

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 16th December, 2014 at 1.30 pm

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

MEMBERSHIP

Councillors

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

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

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CONFIDENTIAL AND EXEMPT ITEMS

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

9.0 Confidential information – requirement to exclude public access

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

9.2 Confidential information means

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

10.0 Exempt information – discretion to exclude public access

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

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

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

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

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

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

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>Agenda item 11 – Sport and Active Lifestyle Marketing Report (Appendix 4) – Access to Information Procedure Rule 10.4 (3) ‘Information relating to the financial or business affairs of any particular person (including the authority holding that information)’.</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 - 18 NOVEMBER 2014</p> <p>To confirm the minutes of the meeting held on 18 November 2014 as a correct record</p>	1 - 6
7			<p>2014/15 QUARTER 2 PERFORMANCE REPORT</p> <p>To consider a report on performance in relation to services within the Scrutiny Board's portfolio</p>	7 - 16
8			<p>2014/15 MONTH 6 FINANCE UPDATE</p> <p>To consider the financial position at month 6 in relation to services within the Scrutiny Board's portfolio</p>	17 - 20
9			<p>LEEDS LET'S GET ACTIVE UPDATE REPORT</p> <p>To consider a progress report on the Leeds Let's Get Active Scheme following the first year of operation</p>	21 - 32

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>WORK SCHEDULE</p> <p>To agree the Board's work schedule for the remainder of the municipal year</p>	33 - 58
11		<p>10.4(3)</p> <p>Appendix 4 only</p>	<p>SPORT AND ACTIVE LIFESTYLE MARKETING REPORT</p> <p>To consider a report on the potential for increased income generation through additional marketing of the sports and active lifestyle service</p> <p>Please Note: Appendix 4 of the report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (3)</p>	59 - 76
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Tuesday 13 January 2015 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. 	

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SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 18TH NOVEMBER, 2014

PRESENT: Councillor K Groves in the Chair

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

38 Late Items

There were no formal late items of business to consider.

39 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

40 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

41 Minutes - 21 October 2014

RESOLVED – That the minutes of the meeting held on 21 October 2014 be confirmed as a correct record.

42 20mph Speed Limits in Leeds

Members considered a report on the implementation of 20mph speed limits in Leeds.

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

- Councillor Richard Lewis, Executive Member for Transport and Economy
- Andrew Hall, Head of Transportation
- Kasia Speakman, Transport Planner
- Chief Inspector Phil Wiggins, Safer Leeds
- Mark Lansdown, 20s Plenty for Us

The following issues were raised in discussion:

- The Board heard about the Council's current approach to the phased implementation of 20mph zones, with a prioritised programme based on injury statistics and school travel areas. The present programme would eventually cover most residential streets.

- The key difference from the approach put forward by the 20s Plenty for Us campaign group was described in terms of process. The council had adopted an approach which involved consultation in each local area and the use of traffic calming measures where appropriate, whereas the campaign group advocated a blanket introduction of 20mph speed limits using signs and road markings rather than physical measures.
- Although cheaper to implement initially, the blanket approach could require more significant ongoing revenue support for education and enforcement, or the retro-fitting of physical measures in some cases. There was less evidence about the speed reductions achieved in areas with signs and lines only.
- It was noted that local councillors had contributed funding to implement schemes in some areas.
- Some concern was expressed about areas where the speed limit reduced from 40mph to 20mph in a short length of road.
- The potential health benefits from increased walking and cycling associated with lower traffic speeds was highlighted.
- The Board noted that road safety was a priority in the Police and Crime Commissioner's Plan.
- The Board was made aware of Safer Leeds' commitment to working in partnership at all stages from scheme design through to targeted enforcement in support of 20mph zones.
- It was suggested that there was potential to explore additional partnership funding opportunities in order to speed up implementation of 20mph zones, particularly with the full range of Health partners and the Police, but also giving consideration to other potential beneficiaries from a reduction in accidents, for example the DWP in terms of benefit payments or business interests. Examples were provided of partnership funding elsewhere.
- The 20s Plenty for Us campaign emphasised the desire for zones to be large enough to reflect communities' travel patterns, particularly the journey to school. It was also argued that increasing the area covered helped to create a 20mph culture.
- It was acknowledged that a blanket 20mph limit could be introduced on all residential streets, but this might be unpopular with communities, and was not considered to be enough on its own to reduce speeds significantly.
- It was also suggested that the amount of rural roads in the Leeds district meant that a blanket 20mph approach was not necessarily appropriate.
- Members recommended that as an immediate step, a default 20mph speed limit be adopted for all new residential developments.
- It was suggested that there was further scope for the 20s Plenty for Us campaign group to work with the council at a local level around initiatives including school cycling and community speed watch.
- It was noted that the Road Safety Partnership centrally controlled road cameras used for enforcement, with road policing also being determined at a West Yorkshire level. Neighbourhood Policing Teams

could provide a more localised and flexible response but their deployment had to be prioritised against a range of competing demands.

- The impact of national TV advertising campaigns in the past was highlighted.
- It was confirmed that the schools programme would take about 4 years to complete at the current funding levels, with a further consolidation phase taking until 2020, at a cost of around £3m.
- Problems with parking outside of schools was also highlighted as an issue of concern.

At the end of the discussion, the Board requested a report back in March 2015, providing further information on casualty figures for Leeds and the associated costs. Members also asked that potential additional funding opportunities be explored with all partners, particularly the Police and health partners, and that progress on this aspect also be reported back in March 2015.

RESOLVED –

- a) That the Director of City Development be recommended to take the necessary steps to implement a 20mph default speed limit for all new residential developments in Leeds.
- b) That the Board receive a progress report in March 2015, providing the information on casualties requested above and reporting progress on partnership funding opportunities.

(Councillor Hussain joined the meeting at 1.40pm and Councillor Castle left the meeting at 2.25pm during the discussion of this item.)

43 European Capital of Culture

The Board considered a report on the current consultation being carried out to inform a decision next year by the Executive Board on whether Leeds should bid to become the 2023 European Capital of Culture.

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

- Councillor Lucinda Yeadon, Executive Member for Digital and Creative Technologies, Culture and Skills
- Cluny Macpherson, Chief Officer, Culture and Sport
- Dinah Clark, Principal Officer, Culture and Sport
- Leanne Buchan, Marketing Officer, City Development

The Board received a presentation setting out the background to the Capital of Culture scheme and summarising key messages arising from the consultation to date.

The following issues were raised in discussion:

- The extent and reach of consultation activity to date.
- The range of responses received and the level of commitment, including funding, from potential partners.
- The need to be realistic about funding for a bid in the current economic climate.
- Exploring the benefits to the city of bidding, especially if a bid was not successful.
- Members sought further clarification of the potential costs to the city council of bidding, including the short term costs of preparing an initial bid.
- The need to clearly define a legacy at an early stage.
- Research already undertaken around other cities who have been successful and advice received from experts in this field.
- The need for a credible cultural strategy for the city, even if a bid does not go ahead.
- The strong desire of Board Members for any bid to involve local communities in its development, and to deliver a year that local communities would benefit from.
- A request that all 99 councillors be asked whether they are in favour of the city bidding.
- Discussion of what might be included in a Leeds bid.
- The link to jobs and skills, and the importance of the cultural sector as a source of employment.
- The potential for a bid to have a regional dimension, acknowledging that the rules require bids to be based on a specific city.
- Opportunities to engage communities in the consultation, for example through Community Committees.
- The ability of hospitality and transport infrastructure to cope with a year-long event.
- Queries as to who the competition might be and why Manchester had already announced it would not bid.
- Potential links to the proposed Business Improvement District (BID) in the city centre.

At the end of the discussion Members requested a further report on the outcomes of the consultation process and providing more detail on costs, prior to a decision being taken by the Executive Board.

RESOLVED – That a further report be brought back to the Scrutiny Board in the spring, in advance of the Executive Board decision on whether to make a bid.

(Councillors Ingham, Cohen and Chapman left the meeting at 3.35pm, 3.55pm and 4.10pm respectively during the discussion of this item.)

44 Recommendation Tracking

Members considered a report presenting progress against one outstanding recommendation from the Board's previous inquiry on the engagement of young people in cultural, sporting and recreational activities.

RESOLVED – That the status of this recommendation be confirmed as category 4 (Not achieved – progress made acceptable. Continue monitoring.) with a further progress report to be scheduled in April 2015.

45 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 add an additional session to the Employment and Skills inquiry to encompass: information on corporate budgets for employment and skills related activity; input from Community Committee champions; and the role of the City Region Enterprise Partnership. The Board also agreed to invite the Chair of the Resources and Council Services Scrutiny Board to take part in the remainder of the inquiry.

RESOLVED – That the work schedule be agreed.

46 Date and Time of Next Meeting

Tuesday 16 December 2014 at 1.30pm (a pre-meeting will start at 1.00pm for Board members.)

The meeting finished at 4.20pm

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Report of Director of City Development

Report to Sustainable Economy and Culture Scrutiny Board

Date: 16th December 2014

Subject: 2014/15 Quarter 2 Performance Report

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

This report provides a summary of performance against the strategic priorities for the council and city relevant to the Sustainable Economy and Culture Scrutiny Board, in line with the process agreed at the Board's meeting on 17th December 2013.

Recommendations

Members are recommended to

- Note the Quarter 2 performance information and to consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1. Purpose of this report

1.1 This report presents a summary of the quarter two performance data for 2014/15, and provides an update on progress in delivering the relevant priorities in the City Priority Plan 2011-15 and the Best Council Plan 2013-17.

2. Background information

2.1 Members will be aware that the delivery of the City Priority Plan is shared with partners across the city while the Best Council Plan sets out the Council's key objectives and priorities. This report provides an overview of the performance relating to both plans enabling the Scrutiny Board to consider and challenge the council's performance as well as seeking to influence partners' contributions through existing partnership arrangements.

2.2 This report has 2 appendices:

- Appendix 1 – SEC Board Progress Update (relating to the City Priority Plan, Best City for Business Objective)
- Appendix 2 – Performance Summary (relating to the Best Council Plan)

2.3 Members will also be aware that the Best Council Plan has been reviewed for 2014/15, and from Quarter 2 progress updates reflect an amended set of priorities and success measures.

3. Main issues

Quarter 2 Performance Summary

City Priority Plan

3.1 The attached update (Appendix 1) outlines progress against the 'Big Ideas' identified by the Sustainable Economy and Culture Board in line with the City Priority Plan. These derive from the three priorities aligned to the Board and their associated obsessions, shown in brackets:

- Drive the sustainable growth of the Leeds economy to support the creation of new jobs and skills (maximising job growth)
- Promote low carbon businesses, buildings, energy generation and connectivity across the City (becoming a low carbon city)
- Raise the profile of Leeds and its cultural opportunities (enjoying an active and creative city)

Best Council Plan

3.2 Appendix 2, Performance Summary, shows progress against the priorities relevant to the Sustainable Economy and Culture Scrutiny Board within the Best Council Plan.

