacent land changed

Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Asset Management
Lead person: Ben Middleton	Contact number: 0113 247 7817

1. Title: Approval of a draft Strategic Asset Management Plan

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

A draft version of an Asset Management Plan which is being put to Executive Board for approval in autumn 2014. The plan outlines the Council's strategic approach to the management, review and rationalisation of, and investment in its property portfolio.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

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

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

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

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

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

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

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

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

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

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

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

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

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

Date to scope and plan your impact assessment:	3 rd September 2014
Date to complete your impact assessment	8 th September 2014
Lead person for your impact assessment (Include name and job title)	Dayle Lynch, Principal Asset Management Officer

6. Governance, ownership and approval

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

Name	Job title	Date
Christine Addison	Chief Asset Management & Regeneration Officer	22/08/14

7. Publishing

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

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

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

Date screening completed	21/08/2014
If relates to a Key Decision - date sent to Corporate Governance	02/09/14
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 9 September 2014

Subject: Draft terms of reference – Scrutiny Board inquiry on Employment

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 Board’s work programme in July, Members agreed that employment would continue to be a priority area of work for the Board in 2014/15. A working group was established to scope the Board’s inquiry and this met on 2 occasions during August.
2. Draft terms of reference for the inquiry will be circulated prior to the Board meeting. The inquiry itself is scheduled to start at the Board’s October meeting.

Views of the director and executive member

3. The Scrutiny Board Procedure Rules also require that, where a Scrutiny Board undertakes an Inquiry, the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference. These views will need to be taken into account in finalising the terms of reference.
4. Any comments received will be reported to the Board.

Recommendation

5. The Board is requested to agree the terms of reference for the inquiry.

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.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 9 September 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 work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting on 22 July. It will be subject to change throughout the municipal year.
2. It is proposed that a representative of the Health and Wellbeing and Adult Social Care Scrutiny Board is invited to participate in the Board's forthcoming work in relation to sport and active lifestyles.
3. It is also proposed that a representative of the Safer and Stronger Communities Scrutiny Board is invited to participate in the Board's planned scrutiny of district heating.
4. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 16 July 2014, for the Board's information.

Recommendations

5. Members are asked
 - a) to consider the work schedule and make amendments as appropriate;
 - b) to agree to invite a representative of the Health and Wellbeing and Adult Social Care Scrutiny Board to participate in the Board's forthcoming work in relation to sport and active lifestyles; and

- c) to agree to invite a representative from the Safer and Stronger Communities Board to participate in the Board's planned scrutiny of district heating.

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) 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		Legacy report SB 22/7/14	
20 mph speed limits			
Leeds Let's Get Active Scheme			
Cultural offer			
Sport and Active Lifestyles			
Employment and Skills pathways			Scoping session WG 5/8/14 WG 21/8/14
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 28/8/14

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

WG – Working Group Meeting

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			Evidence gathering SB 18/11/14
Leeds Let's Get Active Scheme			
Cultural offer	Events programme WG 12/9/14	Grand Theatre WG (Date tbc)	Session One including European Capital of Culture SB 18/11/14
Sport and Active Lifestyles	Initial meeting WG 30/9/14		
Employment and Skills pathways	Terms of reference SB 9/9/14	Session One SB 21/10/14	Community Learning Scheme WG (Date tbc)
Requests for scrutiny			
Pre-decision Scrutiny		District Heating SB 21/10/14	
Budget & Policy Framework Plans			
Recommendation Tracking			Young People's engagement in culture SB 18/11/14
Performance Monitoring			
Contribution to the work of other Scrutiny Boards		European funding and investment (led by Resources & Council Services) 27/10/14	

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

WG – Working Group Meeting

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		Progress Report SB 13/1/15	
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 13/1/15	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		
Contribution to the work of other Scrutiny Boards			

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

WG – Working Group Meeting

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 Quarter 3 performance report Budget update SB 17/3/15	
Contribution to the work of other Scrutiny Boards		

Unscheduled

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

EXECUTIVE BOARD

WEDNESDAY, 16TH JULY, 2014

PRESENT: Councillor K Wakefield in the Chair

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

SUBSTITUTE MEMBER: Councillor J Procter

26 **Substitute Member**

Under the terms of Executive and Decision Making Procedure Rule 3.1.6, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter.

27 **Late Items**

There were no late items as such, however, prior to the meeting the following had been circulated to Board members for their consideration:

- An updated version of the covering report relating to agenda item 23 entitled, 'Citizens@Leeds: Update on Tackling Financial Hardship Proposition' (Minute No. 48 refers);
- An Equality, Diversity, Cohesion and Integration Screening form associated with agenda item 13 entitled, 'Community Centre Review and Pricing Arrangements' (Minute No. 38 refers);
- Larger scale plans appended to agenda item 12 entitled, 'Proposal for Civic Hall Accommodation Review' (Minute No. 37 refers).

28 **Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Grand Theatre', Councillor Yeadon drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management.

With regard to the same item, Councillor J Procter drew the Board's attention to his position as a member of the Leeds Grand Theatre and Opera House Board of Management and also a Board member of Northern Ballet, which was a principle user of the Grand Theatre. In addition, Councillor Wakefield drew the Board's attention to his position as a Board member of Opera North, which was also a principle user of the Grand Theatre (Minute No. 44 refers).

Further declarations were made at later points in the meeting. (Minute Nos. 43 and 44 refer).

29 Minutes
RESOLVED – That the minutes of the previous meeting held on 25th June 2014 be approved as a correct record.

30 Matters Arising from the Minutes
Minute No. 7, 25th June 2014 – ‘Transfer of the Former Fir Tree Primary School, Linfield Drive, Leeds 17 to the Khalsa Education Trust’

Responding to an enquiry regarding the progress of a further report being submitted to the Board in respect of the former Fir Tree Primary School, it was noted that meetings on such matters were currently being scheduled, and that the report would be submitted to the Board at the earliest opportunity when all relevant discussions had taken place.

TRANSPORT AND THE ECONOMY

31 Response to Deputation - Morley Heritage Centre
The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 regarding a permanent location for Morley Heritage Centre.

RESOLVED –

- (a) That the deputation request to Council be noted;
- (b) That it be noted that the Council does not have at this time vacant and suitable accommodation in Morley Town Centre, but that it is possible that the asset review of Morley may identify suitable space;
- (c) That the request made by the deputation be referred to the Outer South Community Committee, in order to consider whether there is local support to fund this initiative should Leeds City Council, or other accommodation be identified;
- (d) That the actions required to implement the decision be noted together with the fact that the Chief Asset Management and Regeneration Officer will be responsible for the implementation of such matters.

32 Review of the Leeds Visitor Centre
The Director of City Development submitted a report which provided a summary of the research and analysis undertaken to review the future options for the Leeds Visitor Centre service. The report identified a proposal which would achieve both the approved budget saving and would also increase the effectiveness and efficiency of the service. In addition, the report sought approval to vacate the current premises and pursue the option to relocate the Leeds Visitor Centre to the Art Gallery Shop and Café located on The Headrow, Leeds.

Four potential options were outlined within the submitted report. One was to cease the current service, whilst the other three remaining options considered different locations from which it could operate.

The Board considered a number of issues including: the current location of the centre and whether it was best placed to maximise the service it provided, the rapid shifts in technology and the evolving way in which people now obtained information, the increased commercial offer which was now being provided from within the Leeds City train station and the discussions which had been held with Network Rail in respect of such matters and whether further negotiations should be held with the organisation.

In conclusion, the Board highlighted the excellent service that was provided by the staff working at the Visitors Centre.

RESOLVED –

- (a) That approval be given to vacate the existing Leeds Visitor Centre premises at the city station on account of the expiry of the current lease;
- (b) That the proposal to integrate the Leeds Visitor Centre with the Art Gallery Shop and Café located on The Headrow, Leeds, be agreed;
- (c) That as a consequence of the resolutions above, the Council bring the service back in house as part of the move and as part of the proposed integration of the service, outlined within the submitted report;
- (d) That it be noted that the Director of City Development has delegated authority to finalise contractual terms associated with the expiry of the current lease and to establish appropriate interim arrangements for the transfer of the service to the new premises;
- (e) That it be noted that the Head of Strategic Planning, City Development, will be responsible for the implementation of the agreed resolutions, as detailed above.