3.3 A number of the Best Council Plan success measures are reported annually, as shown on the Performance Summary.

3.4 The Board's attention is drawn to those rated as amber or red relating to:

- Achieve the housing growth target
- The number of people Killed or Seriously Injured (KSI)

- 3.5 The amber rating assigned to the indicator 'achieve the housing growth target' reflects that at quarter 2, 1,723 new homes had been provided, including both long term (6 months plus) empty homes returned to use and newly developed properties, i.e. 47% of the 3,660 target. Of these, 848 were empty properties returned to use and 875 were newly developed homes.
- 3.6 The 'long term (6 months plus) empty properties returned to use' aspect of this indicator relates to private sector properties excluding 2nd homes, Registered Social Landlord properties, student accommodation and partially occupied shared accommodation. The target for this element is to achieve a net reduction of 400 from the position at the end of March 2014 (4,747 homes). The latest figure for the end of quarter 2 shows this figure to be currently standing at 3,899 i.e. a decrease of 848. However, this part of the indicator has a tendency to fluctuate throughout the year and the figure at the end of March 2015 is not guaranteed to reflect such a good result.
- 3.7 The delivery of new homes against its part of the annual target i.e. 3,260 homes, has fallen below that anticipated. 2014/15 Forecasts were based on increasing completions since April 2012, the high level of starts in quarter 4 2013/14, and the availability of land supply with planning permission.
- 3.8 The levelling out of housing delivery is likely to be as a result of a number of national factors including:
- slowing of the housing market and growing caution among potential homebuyers and builders through the summer;
 - tightening of lending criteria via the Mortgage Market Review (MMR) causing a dip in mortgage lending;
 - signs the economy is cooling and nervousness about weaker growth prospects across the Eurozone;
 - prospects through the summer of an interest rate rise in early 2015.
 -
- 3.9 Signs are that the national impediments to housing delivery have eased and completions should return to the trends experienced during 2013/14. There are a large number of starts in the pipeline on 112 sites which should come forward quickly as demand increases; this is the greatest number of active sites in Leeds in any one year since 2008/09. Much will depend on performance in quarter 3 and quarter 4. Whilst signs are that national factors are looking more positive, in the past local factors, such as site conditions during the winter months, have played a role.
- 3.10 From the local perspective, the establishment of the Housing Growth Team brings together an enhanced resource to accelerate housing growth, both through direct delivery and as part of the Council's enabling role. Housing Growth will be regularly reviewed by the Housing Growth Members' Steering Group, which is due to consider at its next meeting, on 12th December, how progress against targets will be reported.
- 3.11 The overall figures for road injuries were at an all-time low in 2013, however progress in reducing the Killed and Serious Injuries (KSI) figures has levelled off over the last three years which is reflected by the present red rating. The first half 2014 figures suggest that this trend is set to continue showing 14% up on 2013 and 4% on the 2011-13 average with the year-end figures anticipated to similar or slightly higher than last year. Both pedestrian and cyclist figures are showing higher, although there is some indication that the rate of increase for cyclist casualties may be lower despite continuing signs of growth in use. There is an increase in child casualties, however this is very much against the trend and

thus too early to view this as a change to the prevailing downward trajectory by the year end. At the time of writing fatal road injuries are higher than last year; examination of the circumstances shows a diverse pattern, including a significant proportion having dangerous driver behaviour as the key factor.

- 3.12 A road safety action plan remains in place and during 2014 the focus of behaviour initiatives continues on supporting the most vulnerable road users, pedal and motorcyclists, pedestrians and children. Pedestrian skills and Bikeability training continues with some enhancement to the latter. A “Look-out” campaign was run over the summer across West Yorkshire and plans are being prepared for next year including how enhanced activity and promotion could be used in Leeds, something which will be raised during the 2015-16 budget round. A programme of engineering measures is in place with significant activity to support cycle safety through further route development, particularly the City Connect Cycle Superhighway, which is accompanied by an extensive enhancement to the already planned 20 mph speed limit projects and work to highlight hotspot locations. After a review of pedestrian casualty patterns, schemes are in preparation for two district centre hot spots in Harehills and consideration is being given to the role a 20 mph speed limit might offer for the city centre as part of the wider programme for local safety improvement schemes. In recognition of the vital role of the police and the present casualty picture, work has been instigated to review the situation and our joint working.

4 Corporate considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information, rather than a decision-making, report so demonstrating due regard is not necessary. However, it should be noted that the Sustainable Economy and Culture Board’s remit has direct benefits to those living in the most deprived areas of the city, and those who fall within the protected characteristics.

4.3 Council policies and City Priorities

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

4.4 Resources and value for money

- 4.4.1 There are no specific resource implications from this report.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

5 Conclusions

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

6 Recommendations

6.1 Members are recommended to:

- Note the Quarter 2 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7.0 Background documents¹

7.1 City Priority Plan 2011 to 2015

7.2 Best Council Plan 2013 - 17

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

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Progress Update for Sustainable Economy and Culture Board – September 2014

Key focus

Maximising Job Growth

Becoming a Low Carbon City

Enjoying an Active and Creative City

Test the potential for developing an international business conference and exhibition facility	<i>Agenda item 22.09.14 & 8.12.14</i>	✓
Create new business training hubs to develop the skills required for the 21 st century	<i>Included in agenda item 8.12.14</i>	✓
Develop a programme to help people of all ages improve their digital skills	<i>Included in agenda item 8.12.14</i>	✓
Develop a new city-wide adult skills strategy, working with the city's further and higher education providers	<i>In development; to review early 2015</i>	✓
Aspire to achieve zero youth unemployment in Leeds	<i>Agenda item 22.09.14</i>	✓
South Bank – opportunities for regeneration, City Park and preparations for HS2	<i>Discussed 23.05.14</i>	✓
Exploratory work with Joseph Rowntree Foundation on 'more jobs, better jobs'	<i>Discussed 23.05.14; update 22.09.14</i>	✓
District Heating	<i>Agenda item 8.12.14</i>	✓
Domestic Energy Efficiency	<i>Agenda item 8.12.14</i>	✓
Living Laboratory Concept	<i>Agenda item 8.12.14</i>	✓
Position Leeds as the most active city in the UK	<i>To review 2015</i>	✓
Create a lasting legacy from hosting the Tour De France Grand Depart 2014	<i>Agenda item 2015</i>	✓
Test the city's appetite for competing against other UK cities for designation of European Capital of Culture 2023	<i>At consultation; Agenda item 8.12.14</i>	✓

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DRAFT City Development Performance as at Quarter 2, 2014/15

No.	Area	Objective/ Board	Priority	Deliverable	Success Measure (* = cumulative)	Target	Q1 Result/ RAG	Q2 Result/ RAG
1	Partnership Performance: City Priority Plan (CPP) 2011-15	Sustainable Economy and Culture Board	Best City for Business (CPP)	Deliver the Sustainable Economy and Culture Board City Priority Plan and priorities	N/A	N/A	N/A	See SEC Board progress update 22nd Sept 2014
2		Housing and Regeneration Board	Best City to Live (CPP)	LIV 1 - Maximise regeneration investment to increase housing choice and affordability	PI: Increase the number of affordable homes built per year*	>690 Affordable Homes (2013/14 Result)	170* 	382*
3				LIV 2 - Enable growth of the city whilst protecting the distinctive green character of the city.	PI: Minimum ratio of 65:35 development of new homes on brownfield:greenfield land.*	>=65:35 Ratio (2013/14: 74:26 ratio)	69:31* 	73:27*
4	Within Council Performance: Best Council Plan (BCP) 2013-17	Supporting Communities and Tackling Poverty (BCP Objective 1)	Supporting Healthy Lifestyles and getting people active	Percentage of adult population (16+) active for 30 mins once per week		N/A	Annual Indicator	
5			Helping people out of financial hardship and into jobs	Support residents into jobs	Number of people into jobs*	3,500	1,464* 	2,179*
6		Promoting Sustainable and Inclusive Growth (BCP Objective 2)	Meeting the skills needs of business to support growth	Number of people supported to improve skills*		15,750	4,781* 	11,686*
7			Boosting the local economy	Growth in business rates (NNDR)*		£372m	Annual Indicator	
8			Maximising housing growth to meet the needs of the city in line with the Core Strategy	Achieve the housing growth target* (New Homes, Conversions, Extra Care, Housing and Empty Properties Returned to Use) This is also aligned against the CPP Priority: LIV 1 - Maximise regeneration investment to increase housing choice and affordability		3,660	811* 	1,723*
9			Providing a good and efficient transport and digital infrastructure	Reduce the number of people Killed or Seriously Injured (KSI) on the city's roads	The number of people Killed or Seriously Injured* (Results reported quarterly using calendar year quarters 3 months in arrears)	<=272	65* (Jan - Mar 2014) 	151* (Jan-Jun 2014)
10				Maintain the condition of the city's roads and structures	Percentage of A roads where structural maintenance should be considered	4%	Annual Indicator	
11			Maximising the impact of our cultural infrastructure	Overall satisfaction with cultural provision in Leeds		N/A	Annual Indicator	
12		Becoming a more efficient and enterprising council (BCP Objective 6)	Improve how we're organised and make the best use of our assets	Capital receipts / £ from disposals in year*		£13m	£7.462m* 	£7.756m*
13				Council's energy consumption (carbon emissions)		3.3% reduction	Annual Indicator	

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 16 December 2014

Subject: 2014/15 Month 6 Finance Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input 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 agreed at the start of the year that it wished to receive a quarterly update report on the budget position in relation to services within its portfolio, to coincide with the quarterly performance update schedule.
2. Attached at appendix 1 is the financial dashboard report for the Directorate for Month 6, as reported to the Executive Board.
3. The Period 6 Financial Dashboard for City Development provides a breakdown of the projected year end position for the Directorate. It shows that an overspend of £306k is projected for the year although the Directorate will continue to review spend and staffing and will seek to reduce this overspend during the rest of the year.

Recommendation

4. Members are asked to consider the financial dashboard and decide whether any further scrutiny work is required on specific issues.

Background documents¹

None used

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

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City Development
FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR
Month 6

Overall Narrative The projected outturn position at Period 6 is an overspend of £306k a reduction of £30k from the position reported at Period 5. There has been relatively little change during the month in overall service projections. The main change is that there has been an improvement in the position for Asset Management as a result of increased income projections for the year, largely offsetting this has been a downward revision in income from Kirkgate Market as a result of an increase in the number of vacant stalls. The Period 6 position assumes that the Directorate achieves further savings or additional income of just under £600k. This is currently shown against Resources and Strategy but as in previous years is likely to be achieved across the Directorate.

Planning and Sustainable Development is forecast to have an overspend of £118k. Staffing is forecast to be £86k over budget as the budgeted vacancy factor is unlikely now to be fully met although the service is progressing some ELI business cases. Supplies and services expenditure is forecast to be £36k overspent as a result of anticipated additional spend on the Core Strategy including legal costs. Income from planning and building fees for Period 6 is slightly ahead of the phased budget with actual income of £2,346k against the phased budget of £2,315k. There is a risk that income does not achieve the budget during the year however the projection assumes that external income will be on budget for the year. **Economic Development** is forecast to be £94k overspent mainly due to a reduction in the projected surplus for Kirkgate Market, one off income of £275k received by Highways and Transportation has been used to offset most of the Markets income shortfall this financial year. The main budget risk for the Service is that income from Kirkgate Market continues to decline. **Asset Management and Regeneration Services** is forecast to spend below budget as a result of additional rental income and other one off income received during the year.