33 Leeds Bradford Cycle Superhighway (including 20 mph zones) Design and Cost Report

The Director of City Development submitted a report which sought approval to implement the Leeds Bradford Cycle Superhighway Scheme, as detailed within Appendix A to the submitted report, at a total estimated cost of £21,239,000. The report highlighted that such costs would be funded from the West Yorkshire Combined Authority 'City Connect' Programme budget of £29,261,000 which included a Department for Transport grant of £18,052,000 and £10,894,000 from the West Yorkshire Local Transport Plan fund.

The Board received an update on the extensive consultation exercise which was ongoing with local residents and local businesses with respect to the project. It was highlighted that the Council was aware of concerns which had been raised in respect of the proposals and the Board was assured that every effort was being made to mitigate those concerns.

RESOLVED –

- (a) That the scheme, as described within the submitted report, be approved;
- (b) That £21,239,000 be injected into the City Development Capital Programme;
- (c) That approval be given for the invitation of tenders and subject to the tender sums being within the tendered budget, that approval and authorisation also be given to the award of the Contract to undertake the construction of the scheme;
- (d) That authority be given to incur expenditure of £21,239,000, comprising works costs of £19,349,000 and design/ supervision costs of £1,890,000 funded by West Yorkshire Combined Authority 'City Connect' programme budget;
- (e) That it be noted that the Chief Officer Highways and Transportation intends to enter into an agreement with City of Bradford Metropolitan District Council to undertake works on their highway.

CHILDREN AND FAMILIES

34 Outcome of consultation to increase primary school places in Leeds

The Director of Children's Services submitted a report which sought permission to publish statutory notices for proposals brought forward to meet the local authority's duty to ensure sufficiency of school and early years places.

RESOLVED –

- (a) That approval be given to publish the necessary statutory notices to:
 - (i) Expand Castleton 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 2016;
 - (ii) Expand Hollybush Primary School from a capacity of 420 pupils to 630 pupils with an increase in the admission number from 60 to 90 with effect from September 2016, and also change the lower age limit from 3 to 2 with effect from January 2015;
- (b) That it be noted that the Capacity Planning and Sufficiency Lead is responsible for the implementation of such matters.

35 Proposed changes to the Children's Services transport policy - discretionary post 16 SEN transport

Further to Minute No. 113, 6th November 2013, the Director of Children's Services submitted a report providing an update on the review of Children's Services Transport Policy and discretionary provision for those with Special Educational Needs aged between 16-25. The report also sought permission to

begin a new public consultation exercise between October and December 2014 and also sought approval for the introduction of an Interim Children's Services Transport Policy.

It was brought to the Board's attention that this proposed decision would defer savings from within the Children's Services budget for at least this current financial year and that any further decision in respect of the policy would be subject to the outcome of the consultation exercise.

RESOLVED –

(a) That the following be approved for post-16 SEN students currently in receipt of discretionary funding:-

(i) That in partnership, and with the assistance of Scrutiny, a further consultation exercise be undertaken to consider future discretionary provisions for 16-25 year olds; to run between October and December 2014 with, in due course, a follow up report providing specific recommendations being submitted to the Board for consideration;

(ii) The introduction of the Interim Children's Services Transport Policy, as appended to the submitted report, to be effective between 01 September 2014 and 31 August 2015.

(b) That it be noted that the officer responsible for implementation of such matters is the Strategic Investment Contracting and Procurement Lead.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

36 Leeds Parking Supplementary Planning Document: Production and Consultation

Further to Minute No. 75, 5th September 2012, the Director of City Development submitted a report providing details of the content and scope of the draft Leeds Parking Supplementary Planning Document (SPD) and which sought approval for the undertaking of formal public consultation on the content of the SPD, following the template as set out in the Council document "SPD Production Procedural Requirements".

The Board noted the comments made in respect of the submitted report and highlighted that any matters raised as part of the consultation process would be duly considered and be used to inform the further development of the Leeds Parking SPD prior to adoption.

RESOLVED –

(a) That the contents of the draft Leeds Parking SPD, as appended to the submitted report, be noted;

(b) That the progression of the SPD for the purposes of statutory public consultation prior to adoption as a council policy, be approved;

- (c) That the following be noted:-
- (i) the stages required to implement the decision as outlined in Appendix 2 to the submitted report;
 - (ii) the proposed timescales for implementation as outlined in Appendix 2 to the submitted report; and
 - (iii) that the Head of Transport Planning will be responsible for the implementation of such matters.

37 Proposal for Civic Hall Accommodation Review

The Deputy Chief Executive submitted a report which presented the context and outlined the options available with respect to improving the provision of the Council's main public meeting space within Civic Hall. The report highlighted the inadequacies of the current provisions for large public meetings in the Civic Hall and as such, the report sought authority to spend £550,000 for the redevelopment of the new Committee Room from the Civic Hall Backlog Maintenance/ Adaptations scheme in the Capital Programme, which would enable these works to be carried out as part of the larger programme to redevelop the 1st Floor West Wing of Civic Hall.

Larger scale versions of the plans appended to the submitted report had been circulated to Board members prior to the meeting for their consideration.

Responding to concerns raised by a Member, it was highlighted that the proposals looked to address the inadequacies of the current public meeting facilities within Civic Hall, address the concerns from members of the public which had been raised and would form part of the broader Changing the Workplace initiative.

RESOLVED – That authority to spend £550,000 for the redevelopment of the new Committee Room from the Civic Hall Backlog Maintenance/ Adaptations scheme in the Capital Programme be approved, which will enable these works to be carried out as part of the larger programme of Changing the Workplace works to redevelop the 1st Floor West Wing of Civic Hall.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he voted against the decisions referred to within this minute)

38 Community Centre Review and Pricing Arrangements

The Assistant Chief Executive (Citizens and Communities) submitted a report outlining proposals regarding the next phase of the review into the Council's provision of community centres. In addition, the report sought approval to bring forward proposals on the future extent of the portfolio and the outcomes which it would deliver in order to support the 'Best City' and 'Best Council' aims. Finally, the report also invited the Board to endorse revised pricing arrangements for lettings in the Community Centres which aimed to support

their sustainability, subject to consultation being undertaken with Community Committees.

A completed Equality, Diversity, Cohesion and Integration proforma in respect of the submitted report had been circulated to Board members prior to the meeting for their consideration.

Responding to an enquiry, the Board was provided with further information regarding the three price points which had been proposed, together with the proposal that 'free lets' would be determined by the Community Committee based upon local priorities.

A Member made reference to the differing approaches which were required in terms of the running and maintenance of the range of community centres in different locations, and it was suggested that further consideration be given to such matters in the future.

RESOLVED –

- (a) That the Assistant Chief Executive (Citizens and Communities) conducts a full review of the Council's portfolio of community centres in respect of the benefits and costs to the local community, with specific proposals being brought forward for the purposes of consultation;
- (b) That the revised pricing policy, as set out in the submitted report be endorsed, subject to the Assistant Chief Executive (Citizens and Communities) consulting with Community Committees prior to proposed implementation of the changes with effect from 1st September 2014.

CLEANER, STRONGER AND SAFER COMMUNITIES

39 Green Deal Communities Grant Update

The Director of Environment and Housing submitted a report regarding the injection of £4,943,000 of the Green Deal Communities funding into the capital programme as per the Council's agreement with the Department for Energy and Climate Change and providing an update on the £2,660,000 of works to be undertaken through the grant in Leeds (noting that the remaining £2,283,000 was to be spent within our neighbouring City Region Authorities).

In addition, the report also provided an update on the latest developments of the Green Deal ECO (Energy Companies Obligation) scheme, including the Green Deal Home Improvement Fund and how this could enhance the improvements offered under Wrap Up Leeds ECO/Green Deal Communities Fund.

RESOLVED –

- (a) That it be noted that the Energy and Climate Change Manager is responsible for progressing the Green Deal Communities work which is due to be completed in June 2015.

- (b) That approval be given for the Board to continue to promote Wrap Up Leeds ECO, particularly within the Green Deal Communities areas and in respect of the additional support available for measures such as solid wall insulation.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

40 Response to Deputation - Leeds City of Dance

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 entitled, "Leeds – City of Dance" and in respect of the ambition to make Leeds the top UK city for dance.