Employment and Skills and Highways and Transportation are projected to be within budget, this assumes that the efficiency targets are met. The Service is also projected to have additional expenditure on supplies and services which will be offset by additional income. This is as a result of more work being awarded externally than was originally budgeted for. **Sport and Active Recreation** is also forecast to be within budget. The main risk is that income levels fall short of the budget although the budget was reduced in 2014/15 reflecting the trends in 2012/13 and 2013/14. At Period 6 cumulative income to date is £290k less than the phased budget but this shortfall is expected to be covered in savings elsewhere.

Libraries, Arts and Heritage is forecast to be £59k above budget. This is mainly because there will be a delay in achieving staff savings in Libraries as the review of opening hours will take longer to implement than was originally envisaged. Proposals are to be submitted to the October Executive Board. A new structure is also due to be implemented in Heritage Services. These pressures have been mostly offset by an additional £350k in one off income received by Highways and transportation that has been allocated to Libraries. **Resources and Strategy** is forecast to have a small overspend of £126k although this includes Directorate savings target of £600k on staffing and other savings with options to achieve this to be discussed and agreed with the other services. There is also a target saving of approximately £100k from the Business Management review and it is assumed that this target will be achieved during the year as this work stream progresses. As in previous years the Directorate will continue to closely manage staffing levels, vacancies, overtime and agency spend to ensure that these savings can be realised.

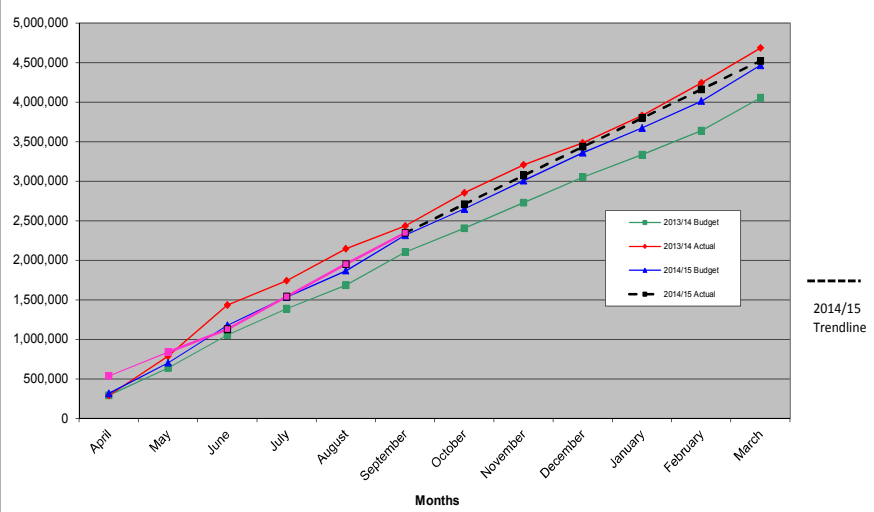
Budget Management - net variations against the approved budget;

	Latest Estimate £'000	Projected Variations											Total (under) / overspend £'000
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Month 2	60,162	384	307	334	(5)	(52)	20	4	0	0	992	(561)	431
Month 3	60,182	605	268	378	27	41	20	2	0	0	1,341	(583)	758
Month 4	60,191	536	317	949	31	8	20	(40)	0	0	1,821	(1,636)	185
Month 5	60,079	124	354	799	36	39	20	0	(35)	0	1,337	(1,001)	336
Month 6	60,079	226	272	975	37	110	20	(100)	0	0	1,540	(1,234)	306
Month 7											0		0
Month 8											0		0
Month 9											0		0
Month 10											0		0
Month 11											0		0
Month 12											0		0
Outturn											0		0

	Latest Estimate £'000	Month 2 £'000	Month 3 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Planning and Sustainable Development	3,871	20	170	96	114	118							
Economic Development	1,329	1	71	0	104	94							
Asset Management and Regeneration	3,260	0	110	0	15	(44)							
Highways and Transportation	20,594	(1)	(1)	0	0	0							
Resources and Strategy	1,870	50	44	43	92	126							
Employment and Skills	2,879	3	0	(8)	(39)	(43)							
Libraries, Arts and Heritage	19,547	350	355	44	43	59							
Sport and Active Recreation	6,730	8	9	10	7	(4)							
Total	60,080	431	758	185	336	306	0	0	0	0	0	0	0

City Development Workforce	1st April	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Asset Mgt	71.16	76.11	76.11	76.11	76.11	76.11	76.11	0.00	0.00	0.00	0.00	0.00	0.00
Asset Management	71.16	76.11	76.11	76.11	76.11	76.11	76.11	0.00	0.00	0.00	0.00	0.00	0.00
Target	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00
Libraries	317.58	316.79	314.47	312.50	310.56	305.27							
Arts & Events	63.36	64.36	62.36	62.36	62.36	62.36							
Heritage	158.69	157.89	155.48	153.06	151.76	153.01							
Libraries, Arts & Heritage	539.63	539.04	532.31	527.92	524.68	520.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Target	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40	526.40
Economic Services	73.94	67.56	68.21	68.21	68.21	67.20							
Target	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00
Planning & Sustainable Development	200.60	200.60	203.41	203.41	202.10	202.10							
Target	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30	200.30
Support Services	34.83	32.83	34.83	33.23	32.41	32.41							
Target	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50
Highways & Transportation	400.20	403.79	407.05	409.60	408.97	407.06							
Target	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90	428.90
Sports & Active Recreation	390.97	390.37	388.48	388.93	390.36	388.66							
Target	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00	380.00
Employment & Skills	68.42	69.42	70.92	70.42	72.42	76.23							
Target	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90	81.90
City Development total	1779.75	1779.72	1781.32	1777.83	1775.26	1770.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Development 14/15 Target	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00	1802.00
New Target includes extra 500k sav	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00	1782.00
Reduction required	-2.25	-2.28	-0.68	-4.17	-6.74	-11.60	-1782.00	-1782.00	-1782.00	-1782.00	-1782.00	-1782.00	-1782.00

Planning and Building Fees 2013/14 and 2014/15 Cumulative

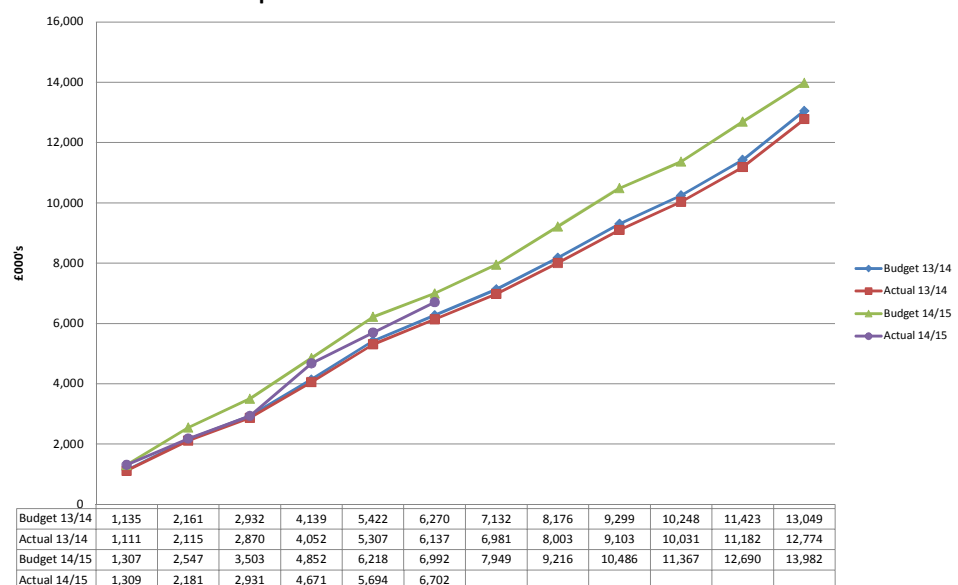


Outstanding Budget Actions

Identify and achieve additional savings from staffing and running costs and income across the Directorate.

Value
£m
RAG
0.6

Sport Income 2013-14 and 2014-15 Cumulative



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Report author: Mark Allman/Rachel Brighton
Tel: 2478323

Report of Head of Sport and Active Lifestyles

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 16th December 2014

Subject: Leeds Let's Get Active Update Report

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

Summary of main issues

- 1 Members will recall the Leeds Let's Get Active (LLGA) project was last reported to this Scrutiny Board on 18th March 2014. The project has now been delivered for just over a year with data analysed by Leeds Beckett University which is demonstrating good progress against Sport England targets. LLGA is also receiving national recognition and interest from other local authorities in terms of promising practice for increasing physical activity participation among the inactive.
- 2 The project has proved successful and targeted marketing and additional public health support has enabled funding to be re-profiled and the overall project extended by a further 12 months to April 2016, to allow more in depth research.
- 3 The report also specifically responds to questions and comments made by the Scrutiny Board on 18th March 2014.

Recommendations

- 4 Those board members note the report and provide comments on progress.

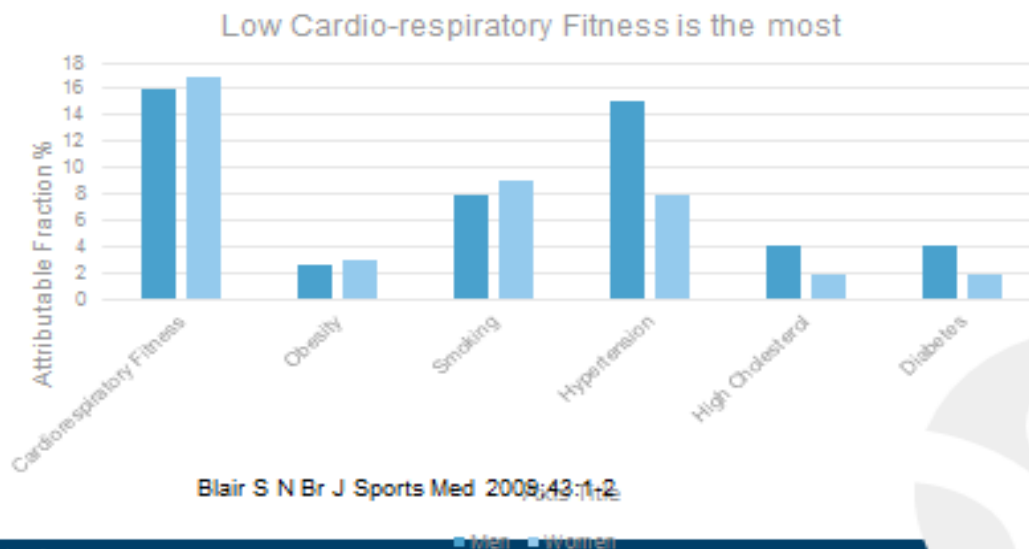
- 1 Purpose of this report
 - 1.1 The report aims to update the Board on the progress of LLGA to date .The report also seeks to provide the board with additional information relating to comments made at Scrutiny Board (Sustainable Economy and Culture) on 18th March 2014.
- 2 Background information
 - 2.1 The Sport and Active Lifestyle (S&AL) service continues to offer a valuable contribution to the achievement of health and wellbeing outcomes across the city of Leeds and it is working to secure Leeds' position as the 'most active big city in the England'. The services' alignment to meeting City health outcomes is a top priority.
 - 2.2 Scrutiny Board will be aware that following the latest national survey (Active People 7) looking at adult participation in sport and active recreation across the country;
 - Leeds tops the list of England's core cities for 3 x 30 mins participation.
 - Leeds is the seventh most active local authority area in England out of 326.
 - 31.2 per cent of people in Leeds now take part in sport or active recreation three times a week or more.
 - 42.5 per cent of the population said they had done no sport or active recreation during the previous 28 days.
 - 2.3 Scrutiny Board will recall from LLGA attendance in July 2013 that Leeds City Council was successful in applying for £500k of Sport England funding from their "Get healthy get into sport" grant programme. LLGA is one of 14 national pilots looking at different ways of increasing the activity levels of those who are currently inactive. Sport England has joint funded LLGA with Public Health in the City Council, as they estimate the cost of physical inactivity to the city at least £10.4m every year.
 - 2.4 This was matched by Public Health (£500k) who also committed further funding of £60k, continued from the previous Bodyline Access Scheme project, making total funding for this pilot project £1,060k.
 - 2.5 Scrutiny Board will be aware of the significant health and life expectancy inequalities which exist within Leeds. This pilot project has contributed towards reducing these inequalities by increasing participation in physical activity, targeting those who are presently inactive and doing less than 1 x 30 minutes of physical activity per week. Whilst providing a universal free offer, the offer is greatest in those areas with the highest need. This principle of universal proportionalism was a key part of The Marmot Review - Fair Society, Healthy Lives 2010.