RESOLVED –

- (a) That it be recommended that the Leeds City of Dance brand and message features prominently in future city marketing campaigns undertaken by and on behalf of the city;
- (b) That it be recommended that the City Council incorporate the message that Leeds is a 'City of Dance' in its own key messages and communications channels, as follows:
 - (i) explore the cost and feasibility of external way-finding to dance facilities in the city;
 - (ii) adding endorsements of the 'City of Dance' to the Council's website and other relevant promotional material;
 - (iii) being alert to, and taking any opportunity that presents itself to further the profile of Leeds as the 'City of Dance';
 - (iv) work with external partners to use the 'City of Dance' message and brand to promote the city;
 - (v) request the Chief Officer for Culture and Sport to explore with the Arts Council additional ways of promoting the vision of Leeds 'City of Dance'.
- (c) That it be noted that the Principal Officer Culture and Sport will be responsible for the implementation of the related proposals by the end of December 2014.

41 Programme for the Commemoration of the First World War

The Director of City Development submitted a report outlining the programme which had been developed by the Council, but in many cases in collaboration with partners across the city, for the commemoration of the First World War.

RESOLVED –

- (a) That the Council's programme for the commemoration of the First World War, as it stands so far and as detailed in the submitted report and Appendix 1, be approved;
- (b) That the partnership working, as outlined within the submitted report, be endorsed;
- (c) That approval be given for the programme to be developed over the four years of the Centenary;
- (d) That it be noted that the Project Officer Culture and Sport will be responsible for the implementation of such matters, as outlined within paragraphs 3.5 and 3.6 of the submitted report.

42 Leeds Town Hall - Capital Development

The Director of City Development submitted a report which sought approval to undertake a feasibility study in order to address the key challenges and opportunities facing the Leeds Town Hall, with the intention that the feasibility study would help to inform a proposed application to the Heritage Lottery Fund (HLF) for grant support to assist in the proposed improvement of the Grade 1 Listed Building.

Members highlighted the value of the Town Hall both as a building and as a venue, and noted that the proposed development works would address the essential maintenance issues, improve existing facilities and increase public access. It was emphasised however, that should the proposed works be undertaken, then the benefit from and usage of the Town hall would need to be maximised.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That the Director of City Development be authorised to undertake a feasibility study to address the key challenges and opportunities facing the Leeds Town Hall, with a view to submitting an application to the Heritage Lottery Fund and other funding sources as appropriate to support the proposed improvement works;
- (c) That the actions required to implement the proposals be noted, together with the fact that the Chief Officer Culture and Sport will be responsible for the implementation of such matters.

43 Grants to Cultural Organisations

The Director of City Development submitted a report providing background information on the 'arts@leeds' and 'Leeds Inspired' grant scheme, in order to determine appropriate levels of support in future years. In addition, the report sought approval for the continuation of the 'Leeds Inspired' grant scheme and the proposed amendments to the 'arts@leeds' grant scheme. Finally, the report sought agreement to a budget for the next 3 years and also to bring in

line several funded cultural activities into the 'arts@leeds' portfolio, with the aim of ensuring transparency, monitoring and value for money.

Responding to an enquiry, the Board received clarification on the rationale behind, and the potential implications arising from the proposal to introduce a maximum grant application level. Members also received an update on the ongoing contact that the Council was having with those bodies which organised the larger events across the city in respect of the proposals.

RESOLVED –

- (a) That the continuation of a 3-year grant funding programme to cultural organisations, be approved;
- (b) That in principle approval be given to the total funding allocation to this scheme as detailed within paragraph 2.11 of the submitted report;
- (c) That simplification of the Council's arts funding by incorporating the historical support for Leeds West Indian Carnival, Leeds Reggae Festival, the Irish Festival and Yorkshire Sculpture Triangle into the scheme, be approved;
- (d) That the proposed timescales be agreed, with grant application deadlines in October and decisions in January, in order to enable arts organisations to forward plan, and that a revision to the application and monitoring form also be agreed;
- (e) That an increase in the minimum level of grant from £1,000 to £2,000 be approved, and that a maximum application of £750,000 be enforced.