2.6 The LLGA scheme sees an offer that includes; free, universal access to all City Council Leisure Centres (which includes gym, swim and exercise class provision); and free physical activity opportunities in local parks and community settings. LLGA has been running since September 2013 and is making better than planned progress against its Sport England Targets. The Board are reminded of the impacts of being more active in the diagrams below.

Health Benefits of Physical Activity

Disease	Risk reduction	Strength of evidence
Death	20-35%	Strong
CHD and Stroke	20-35%	Strong
Type 2 Diabetes	35-50%	Strong
Colon Cancer	30-50%	Strong
Breast Cancer	20%	Strong
Hip Fracture	36-68%	Moderate
Depression	20-30%	Strong
Alzheimer's Disease	60%	Moderate

Attributable fractions (%) for all-cause deaths in 40 842 (3333 deaths) men and 12 943 (491 deaths) women in the Aerobics Center Longitudinal Study.



3. Main issues

3.1 LLGA Research Progress

- 3.1.1 LLGA continues to support inactive people to become active and take steps towards a healthier life. Whilst the universal nature of the scheme will attract people who are already active, the targeted approach has resulted in an encouraging proportion of inactive people to register and participate in physical activity. Sport England requires formal monitoring and evaluation reports and our research partner is Leeds Beckett University (LBU).
- 3.1.2 There is a large amount of data given the scale and size of the scheme and LBU have been working with us to analyse the findings. The nature of the research means that much of the detailed findings won't be available until further into the project, this will inform a formal evaluation report provided by LBU during the summer 2015. Much of the initial reporting tends to be quantitative rather than qualitative at this stage.
- 3.1.3 Discussions with Sport England, LCC and LBU have highlighted the power of the data sets that have already been gathered and the potential learning that can be applied in the future. LLGA have been approached by University of Leeds who would like to work with us analysing and evaluating some of the data further. They have advertised two PhD scholarships and are currently looking into funding opportunities through the National Institute of Health Research to support further analysis of the data. This helps us develop extensive learning around physical activity development and promotion within communities. It will also support us in demonstrating impact and seeking sustainable funding.
- 3.1.4 Sport England is continuing to invest in projects to reduce health inequalities through physical activity and in October sent out a press release confirming their continued investment. Sport England used LLGA as the example of best practice in their press release.
- 3.1.5 In November 2014, UK Active and Public Health England published a report "Steps to Solving Inactivity" featuring examples of promising practice in physical activity. Following 952 submissions, 36 were selected to feature in the report that was launched at the national summit. LLGA was selected as one of the examples.
- 3.1.6 Leeds Let's Get Active (LLGA) is continuing to make good progress on delivery and continues to make better than forecasted progress against targets whilst developing further learning, insight, partnership working opportunities and understanding of customer behaviour in relation to physical activity, use of LCC leisure facilities and online registration.

3.2 Headline Outputs and Actions

- 3.2.1 LLGA engages many members through social media and via email. Members are often very keen to tell us about the positive impact that the project has had on both their physical and mental health. Some members have stated the positive impact it has had on their social health stating they would not leave the house or talk to

anyone if it was not for LLGA. LLGA have made a video sharing some members stories

Some Quotes from LLGA members

3.2.2 *"I thought I'd write to tell everyone how brilliant the programme is. I started swimming 3 times a week in May, the first time I went I swam 12 lengths but today I'm ecstatic as I swam 32 lengths i.e. 1/2 mile! I had a very bad accident in Dec '13 and broke/dislocated both shoulders, following surgery I am having hydrotherapy/physiotherapy, but my surgeon has been adamant I swim 3 times a week. If it wasn't for the programme I wouldn't be able to afford to go and I can't tell you what it's done for my confidence as well as helping with the physical aspects. So, anyone who thinks it won't make a difference, think again. Also the added bonus is I've lost more than 11 lb in weight so far."*

3.2.3 *"I used to weigh 21.5 stone and after deciding to do something about it I started to diet and joined the scheme. I am unemployed so couldn't afford the costs of regular sports centre sessions so its thanks to the Leeds get active scheme I have been able to lose 8 stone, improving my health, confidence and self-esteem. I am now in college and still going to the leisure centre in Morley. This scheme is great for those who want to make a positive change."*

3.2.3 The Sport England target of 16500 registered members has been far surpassed. At present there are 45,000 people registered to LLGA and we have supported 155,000 visits to free sessions.

3.2.4 Formal analysis was last completed by LBU in July 2014 and the following figures are based on this.

- **Half of all those who have registered have visited a free LLGA session, this is a good conversion rate based on advice from the academic research partner.**
- **19 – 45% of registered LLGA members did less than 30 minutes physical activity in an average week demonstrating attraction of hard to reach people in the target audience.**

The greatest health benefits can be seen by those who move from doing no activity to a minimum of 30 minutes per week. Of all those inactive at baseline;

- **38% have attended an LLGA session therefore increasing their physical activity levels.**
- **10% have participated regularly therefore having a positive impact on their health.**
- **79% of those who were inactive at baseline and who were followed up with a questionnaire are no longer considered as inactive. This demonstrates the success of LLGA in supporting inactive people to make a positive change.**

3.2.5 Leeds Beckett University will submit formal analysis of the project again in 2015 which will demonstrate further the large positive impact of LLGA.

3.3 Plans for 2015/16

3.3.1 In attracting the target audience of inactive people, the impact on income has been slightly less than anticipated and we have therefore been able to re-profile and extend funding to ensure delivery of the project for a further 12 months. Success to date means that LLGA is therefore able to continue to provide the universal, free offer to thousands of inactive people in Leeds

3.3.2 Public Health confirmed a further £145k which will support the project third year extension and allowing more time to gain learning from the project through analysis of data. Specific developments around research methods in year three will provide data analysis on long term condition risk factors, return and social return on investment and clustering of unhealthy behaviours. This aims to put the project and service in the best possible position to provide Clinical Commissioning Groups and Public Health with information and data which may support them in achieving their targets around health inequalities in the future and therefore may support future sustainability of the project.

3.3.3 LLGA alongside other projects such as the Sport England Funded Leeds NGB Place Pilot continues to support Leeds in achieving targets to be the Best City in the UK by 2030 and the Most Active Big City in England. The Leeds NGB Place Pilot aims to develop a single process and plan for the city that will ensure National Governing Body of Sport (NGB) Whole Sport Plans are delivered in a co-ordinated way making best use of local and national resources. Both projects are supporting the service in being nationally recognised and are allowing Leeds City Council to be able to respond to demand and need of large numbers of residents.

3.3.4 The Sport and Active Lifestyle service is also working with West Yorkshire Sport and Sport England on a project to help us to better understand how Sport and Active Lifestyles can engage with commissioners in Leeds within Public Health, CCGs, Adult Social Care and Children's Services. This work will be strengthening the position of Sport and Active Lifestyles in delivering health outcomes, through exploring the links with the commissioning system and approach. It is hoped the learning from this work will influence and support the development of a sustainable plan for LLGA as well as for our wider service delivery.

4. **Response to Comments from Scrutiny Board 18.3.14**

4.1. "There is a need to keep ward members informed of activity in their areas – area committees will help kick-start improved communication"

4.1.1 Following LLGA attendance at Scrutiny Board (18th March 2014), LLGA approached Leeds City Council's three Area Leaders to request advice and support in providing information and working with Councillors through the Area Committee process. A report was presented to both Inner and Outer South Area Committees (June 2014), however, LLGA were advised that in creating new

Community Committees, concerns have been expressed from members with their desires that area committees not be used as a proxy for local consultation or project updates supplied for members to “comment and note”. LLGA were advised that other ways need to be found to inform elected members other than through reports to Community Committees unless specific local decisions need to be made on local issues.

4.1.2 In seeking other ways, the LLGA team are working to share information on planned activities with elected members for their areas through a variety of methods including partnership groups or via email or a newsletter. The team also ensures they link closely with PH colleagues (such as locality based Health Improvement Managers) to ensure progress is shared through relevant multiagency partnership groups where elected members may attend.

4.1.3 Once year three LLGA funding was confirmed, an email was sent to all 99 councillors explaining the continuation of the scheme.

4.2 “A desire to continue to work with Quarry House to develop a community offer that they can support (and to ensure Cllr Ingham is kept informed of progress)”

4.2.1 The Active Lifestyle Officer with responsibility for active lifestyles for East/North East has aimed to engage with Quarry House to discuss further opportunities for community use of the facility on many occasions. Following attempts at contacting the manager, the Active Lifestyle Officer has been advised that there is nothing that they can offer and a meeting would be of no use.

4.2.2 The Active Lifestyle Officer has been advised that Touchstone (Health and Wellbeing Charity) are using the facility through a long standing agreement as well as disability groups who have gained access through the NHS. The only other way of making use of the facility is to become a member which is only available to those working for the NHS or as a civil servant.

4.2.3 The service is keen to support any work to develop a potential offer for the local community to use the facility and are keen to hear members’ views on moving this forwards.

4.3 “Support for seeking to incorporate some single-sex provision into the scheme”

4.3.1 Following comments from Scrutiny (18th March 2014)), single sex provision has been added to the LLGA programme. LLGA offers three weekly women’s only swimming sessions (JCCS, Kippax and Scothall Leisure centre) and a number of single sex community activities. These have been well attended and where good attendance continues, will remain within the LLGA programme. The programme continues to be reviewed three times per year allowing opportunities for amendments to be made to suit the need/demand from the community within the funding agreement guidelines and capacities of sites.

4.4 An ongoing issue for debate about what can be provided in areas of deprivation that do not have their own local leisure centre provision

(acknowledging that this is largely outside the scope of the LLGA scheme itself)

- 4.4.1 The LLGA community offer to date has provided invaluable learning for the Sport and Active Lifestyles Team and in particular has provided learning around ways of engaging with communities in areas of deprivation who are not local to a leisure centre.
- 4.4.2 Public Health's continued investment will allow continued delivery of the community offer. Learning to date has allowed us to understand the time and capacity pressures on delivering the community offer with a time limited presence in communities. LLGA provides opportunities to test different models of working to understand the "best buy" in terms of physical activity delivery with those most in need. LLGA has allowed the team to broker new relationships in deprived communities which has supported wider Active Lifestyles work outside of LLGA.
- 4.4.3 The community offer will therefore continue to be delivered from April 2015. The focus will shift from a set model of delivery to a model taking a needs/asset based community development model. It is proposed that three communities in each wedge will be selected based on Public Health priority areas and needs and activities will be assessed and designed /delivered or commissioned with support and guidance from the locality Health Improvement Manager. The key to this will be to engage with local communities to understand barriers, motivations and work with existing networks to develop appropriate activity. In continuing to explore ways of understanding effective delivery, this model allows us to build options for landing a scaled up model in the future.
- 4.4.4 The LLGA community offer only demonstrates a part of what activity is delivered or supported by the Sport and Active Lifestyles Team which maintains a focus on engaging communities in physical activity with a priority of those living in deprived communities. Sport and Active Lifestyles remain keen to further explore ways of scaling up the learning and the offer to ensure greatest impact and benefit to communities most in need.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 The project continues to engage a wide variety of stakeholders as part of the project delivery. Importantly the project team consider community groups already working with key target groups as being essential in ensuring that the project reaches those people who are inactive and based in the highest areas of deprivation as they will have some of the best communication channels. A series of workshops and events have been delivered as part of this holistic approach. In addition to this the project is also engaging directly with, for example, Sport Leeds, West Yorkshire Sport, Public Health, Children's services and Adult social care.
- 5.1.2 In addition the Sport and Active Lifestyles service has also conducted two communication audits with Leeds Beckett University, with projects very similar to Leeds Let's Get Active. The audits included Leeds Lets Change and Women into Sport and looked to identify the types of messages, images and channels the

service should use to communicate and market to these groups. The findings from these audits have been incorporated into the Leeds Let's Get Active programme. The Sport and Active Lifestyles Service are currently working with Leeds Beckett University to conduct further audits, one of which focuses specifically on LLGA to understand registration and participation rates.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 These proposals have previously been screened for issues on Equality, Diversity, Cohesion and Integration as part of the Executive Board report on the 24 April 2013. In general, such considerations are integral to this whole report as one of the major aims of the proposals is to narrow health inequality, a key council objective. The screening noted:
- 5.2.2 The pilot project is designed to provide more assistance to get active in more deprived communities.
- 5.2.3 The free swim and gym offer will be doubled at Armley, Fearnville and the John Charles Centre for Sport – all measured as having the most deprived catchment areas among the council's leisure centres.
- 5.2.4 The community offer and the pathways to the Bodyline offer will continue to be focused on areas and individuals where the health need is highest.
- 5.2.5 The free offer will be available to the whole population and across the whole council leisure centre portfolio.
- 5.2.6 Consider whether some free sessions should be female only.
- 5.2.7 Consider how access to free sessions is extended to disabled groups as far as possible and practical.
- 5.2.8 As the programme has progressed, the actions above have all been implemented, contributing to the success of the project so far.
- 5.2.9 As well as offers in the community, the proposed 18 month pilot offers free off-peak access to a swim or gym session for at least one hour every day in all leisure centres, two at those in areas of highest deprivation. Those currently unable to afford swimming and gyms should benefit most, wherever in Leeds they live. This may particularly benefit those on low incomes, minority ethnic groups and older people.

5.3 Council policies and City Priorities

- 5.3.1 The proposals aim to narrow health inequality, a major council objective, by encouraging more people to become more physically active, particularly those in areas of higher deprivation where activity levels and life expectancy are lower than the city's average.
- 5.3.2 The overarching vision for 2030 is that Leeds will be the best city in the UK. This means all Leeds' communities will be successful, including those who are currently less active and suffer poorer healthy life expectancy. This supports healthy

lifestyles and getting people more active within the Best Council Objectives for 2013 – 2017.

- 5.3.3 City Development has as a priority to “Develop the city’s cultural events and facilities including changes to sports centres and libraries”, and a key performance measure is “To maintain visits to sports centres”. This report directly addresses these priorities.

5.4 Resources and value for money

- 5.4.1 Continuing this pilot on the same scale should be neutral to the council’s budget in 2014/15. The budgeted cost for 2014/15 of £631k is due to be met with £349k from Sport England (note, includes £28k that wasn’t claimed in year 1), £82k from Public Health, £40k from Public Health funding Bodyline Access Scheme and £160k in-kind officer time funded by the Council in its base 2014/15 revenue budget. LLGA runs in year three based on a re-profile of £195k of Public Health money (year 2) alongside an additional £145k additional support to build evidence base and relationships with Universities and CCGs.

- 5.4.2 In terms of value for money, the impact on activity, particularly on the targeted less affluent areas of the city should have long-term benefits in lower health and social care expenditure on a range of physical and mental conditions linked to inactivity. The project is intended to improve our understanding of the level of social and long-term economic return from investing in promoting healthy activity in this way.

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 The provision of sport services by councils and their pricing or subsidy is not subject to statute so the main legal criteria are that these proposals are reasonable. The Board are reminded of the project development taking due regard to consultation on groups impacted.

5.6 Risk Management

- 5.6.1 The main financial risk is that the free offer diverts more paying customers than anticipated, widening the loss of income and reducing the space in pools for previously inactive newcomers. This would increase the cost and reduce the effect of the free swim part of the offer and it might have to be curtailed early to avoid loss to the council. To manage the risk the income loss and numbers of new participants continue be monitored for any disproportionate loss of income.
- 5.6.2 The main policy risk is that this pilot produces an expectation of free access to high cost facilities and activities at a public subsidy that cannot be sustained. To mitigate this risk, efforts will be made to offer additional paid sessions to new customers and to build up evidence of the benefits of the offer, so as to encourage future funding or sponsorship.

6 Conclusions

- 6.1 Continued investment in LLGA has allowed the development and testing of systems and methods to attract inactive people in Leeds to consider increasing their levels of physical activity. LLGA has a functioning online registration process

and continues to provide and test ways of creating a supportive environment for inactive people. Systems continue to be in place to capture large data sets which include baseline and follow up data using self-reported 7 day recall. There continues to be 17 sites actively involved and a variety of coaches delivering LLGA in the community.

- 6.2 LLGA is progressing well against its targets, is receiving national recognition and has secured further funding for project continuation and amended research questions to demonstrate impact.

7 Recommendations

- 7.1 Those board members note the report and provide comments on progress.

8 Background documents¹

- 8.1 Nil

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 author: Kate Arscott
Tel: 247 4189

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 16 December 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 November meeting. It will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 19 November 2014, for the Board's information.

Recommendations

3. Members are asked to consider the work schedule and make amendments as appropriate.

Background documents¹

None used

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

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

Area of review	Schedule of meetings/visits during 2014/15		
	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 2014/15		
	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		European Capital of Culture SB 18/11/14 Grand Theatre visit 28/11/14
Sport and Active Lifestyles		Initial meeting WG 2/10/14	
Employment and Skills pathways	Terms of reference SB 9/9/14	Session One SB 21/10/14	Community Learning Scheme WG 20/11/14
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 2014/15		
	December	January	February
Tour de France Legacy		Progress Report SB 13/1/15	
Leeds Let's Get Active Scheme	Session Three SB 16/12/14		
Cultural offer	Grand Theatre WG (2/12/14 and 11/12/14)		
Sport and Active Lifestyles	Marketing SB 16/12/14		
Employment and Skills pathways	Re-making Leeds Visit 3/12/14 Community Hub Visit 3/12/14 Job Centre Visit 15/12/14	Inquiry Session Two SB 13/1/15	Inquiry Session Three SB 17/2/15 District Heating Employment & Skills Potential SB 17/2/15 Digital divide WG (Date tbc)
Requests for scrutiny			
Pre-decision Scrutiny			
Budget & Policy Framework Plans		Executive Board's initial budget proposals SB 13/1/15	Site Allocations DPD SB 17/2/15 (Date TBC) Aire Valley Action Plan SB 16/12/14 (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			

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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 2014/15	
	March	April
Asset Management	Progress Monitoring SB 17/3/15	
Leeds Let's Get Active Scheme		
Cultural offer	Events Marketing SB 17/3/15	
Sport and Active Lifestyles		Commissioning Support for Leeds Sport and Active Lifestyles 14/4/15 (Timing subject to confirmation)
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 – Annual report 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)

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

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 19TH NOVEMBER, 2014

PRESENT: Councillor K Wakefield in the Chair

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

99 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 1 to the report entitled, 'Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey, LS28', referred to in Minute No. 114 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendix 1 to the report entitled, 'Design and Cost Report for NCP Car Park, Harper Street, Leeds', referred to in Minute No. 117 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in the appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly

Draft minutes to be approved at the meeting
to be held on Wednesday, 17th December, 2014

available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- (c) Appendix 2 to the report entitled, 'Connectivity Improvements to South Bank', referred to in Minute No. 118 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in the appendix contains details relating to the financial or business affairs of any particular person (including the authority holding that information). It is therefore considered that the public interest in maintaining the content of Appendix 2 as exempt outweighs the public interest in disclosing the information.

100 Late Items

There were no late items as such, however, prior to the meeting an updated version of the covering report to agenda item 9 entitled, 'Delivering the Better Lives Strategy in Leeds: Proposed Next Steps' had been circulated to Board members for their consideration (Minute No. 104 refers).

101 Declaration of Disclosable Pecuniary Interests

There were no declarations of Disclosable Pecuniary Interests made during the meeting.

102 Minutes

RESOLVED – That the minutes of the meeting held on 15th October 2014 be approved as a correct record.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

103 Supply of Specialist Housing for Older People

Further to Minute No. 181, 15th February 2013, the Director of Environment and Housing, the Director of City Development and the Interim Director of Adult Social Services submitted a joint report outlining the progress made to date and identifying how the delivery of specialist housing units could be increased, particularly in those areas of the city where there was a current or predicted shortfall. In addition, the submitted report also set out the scope of the review of Council-owned sheltered housing in the city which would look to

expand the housing and support options and choices for older people, and provide flexibility to meet changing needs.

In presenting the report, an update was provided on the proactive approach being taken to secure further provision of specialist housing for older people, whilst details were also provided on the level of demand which remained. It was emphasised that the focus of the work being undertaken in this area was to help people with care and support needs to live independent lives.

Responding to an enquiry, Members noted the actions which were being taken, in line with the 'One Public Estate' programme, to work with partners in order to utilise sites, where appropriate, for the purposes of specialist housing provision.

In addition, as the work continued to secure the delivery of older people's housing provision across Leeds, Members emphasised the need to ensure that local Ward Councillors were fully engaged throughout this process.