(At the commencement of this item, Councillors J Procter, Wakefield, Ogilvie, Yeadon and P Gruen drew the Board's attention to their respective positions on the Boards of organisations which could potentially be in receipt of grants or be involved in the grants application process, to which the submitted report referred)

44 Grand Theatre

Further to Minute No. 24, 25th June 2014, the Director of City Development and the Deputy Chief Executive submitted a joint report which provided an overview of the various options available to deliver a sustainable future for the Grand Theatre. In addition, the report sought approval to examine the current options in greater detail, with a proposal that a further report be submitted to Executive Board later in the year.

A number of concerns were raised by a Member in respect of the contents of the submitted report. In response, the Board noted that the purpose of the report had been to present the range of options available with regard to the future operation of the company, as noted at the 25th June 2014 Board meeting. In addition, responding to a further enquiry, the Board received details on the current position regarding the profit or loss made by the three

individual venues managed by the Leeds Grand Theatre and Opera House Trust Ltd.

Members welcomed that Scrutiny Board (Sustainable Economy and Culture) was scheduled to undertake a piece of work on this matter, and it was also requested that any further work undertaken on this issue was done so on a cross-party basis.

RESOLVED –

- (a) That the current financial performance of Leeds Grand Theatre and Opera House Trust Ltd and the potential options for future governance arrangements, be noted;
- (b) That approval be given for the Chief Officer Culture and Sport to commence further detailed work on the proposals, including the consultation outlined in the submitted report with the various stakeholders and also reflecting the comments made during the consideration of this matter, with a view to submitting further recommendations to Executive Board later in the year.

(During the consideration of this item, Councillor Mulherin drew the Board's attention to the fact that she had been a member of the Leeds Grand Theatre and Opera House Board of Management until she stepped down from the position at the conclusion of 2013/14 municipal year)

ADULT SOCIAL CARE

45 Care Act (2014)

The Director of Adult Social Services submitted a report providing a summary of the key elements of the Care Act 2014. The report also considered the implications of the new burdens and statutory responsibilities for the Council and its partners in respect of care and support.

Responding to a Member's enquiry, the Board was provided with further information on the 'Surrey model', as referenced within the submitted report and the current projections regarding the financial implications for Leeds arising from the Care Act reforms. Furthermore, it was agreed that Board Members receive briefings, as appropriate, on the wider financial implications arising from the introduction of the Care Act, with a view to cross-party working being developed on such matters in the future. In addition, it was noted that the relevant Scrutiny Board would be involved in this area of work and that a Members' seminar had been scheduled on such matters.

RESOLVED –

- (a) That the provisions of the Care Act (2014) and the potential impacts for Leeds, be noted.
- (b) That the progress made to date in preparing for the reforms be noted.

- (c) That the initial Equality Screening and the requirement for an Equality Impact Assessment, be noted.
- (d) That the Scrutiny Board (Health and Wellbeing and Adult Social Care) be requested to oversee the consultation and engagement requirements, including the Equality Impact Assessment.
- (e) That a further progress report be submitted to the Board in March 2015.
- (f) That it be noted that the Chief Officer, Social Care Reforms is responsible for the implementation of such matters.

46 Capital Scheme for Adult Social Care Information Management & Technology to support the implementation of the Care Act 2014

The Director of Adult Social Services submitted a report regarding the implications of the Care Act 2014 to Leeds City Council and the associated development and change required to information management and technology systems to support a successful implementation. The report noted that the changes to the information management and technology systems would require an investment of £1,652,000 and Executive Board was requested to approve the release of £608,000 to supplement the identified funding of £1,044,000.

Responding to an enquiry, the Board received further detail on the proposals and clarification on the need for the investment into the information management and technology systems, which was due to the new requirements arising from the introduction of the 2014 Care Act.

RESOLVED –

- (a) That the significant change which the Care Act means for the Council and the resultant need to invest in information management and technology systems in order to enable the Council to fulfil its statutory duties and continue to provide quality care and support services to the citizens of Leeds, be noted.
- (b) That the amount of change currently being undertaken within Leeds, both within the Council and with Health and external partners be noted, together with the fact that the Care Act may have an impact on the scope and delivery timescales of the related change programmes.
- (c) That the release of £608,000 additional funding in order to supplement the identified funding of £1,044,000 to implement the information management and technology change necessary to enable the successful implementation of the Care Act within Leeds City Council, be approved.
- (d) That it be noted that the officer responsible for progressing the implementation of this programme of work is the Chief Officer, Resources and Strategy within Adult Social Care.