RESOLVED –

- (a) That the progress made in increasing the delivery of specialist housing for older people be noted;
- (b) That support be given to the further consideration of those Council owned sites, as detailed at paragraphs 3.25 – 3.26 of the submitted report, for investment in Extra Care housing either by direct delivery or through disposal as part of mixed tenure development schemes, and that they are progressed for the purposes of further Ward Member consultation;
- (c) That the role that the Council's sheltered housing stock can play in expanding the housing and support options available for older people be noted, together with the fact that a review is being carried out by the Director of Environment and Housing in order to develop the investment approach.

ADULT SOCIAL CARE

104 Delivering the Better Lives Strategy in Leeds: Proposed Next Steps

The Interim Director of Adult Social Services submitted a report providing information on the progress which had been made in relation to the 'Better Lives' programme to date. Taking this into account, together with current opportunities and challenges in this area, the report also presented a series of recommendations for next steps, including the future direction of travel for those services currently provided by the Council.

An updated version of the covering report for this matter had been circulated to Board Members prior to the meeting for their consideration.

Responding to an enquiry, assurances were provided that approval of the recommendations detailed within the submitted report would signify the

commencement of a robust and meaningful consultation exercise. It was noted that this exercise would take into consideration all relevant information already available, and would ensure engagement with staff, service users, trade unions and others, in order to consider alternative financial models which would seek significant savings in order to align with budget requirements.

In addition, Members received clarification from officers in respect of specific recommendations detailed within the submitted report and it was reiterated that following the conclusion of the consultation exercise, any related final decisions regarding future service provision would be submitted to the Executive Board for determination. Furthermore, it was emphasised that as a result of any such final decisions taken by the Board, no service users would be relocated until appropriate alternative provision had been identified.

Furthermore, emphasis was placed upon the need to ensure that dialogue continued with all affected staff, the need for a mixed economy of service provision throughout the city was highlighted, and the innovative approach which continued to be undertaken in order to develop appropriate provision across the city was noted.

RESOLVED –

- (a) That it be noted that during the consultation on the future of residential, day and community support services, confirmation will be sought (by means of a further review chaired by the Executive Board member for Adult Social Care or his deputy) that reviews already conducted are robust; and that work with staff and trades unions will be put under way to determine whether alternative service delivery models can be constructed which will deliver the required efficiencies. It also be noted that staff and trade unions in these areas of service are invited to bring forward workable proposals for alternative service delivery models, for consideration by Executive Board at a future meeting;
- (b) That the proposals contained within the submitted report for the Better Lives programme relating to the specific services, as detailed in section 5 of the submitted report, be approved;
- (c) That the four-year timetable, as set out in the submitted report and as summarised in Appendix 1, be approved;
- (d) That consultation be commenced immediately (January 2015) on the proposed decommissioning of the three remaining specialist residential care homes and associated day centres (Siegen Manor, Middlecross and The Green), with the consultation seeking views on the proposed decommissioning of these establishments when suitable alternative facilities become available in their vicinity, as detailed in sections 5.2-5.4 and 5.19-5.21 of the submitted report;

- (e) That when it is considered that suitable alternative provision is available for Knowle Manor and Spring Gardens, the Director of Adult Social Services, in consultation with the Executive Member for Adult Social Care, consider a decision to cease permanent admissions from an agreed date, as detailed in section 5.5 of the submitted report;
- (f) That agreement be given to continue to seek the creation of local alternative care provision for those residential care services which have been previously approved by Executive Board for closure. In the case of both Home Lea House and Dolphin Manor, a progress report setting out a clear and conclusive business case for a local social enterprise be submitted and considered by Executive Board in summer 2015, and if that is not possible, an alternative proposal be brought back to the Executive Board within that same timescale, with staff being fully engaged throughout this period, as detailed in section 5.7 of the submitted report;
- (g) That agreement be given to continue to pursue the development of a transitional and respite care facility at Suffolk Court, as previously approved by Executive Board, in partnership with health partners and others, subject to the outcome of options appraisals being undertaken by the Clinical Commissioning Groups (CCGs) and the Public Private Partnership Unit (PPPU), as detailed in sections 5.8-5.10 and 5.18 of the submitted report;
- (h) That in order to support the introduction of new city-wide contracts for the provision of homecare, which are planned to be introduced during 2016, approval be given to commence in January 2015, consultation on the proposal to cease the provision of the in house community support service (long term generic and mental health) with the intention of the service being fully withdrawn by the end of March 2016, and that during the consultation period, positive redeployment options be actively pursued, as detailed in sections 5.12-5.14 of the submitted report;
- (i) That approval be given to begin work to align the provision of care support in the three extra care schemes where Adult Social Care is the care provider to that contained in the new city-wide extra care model by the end of March 2016. After that date, a further review be undertaken in order to ascertain whether further efficiencies could be delivered through market testing these three schemes, as detailed in section 5.15 of the submitted report;
- (j) That support be given to work currently under way to identify a site for a new leisure / sport / wellbeing facility in East Leeds, as outlined in section 5.16 of the submitted report;

- (k) That approval be given to commence consultation immediately (January 2015) on the decommissioning of Springfield day centre (Beeston and Holbeck). The consultation will seek views on the proposed decommissioning of this establishment when suitable alternative facilities become available in the vicinity, as detailed in section 5.22 of the submitted report;
- (l) That sufficient alternative work placements and job opportunities within Council directorates be identified for all disabled staff currently working in the Roseville laundry. When this has been achieved and all staff accommodated, then a decision be made to cease trading as soon as practical. Furthermore, other staff attached to Roseville to be supported to find alternative options, as detailed in section 5.27 of the submitted report;
- (m) That in relation to all other direct care services provided in house and not specifically mentioned above, approval be given to identify appropriate and sustainable opportunities for those services to be either transferred to, or delivered in partnership with either the Council or with health or voluntary sector organisations, as detailed in section 5.28 of the submitted report;
- (n) That approval be given to undertake joint work with colleagues in the Leeds and York Partnership NHS Foundation Trust (LYPFT) in order to develop a business case for the further integration of services comprising all of the current council delivered mental health day, recovery and supported housing services, the physical impairment service and older people's dementia day support at Calverlands and Laurel Bank, through an updated and revised section 75 agreement (Health Act 2011), as detailed in sections 5.28 and 5.30 of the submitted report;
- (o) That approval be given to identify alternative and appropriate job opportunities for staff impacted by these proposals, within the Council and across the wider health and social care sector in the city and also to support staff to take up such opportunities through targeted training and development support, as detailed in sections 6.9-6.14 of the submitted report;
- (p) That approval be given the next key steps as follows:-
 - (i) January 2015: commence consultation immediately on the proposed decommissioning of the three remaining specialist residential care homes and associated day centres (Siegen Manor, Middlecross and The Green) and Springfield day centre. The consultation will seek views on the proposed decommissioning of these establishments when suitable alternative facilities become available in their vicinity using the proposed approach detailed in sections 6.1-6.5 of the submitted report;

- (ii) January 2015: commence consultation on the proposal to cease the provision of the in house community support service (long term generic and mental health) with the intention of the service being fully withdrawn by the end of March 2016;
 - (iii) Summer 2015: to provide an update report on progress made in relation to all of the above proposals with annual reports on progress thereafter.
- (q) To note that the Interim Director of Adult Social Services is lead officer for this work.

105 External Provision of Home Care Services

The Interim Director of Adult Social Services submitted a report providing details of the progress which had been made to date with regard to the re-commissioning and re-design of the external home care services and which outlined the next steps to be taken.

Members welcomed the submitted report, with emphasis being placed upon the benefits of locality based service provision, the work being undertaken in respect of the associated Ethical Care Charter, together with the vital role which continued to be played by homecare service staff across the city.

RESOLVED –

- (a) That the contents of the submitted report be noted and that the continuation of the work on the re-commissioning and re-design of external homecare provision be endorsed;
- (b) That the Executive Board receive a further report in April 2015 which sets out recommendations in relation to fully costed service delivery models (the various options for which are set out in the submitted report), including the financial implications in relation to the adoption of these models and containing recommendations in relation to the implementation post procurement;
- (c) That it be noted that the Head of Commissioning, Adult Social Care is responsible for the continuation of this work.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

106 Community Centres Review - Proposals to Consult

Further to Minute No. 38, 16th July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report presenting a number of proposals with regard to a range of community centres across the city. The submitted report recommended that a formal 12 week consultation period was commenced on a number of possible changes to ten community centres identified as requiring action in the short term.

In response to an enquiry, assurances were provided that the proposals detailed within the submitted report were to enable a consultation exercise,

followed by a full options appraisal to be undertaken in respect of the future of each of the ten named centres. Actions other than closure would be undertaken, with any closure proposals being subsequently reported back to the Board for consideration.

Members made reference to a number of centres detailed within the submitted report. However specifically, the Executive Member for Digital and Creative Technologies, Culture and Skills commented upon Meanwood Community Centre and the fact that a number of arts groups, relocated from the West Park Centre, were now based there and she indicated that she would be happy to be involved in discussions regarding this centre.

RESOLVED – That by 27th February 2015, the Assistant Chief Executive (Citizens and Communities) be requested to:-

i) consult on the future of the following community centres:

- St Gabriel's Community Centre, Fall Lane, East Ardsley
- Bramley Community Centre, Waterloo Lane, Bramley
- Old Cockburn Sports Hall, Primrose Lane, Hunslet
- Kippax Youth Centre, known as the Kippax Kabin, Cross Hills, Kippax
- Gildersome Youth Club Street Lane, Gildersome
- Lewisham Park Centre, Clough Street, Morley
- Weston Lane Community Centre, Weston Ridge, Otley
- Windmill Youth Centre, Marsh Street, Rothwell
- Fieldhead Youth and Adult Centre, Naburn Approach, Whinmoor
- Meanwood Community Centre, Stainbeck Avenue, Meanwood

ii) work with the Director of City Development in order to enter into discussions with the owners of the buildings not owned by the Council to consider the future use of the buildings;

iii) take forward actions arising from the consultation, except closure, in consultation with the Executive Member for Neighbourhoods, Planning and Personnel. In circumstances where the outcome recommends closure, this to be reported to Executive Board for decision;

iv) undertake a strategic review of caretaking arrangements across the community centre portfolio, with a view to bringing forward savings proposals wherever possible.

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

107 Leeds Homes Refurbishment Standard

The Director of Environment and Housing submitted a report which sought agreement to a new standard for the refurbishment of Council Housing following the completion of the Decent Homes Standard programme of improvement work.

Members welcomed the greater degree of flexibility that the Leeds Homes Refurbishment Standard would provide, when compared to the national Decent Homes Standard. The Board also welcomed the positive impact that the standard would have from a health and wellbeing perspective and also how the submitted report demonstrated closer working across Council directorates.

RESOLVED – That the new Leeds Homes Refurbishment Standard, as outlined within the submitted report, be endorsed.

ADULT SOCIAL CARE

108 Leeds City Council Social Care and Health Capital Fund

Further to Minute No.74, 17th September 2014, the Interim Director of Adult Social Services submitted a report advising of the intention to commit Health and Social Care capital funding to two information and technology led schemes in order to support the City's ambitious plans to be the Best City in the country for Health and Wellbeing.

Responding to an enquiry, officers provided the Board with information on the potential options available to recoup any savings realised from the Department of Health (DoH) as a result of an investment into the Health and Social Care Aggregated Secure Network Interconnection. In addition, it was noted that with regard to this project, an investment would not be made until there had been a satisfactory conclusion to the discussions held with the DoH regarding the release of such savings.

It was highlighted that further cross-directorate and multi-agency working was required in order to maximise the available resource for the benefit of health and social care service provision.

Finally, the Members paid tribute to the work of the Council's ICT team who continued to lead the way nationally in terms of the technological advances being made in the field of health and wellbeing.

RESOLVED – That approval be given to the first drawdown of £1,350,000 from the Health and Social Care Capital Fund to progress work on the first two information and technology schemes, which are:-

- (i) Approval to spend £1,300,000 on the Tracking Outcomes for Children and Young People scheme;

- (ii) Approval to spend £50,000 on the Health and Social Care Network Interconnection (N3 to YHPSN), subject to the satisfactory conclusion of discussions with the Department of Health.

FINANCE AND INEQUALITY

109 Financial Health Monitoring 2014/15 - Half Year

The Deputy Chief Executive submitted a report setting out the Council's projected financial position for 2014/2015 at the half way stage of the financial year, together with the measures being put in place to reduce the current projected level of overspend.

The Deputy Chief Executive provided an update to the Board and indicated that the draft month 7 figures currently showed an improved position of between approximately £2–3 million.

Officers undertook to provide Board members with a written response to a specific enquiry raised in relation to matters regarding the New Homes Bonus.

Members noted the current projected level of overspend and the associated level of risk to the Council, and it was highlighted that the budget setting process for 2015/16 would present even greater challenges to those of recent years.

RESOLVED – That the projected financial position of the authority after six months of 2014/15 be noted, together with the measures which are being put in place, as detailed within paragraph 3.3.4 of the submitted report.

110 Capital Programme Quarter 2 Update 2014-2017

The Deputy Chief Executive submitted a report providing an update on the Capital Programme position as at period 6, the end of September 2014. The report included an analysis of major changes and progress on schemes within the Capital Programme since July 2014, together with an analysis of the impact that any changes in capital resources may have on the cost of borrowing within the revenue budget as the key control of capital investment. In addition, the submitted report also provided a brief update on the progress achieved on major schemes within the programme's objectives and finally the report sought some specific approvals in relation to funding injections for specific schemes.

RESOLVED –

- (a) That the latest position at period 6 on the General Fund and Housing Revenue Account (HRA) Capital programmes be noted;
- (b) That the net increase in the General Fund and HRA Capital Programme 2014- 2018 of £156.2m since Quarter 1 be noted, which is largely due to additional funding allocations such as: 2 years of estimated Basic Need grant £38m, LCC funded Annual Programmes £38.4m up to 2017/18 supported by £2.6m adaptations grant, Council Housing Investment Programme £28m; Social Care and Health Fund £25m;

Highways schemes £9m, Green Deal Community fund £5m; Customer access phase 2 £5m; Other various schemes £5m, including the capital receipts incentive scheme £375.1k and the Aireborough One Stop Centre relocation £175k;

- (c) That it be noted that the Corporate borrowing required to fund the Capital Programme in 2014/15 has reduced by a further £15.5m from Q1 to Q2, therefore the Capital Programme is affordable within the approved debt budget for 2014/15, and that further work is underway through the quarterly reviews in order to ensure that future debt costs are maintained within the overall Medium Term Financial Plan;
- (d) That the funding package for the South Bank Connectivity proposals, detailed at paragraph 3.2.5 of the submitted report, which also appear as a separate agenda item to this Board meeting, be noted;
- (e) That the following injections into the capital programme be approved:-
- £38,400.0k funded LCC annual programmes up to 2017/18 supported by £2,570.0k CLG grant for adaptations as detailed at appendix B to the submitted report;
 - £37,800.0k funded by estimated Basic Need grant to contribute to the delivery of additional school places across the city, as detailed in paragraph 3.2.3 of the submitted report;
 - £8,612.0k funded by Homes and Communities Agency (HCA) to deliver a programme of newbuild and acquisitions to our Council Housing Growth Programme, as detailed in paragraph 3.2.1 of the submitted report;
 - £375.1k in relation to Capital Receipts to be utilised by Ward Councillors under the Capital Receipts Incentive Scheme (CRIS), as detailed in paragraph 3.2.6 appendix C of the submitted report;
 - £175.0k ringfenced receipt for Aireborough One Stop Centre relocation to Yeadon Library.
- (f) That it be noted that the above decisions to inject funding will be implemented by the Chief Officer (Financial Services).

111 Treasury Management Strategy Update 2014/15

The Deputy Chief Executive submitted a report presenting a review and update of the Council's Treasury Management Strategy for the period 2014/15.

RESOLVED – That the update on Treasury Management borrowing and investment strategy for 2014/15, be noted.

HEALTH AND WELLBEING

112 The Health and Social Care Financial Challenge in Leeds

The Director of Public Health and the Interim Director of Adult Social Services submitted a joint report providing an overview of the current state of the Leeds

Draft minutes to be approved at the meeting to be held on Wednesday, 17th December, 2014

health and social care '£', the financial challenge facing the Leeds health and social care economy and the measures that were currently being put in place to transform the system for the benefit of citizens in a way that was financially sustainable.

RESOLVED – That the contents of the submitted report be noted, with specific reference being made to:-

- (i) The scale of the financial challenge facing the Leeds' health and social care economy;
- (ii) The approach taken by partners across the health and social care system to address this financial challenge;
- (iii) That a whole systems approach is being taken recognising that no one partner can either address the challenge or be left to face their challenge alone;
- (iv) That further measures (still to be determined and currently being discussed by partners) will need to be taken to fully address the financial challenge over the next 5 years;
- (v) That the Chief Officer Resources and Strategy for Adult Social Care is the Council's responsible officer to implement resolution (iv) above as appropriate, in collaboration with the Directors of Finance of all Health Partner Organisations.

TRANSPORT AND THE ECONOMY

113 Temple Mill

The Director of City Development submitted a report setting out the current status of the Grade 1 listed and at risk Temple Mill and detailed the proposals of a private sector led development proposition. Additionally, the submitted report sought agreement to the principles of how the Council could support the redevelopment of Temple Mill and the regeneration efforts in the area.

The Board acknowledged the significant opportunity that the potential redevelopment of Temple Mill presented, specifically as a visitor attraction in its own right and also considering the positive impact that it could have on the regeneration of the surrounding area.

RESOLVED –

- (a) That approval be given to the redevelopment of Temple Mill being a city priority for securing Heritage Lottery Fund grant support, given its Grade I listed status and at risk condition;
- (b) That on the basis of resolution (a) above, and also on the basis that the Council secures further clarity to its satisfaction about the proposals for the building's future use:-

- (i) In principle agreement be given to work with Citu in order to facilitate the restoration of Temple Mill. This will include agreeing the proposals for the use of the enabling value of Council assets at Bath Road, Leodis Court and Sweet Street as a contribution towards the restoration of Temple Mill;
 - (ii) In principle support be given to Citu's Stage One Heritage Lottery Fund Major Grant funding bid, to be made by a trust established by Citu, for their proposals for Temple Mill as set out in the submitted report;
 - (iii) Officers be instructed to undertake more detailed diligence and joint working with Citu on the matters highlighted in paragraph 3.12 of the submitted report and in accordance with the principles, as set out in the report;
 - (iv) Officers be instructed to report back to Executive Board with further recommendations regarding the proposals to bring about the restoration of Temple Mill;
- (c) That it be noted that the Chief Officer Culture and Sport will be responsible for the implementation of actions (b) (ii) and (b) (iii) c and Head of Regeneration will be responsible for the implementation of actions (b) i and (b) iv.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from Call In if it is considered that any delay would seriously prejudice the Council's or the public's interests. As such, it was determined that the resolutions relating to this report were exempt from the Call In process as any delay in the Council agreeing the recommendations would prejudice Citu's ability to submit a Heritage Lottery Fund (HLF) bid by the 30th November 2014)

114 Design and Cost Report for Playing Pitches and Land at Woodhall Lane, Pudsey, LS28

The Director of City Development submitted a report seeking the necessary approvals which would enable the acquisition of three parcels of land primarily laid out as playing pitches and grazing land from Bradford University and Bradford City Council on the heads of terms as detailed within the exempt appendix to the submitted report. In addition, the report sought approval of the sale of the long leasehold interest of the area outlined within the appended plan to Albion Sports Juniors Football Association, on the terms identified in the exempt appendix, subject to Albion Sports covenanting to share the use of the pitches with other clubs and schools in the area.

Members were advised that agreement on this matter had not yet been reached and as such negotiations needed to continue with relevant parties. It was highlighted that should there be any requirement for the terms detailed within the submitted report and exempt appendix to change as a result of

such negotiations, then the matter would be resubmitted to the Board for further consideration.

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

RESOLVED – That the following be approved:-

- (a) The principle of the acquisition of the three parcels of land primarily laid out as playing pitches and grazing land from Bradford University and Bradford City Council as identified on the plan appended to the submitted report, be agreed;
- (b) The Board approve the heads of terms, as detailed within the exempt appendix and the sale of the long leasehold interest of the area, as outlined in black on the appended plan, to Albion Sports Juniors Football Association, on the terms identified within the exempt appendix to the submitted report, subject to Albion Sports covenanting to share the use of the pitches with other clubs and schools in the area;
- (c) The delegation of the necessary authority to the Director of City Development in order to negotiate the detailed heads of terms for the acquisition of the Woodhall sites and also to negotiate the detailed heads of terms for the disposal of the pitches, as outlined in black on the appended plan, to Albion Sports Junior Football Association. Should this not be achievable, it is requested that a further report be submitted to the Board outlining an alternative proposal for the acquisition of the land;
- (d) The injection into the 2014/15 capital programme and authority to spend of the sums outlined within the exempt appendix to the submitted report which are funded by a capital receipt following the onward sale of the long leasehold interest;
- (e) That it be noted that the Head of Asset Management will be responsible for implementation of such matters, with transactions to complete within six months.

115 Leeds City Centre Business Improvement District

Further to Minute No. 226, 2nd April 2014, the Director of City Development submitted a report providing an update on the progress which had been made in the development of the Leeds City Centre Business Improvement District (BID) proposals.

Members welcomed the proposals detailed within the submitted report and emphasised that the establishment of such a BID was crucial to the continued success of the Leeds city centre. The Board also discussed the role of smaller businesses in respect of the BID, and highlighted the contribution made by

such businesses in ensuring that the city centre successfully provided an attractive and wide ranging retail offer.

The Board also considered the potential role that the BID could play in contributing towards future city centre events, and highlighted the importance of the Baseline Services Agreement in providing clarity around the role of the Council and other relevant parties.