- (e) That following the Board's approval of the funding, it be noted that the delivery of this programme of work will commence in July 2014 for a period of 2 years.
- (f) That it be noted that the current funding estimates are based upon recently published consultation guidance which will be subject to change until October 2014. However, it also be noted that the Council needs to invest in the design and development of the information management and technology solutions now, if the Council is to meet the first phase of the Care Act implementation deadline of 1st April 2015.

FINANCE AND INEQUALITY

47 Citizens@Leeds: Update on the Accessible and Integrated Services Proposition

Further to Minute No. 118, 6th November 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the work undertaken to date in delivering the initiatives detailed in the previous report around Accessible and Integrated Services for the citizens of Leeds. In addition, the report also outlined the activity which had been identified to take place in 2014/15 to further deliver the Council's aspirations for this proposition.

Members welcomed the update, providing details of how the progress made had positively impacted upon the provision of accessible and integrated services in their respective communities.

RESOLVED –

- (a) That the progress made to-date in delivering the initiatives identified in the November 2013 Executive Board report for the Accessible and Integrated Services proposition be noted.
- (b) That the activity planned for 2014/15 to embed this proposition more fully across the city be agreed.
- (c) That a further update report be submitted to the Board in six months (January 2015) from the Assistant Chief Executive (Citizens and Communities) on the progress achieved.

48 Citizens @ Leeds : Update on Tackling Financial Hardship Proposition

Further to Minute No. 118, 6th November 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the developing approach being taken to tackle poverty and deprivation and detailed information on the pilots underway to help tackle financial hardship amongst specific groups. In addition, the report sought approval for an Annual Advice Plan that would incorporate the work of the Advice Leeds Consortium, set out the aims for the current year and put in place arrangements to support the delivery of advice in future years. Additionally, following the previous

approval of an action plan to tackle high costs lending, the report also provided an update on progress against the plan and presented information on the launch of a high profile campaign aimed at generating city-wide support for taking a stand against high costs lenders.

An updated version of the cover report had been circulated to Board Members prior to the meeting for their information.

The Board noted the case studies detailed within the submitted report linked to the 'multi-storey flats initiative' and highlighted the benefit of such initiatives, not only working with individuals to identify the right package of support, but also, where appropriate, to help improve their employment prospects.

Members noted the recent proposals made by the Financial Conduct Authority (FCA) to cap payday loan rates and highlighted the significant work which the Council continued to undertake in this field. In response, the Board noted that a briefing outlining the FCAs proposals would be prepared for Members and furthermore, it was requested that a report on such matters be submitted to the next meeting of the Board for consideration.

RESOLVED –

- (a) That the information on the first year impacts of the welfare reforms that came into effect from April 2013 be noted;
- (b) That the launch of the pilots to tackle financial hardship among specific groups be noted and that a further update be submitted to the Board once the pilots have concluded;
- (c) That the Annual Advice Plan be approved;
- (d) That the progress being made in relation to high cost lending in the city be noted;
- (e) That the policy statement on tackling high cost lending in the city, as set out in paragraph 3.27 of the submitted report, be approved; and
- (f) That a report be submitted to the next meeting of the Board regarding the proposals recently announced by the FCA regarding a cap on payday loan rates.

49 Illegal Money Lending Team - Progress Report

Further to Minute No. 10, 19th June 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing information on the activities of the Illegal Money Lending Team within Leeds, together with an updated action plan.

The Chair thanked the Scrutiny Board (Safer and Stronger Communities) for the inquiry it had undertaken into this subject and the resultant recommendations it had produced.

RESOLVED –

- (a) That the contents of the submitted report be noted and that approval be given for the Board to continue to receive annual reports on the activities of the Illegal Money Lending Team within the Leeds city area;
- (b) That the authority delegated to Birmingham City Council to undertake investigations and institute proceedings against illegal money lenders operating within the Leeds district be extended from March 2015 to 31 March 2019.

50 Localised Council Tax Support Scheme

Further to Minute No. 140, 18th December 2013, the Assistant Chief Executive (Citizens and Communities) submitted a report providing information on the likely costs and implications of maintaining the current Council Tax Support Scheme for 2015/16. The report also provided information on alternative schemes that would support people moving into work and incentivise households to engage with the Council to help improve work prospects. In addition, the report sought agreement to develop and consult upon a potential new Council Tax Support Scheme which would be based around high levels of support and high levels of challenge, with a focus on supporting people into work, given the issues created by the current scheme.

It was highlighted that the proposals detailed within the submitted report included maintaining the existing protection for the most vulnerable, but also to look to provide greater incentives and support for households on improving their employment prospects.

RESOLVED –

- (a) That the issues created by the current approach to our Council Tax Support scheme and the need therefore to consider alternative approaches, be noted;
- (b) That approval be given for officers to undertake further work on options 2 and 3, as outlined within the submitted report, and to develop and consult upon a potential new Council Tax Support scheme, which is based around high levels of support and high levels of challenge, with a focus on supporting people into work;
- (c) That confirmation be given that funding for the 2015/16 Council Tax Support Scheme will be retained at the budgeted level for 2014/15;
- (d) That the detail of developing a potential new scheme for the purposes of consultation be delegated to the Assistant Chief Executive (Citizens and Communities), with the decision to consult upon a new scheme being made following discussions with the relevant Executive Members and which would be eligible for call-in. It also be noted that any consultation would need to take place within the timescales set out within paragraph 2.3 of the submitted report.

- (e) That a report be submitted to the Board in December 2014 outlining the outcome of the consultation exercise and making a recommendation based upon that consultation for the adoption of a new Council Tax Support scheme for 2015/16.

51 Financial Health Monitoring 2014/15 - First Quarter Report

The Deputy Chief Executive submitted a report presenting the Council's projected financial health position for 2014/15 after three months of the financial year. As Budget Monitoring was a continuous process throughout the year, the submitted report reviewed the position of the budget after the first quarter and commented upon the key issues impacting on the overall achievement of the budget for the current year.

It was noted that the £3.3million overspend currently projected did not take account of the financial implications arising from the decision to undertake a further period of consultation to consider future discretionary provisions for 16-25 year olds or any potential costs associated with a Supreme Court legal judgement brought against Cheshire West and Chester Council.

The Board also noted that the next financial health report would provide further detail on the overspend projections and also on proposals regarding ways in which such potential overspend could be addressed.

RESOLVED – That the projected financial position of the authority after the first quarter of 2014/15, be noted.

52 Treasury Management Outturn Report 2013/14

The Deputy Chief Executive submitted a report providing a final update on the Treasury Management Strategy and operations for the period 2013/14.

RESOLVED – That the Treasury Management outturn position for 2013/14 be noted, together with the fact that treasury activity has remained within the treasury management strategy and policy framework.

53 Capital Programme Quarter 1 Update 2014-17

The Deputy Chief Executive submitted a report providing an update on the capital programme position as at June 2014. The report included an update of capital resources, progress on spend and a summary of the economic impact of the capital programme.

It was noted that the next Capital Programme update report intended to provide an update on the outcomes of the review taking place which looked to reprioritise existing resources in order to ensure that the programme continued to contribute towards the delivery of the Best Council Business Plan.

RESOLVED – That the latest position on the General Fund and Housing Revenue Account (HRA) capital programmes be noted.

HEALTH AND WELLBEING

54 Local Government Declaration on Tobacco Control

The Director of Public Health submitted a report regarding the current situation in respect of smoking in Leeds. In addition, the report also provided a brief on the Local Government Declaration on Tobacco Control and sought the Board's endorsement of the Declaration.

RESOLVED –

- (a) That the Local Government Declaration on Tobacco Control be endorsed.

- (b) That it be noted that the Director of Public Health is responsible for the implementation of the Local Government Declaration on Tobacco Control.

DATE OF PUBLICATION: FRIDAY, 18TH JULY 2014

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 25TH JULY 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 28th July 2014)

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