RESOLVED –

- (a) That the BID4Leeds proposals to achieve a step change in the ability of Leeds to improve and promote its city centre as successful business location, as a place to study, a source of jobs growth, and as a leading retail, leisure, cultural, and visitor destination, be supported;
- (b) That confirmation of the Council's position be agreed in that, as a potential levy payer in respect to properties it occupies within the BID area, it will vote in favour of the BID, and that the vote on this matter be delegated to the Director of City Development;
- (c) That confirmation be given that the Council is satisfied that the BID4Leeds proposals do not conflict with any existing Council Policy and the proposed BID boundary has not been manipulated inappropriately;
- (d) That confirmation be given that the Council is satisfied that the submission of the draft BID proposal (set out mainly in the BID4Leeds Business Plan) includes: the proposed aims and projects; details of the consultation undertaken; a notice in writing confirming the intention to go to ballot; demonstrates finances available to cover the cost of the ballot in the event that it fails or fails to reach 20% turnout; and delegates approval of the final business plan and boundary to the Director of City Development in consultation with the Executive Member for Transport and the Economy;
- (e) That confirmation be given that the Council is satisfied that the final proposals include all of the details stated within Schedule 1 of the BID Regulations;
- (f) That a commitment be given to maintain the provision of quality services in the BID area, and that approval be given to the Baseline Services Agreement, setting out the services that the Council is legally bound to continue to fund or provide for the duration of the BID;
- (g) That approval be given to the arrangements set out in the Operating Agreement for the Council to manage the collection and enforcement of BID levy charges and to charge a reasonable fee for this service;
- (h) That the arrangements for the Council to operate the ballot be approved;

- (i) That approval be given to provide the relevant rating list data pursuant with the boundary proposed from the BID Proposer at the outset of the process, and that in due course an updated version be provided for the purposes of the electoral register;
- (j) That the stages and timescales required to implement the decisions as outlined within the above resolutions be noted together with the fact that the Chief Economic Development Officer will be responsible for such implementation.

116 Next Steps in the Brownfield Land Programme

Further to Minute No. 179, 14th February 2014, the Director of City Development submitted a report providing an update on the progress made to deliver new housing on brownfield sites through the Council's Brownfield Land Programme. In addition, the submitted report sought approval of an approach to secure further sustained development over the next 5 years.

Members highlighted the importance of utilising the Housing and Communities Agency's Development Partner Panel when selecting appropriate development partners, and emphasised the need to ensure that a mixed economy of such development partners was secured.

In considering the submitted report, Members made reference to the actions being taken to achieve the target within the Council's Core Strategy in respect of brownfield land development. In addition, emphasis was placed upon the potential benefit which could be gained from the development of brownfield land sites which were situated in key areas and which were currently owned by other organisations.

Responding to an enquiry into the extent to which the Council had submitted bids to national initiatives which had been established to promote the development of brownfield land sites, it was noted that a briefing on this would be circulated to Board members for information, with a report being submitted to the Board on this matter at the earliest opportunity.

In conclusion, emphasis was placed upon the potential benefits which could be realised by the regional delivery of regeneration skills programmes which were currently provided by central Government, and it was noted that discussions continued with Government on the potential devolution of such programmes.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That the use of the Homes and Communities Agency's Development Partner Panel to select a development partner or partners to deliver new homes on sites included within the Council's Brownfield Land Programme, as set out in paragraph 3.22 of the submitted report be agreed;

- (c) That the necessary authority be delegated to the Director of City Development in order to determine how the sites outlined in paragraph 3.22 of the submitted report, in addition to any additional sites made available through the potential termination of the EASEL Strategic Development Agreement (paragraph 3.23 of the same report), are to be included within each development package;
- (d) That the necessary authority be delegated to the Director of City Development, in consultation with the Executive Member for Transport and the Economy, in order to enter into a development agreement with a preferred developer or developers selected through the procurement exercise as set out in resolution (b) above, with the final terms of any such agreement to be reported back to Executive Board.
- (e) That the necessary authority be delegated to the Director of City Development in order to incorporate other cleared development sites into the procured partnership as may be appropriate, as a means of increasing the capacity and pace of housing delivery in the city.
- (f) That it be noted that the Head of Regeneration will be responsible for the implementation of such matters, as outlined within the submitted report.

117 Design and Cost Report for NCP Car Park, Harper Street, Leeds

The Director of City Development submitted a report which sought approval to the proposed acquisition of the Council's head tenant's leasehold interest in respect of the Harper Street Car Park, which would allow the Council to receive direct a substantial rental income from their sub tenant NCP.

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

RESOLVED –

- (a) That the acquisition of the head lease as an investment, on the terms as outlined within the exempt appendix 1 to the submitted report, be approved;
- (b) That the injection of, and the authority to spend the sums detailed within the exempt appendix 1 to the submitted report, into the capital programme, be approved;
- (c) That it be noted that the Director of City Development, under his delegated powers, will negotiate the detailed Heads of Terms for the acquisition.

118 Connectivity Improvements to South Bank

The Director of City Development submitted a report which outlined issues impacting upon the potential success of Leeds Dock and the rest of South Bank and proposed the contribution of funding and in-kind support to a number of public realm, cycling and public transport improvements in order to improve connectivity to South Bank.

Members welcomed the proposals detailed within the submitted report and highlighted the role that the improved connectivity of the area could potentially play in the revitalisation of Leeds Dock and the regeneration of South Bank.

Given the significant level of footfall within the city centre on a Sunday, an enquiry was raised about the potential to extend the current proposal to operate a City Bus to Leeds Dock 7 days a week. In response, it was proposed that as part of the tender process for the bus service, a variant opportunity be provided to enable submissions for a Sunday service also, which could be taken into consideration as part of the overall process.

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

RESOLVED – That the following be noted:-

- (a) a contribution of £50,000 LCC funding will be sought from the capital programme alongside private sector contributions of £94,000, which will help fund public realm improvements from Leeds Rail Station through South Bank. Once the details have been finalised, a report will be taken to Director of City Development for approval;
- (b) a contribution of £25,000 is made from the Local Transport Plan (LTP) towards the cycling and bus stop provision in order to complement the £150,000 City Connect scheme which will provide cycling infrastructure from the Leeds Railway Station to Leeds Bridge by extending facilities into the South Bank;
- (c) that funding will be allocated from the S106 Public Transport contributions in order to support public transport provision from the railway station to Leeds Dock, and that it is recommended that the bus is branded as 'City Bus (South Bank)', with fares kept in line with the existing City Bus (currently 50p).

CHILDREN AND FAMILIES

119 Outcomes of Statutory Notices to increase primary school provision in Armley and Bramley & Stanningley

Further to Minute No. 34, 16th July 2014, the Director of Children's Services submitted a report detailing proposals aimed to ensure that the local authority met its duty regarding the sufficiency of school places. The report was divided into two parts - Part A described the outcome of a statutory notice in relation

to the expansion of primary provision in Armley for September 2016, and which sought a final decision on the proposal. Whereas Part B described the outcome of a statutory notice in relation to the expansion of primary provision in Bramley and Stanningley for September 2016, and which sought a final decision on the proposal.

RESOLVED –

- (a) That changes to Castleton Primary School by increasing its capacity from 210 pupils to 420 pupils, increasing in the admission limit in reception from 30 to 60 from September 2016, be approved;
- (b) That changes to Hollybush Primary School by changing the lower age limit from 3 to 2 from January 2015 and increasing its capacity from 420 pupils to 630 pupils, increasing the admission limit in reception from 60 to 90 from September 2016, be approved;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead.

120 Children and Young People's Plan 2015-19

The Director of Children's Services submitted a report setting out the intention to consult with stakeholders on the development of the 2015-19 Children and Young People's Plan before the final draft is submitted to full Council for approval in April 2015.

Responding to an enquiry, the Board was provided with an update following the publication of a report by Ofsted earlier in day regarding Local Authorities' role in the safeguarding of children from exploitation.

RESOLVED –

- (a) That the proposals for initiating the conversation about the shape of the Children and Young People's Plan 2015-19, be noted.
- (b) That it be noted that the officer responsible for the such matters is the Chief Officer, Partnership, Development and Business Support, and that in terms of timescales, it is proposed that the Plan be formally considered by Council in April 2015.

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

DATE OF PUBLICATION: FRIDAY, 21ST NOVEMBER 2014

LAST DATE FOR CALL IN

OF ELIGIBLE DECISIONS: FRIDAY, 28TH NOVEMBER 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 1st December 2014)



Report author: Tim Quirke

Tel: 2474922

Report of the Chief Officer Resources and Strategy, City Development

Report to the Sustainable Economy and Culture Scrutiny Board

Date: 16th December 2014

Subject: Sport and Active Lifestyle Marketing Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: 10.4 (3) Appendix number: 4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Summary of main issues

1. The report provides Members with a summary of where the Sport and Active Lifestyle service would like to further develop its marketing activity. It identifies successful work that has been taken place over the last two years as well as identifying what is required to take marketing to the desired level matching the objectives of the service.

2. The content of the report is to provide the context for the ongoing development of a business case to support investment in new specialist marketing posts and the potential options for delivery of the services website.

Recommendations

3. Members are requested to note and comment on the proposals enclosed in this report.

1 Purpose of this report

- 1.1 To outline to Members the current marketing activity undertaken by the Sport and Active Lifestyle service and to make Members aware of the potential to increase income and participation through investment and better co-ordinated marketing.

2 Background information

- 2.1 Sport and Active Lifestyles introduced a new Leisure Management System (LMS) in 2012 to replace its outdated point of sale system procured in the early 90s. The new system is membership based, allowing the service to manage its business and customer development and conduct marketing and communication, in a way it's not previously been able to do, an option already enjoyed by the private sector leisure providers in the city, and more widely nationally by commercial chains and larger Trust / 3rd Sector organisations.
- 2.2 During the summer the service has further investigated how the commercial and trust sectors conducted their marketing with a view to present a set of proposals as to how this learning could be adopted by the Sport service.
- 2.3 This work identified that the service had most of the required resource around which to develop its marketing function, but they needed to be better co-ordinated with some additional investment to allow the marketing approach to move away from "generalist" to "specialist" marketing.
- 2.4 The base income budget for the Sport service is circa £14m (including grants) and as part of the proposed Council budget strategy a figure of increasing net income by £100k has been put forward for 2015/16. The leisure market in Leeds is highly competitive, and the Sport service believe it better to increase income with a better co-ordinated marketing approach, than increasing prices for activities in leisure centres, thereby utilising business intelligence and marketing options provided through new systems, linking up with web based and digital options explained later in this report. Rather than increase prices for current customers we need to focus on attracting more customers in total
- 2.5 The service operates in a potentially volatile and dynamic market that is susceptible to the economic climate and market change. The increase in the number of budget gyms in the city is a good example and has the potential to eat into the services market share. For example, a marginal swing in performance of only 1% either way on £10m of income is potentially +/- £100k.
- 2.6 The service has identified that, with investment, there are three keys areas of sustainable business growth:
- Better use of dead, lapsed and existing data.
 - Developing communication based retention programmes to support campaigns.
 - Improved and complimentary on-line and off-line processes.
- 2.7 In addition to attaining demanding income targets, the service is also currently managing two major funded programmes to increase participation in sport and physical activity, Leeds Let's Get Active and the NGB Place Pilot. Both of these

Sport England funded programmes require significant levels of marketing and communication support.

- 2.8 Through the current centralised communications and marketing model, the central team is only able to provide a fixed amount of marketing resource and are therefore supportive of the business case to determine further investment and change to how the Sport and Active Lifestyle service is to conduct its marketing.

3 Main Issues

The marketing needs of the Sports and Active Lifestyle service differs significantly to other services within the council as it needs to generate income in an increasingly competitive market, whilst at the same time developing an understanding of non-users who are inactive and providing assistance to the most vulnerable people who need supporting the most. It is currently estimated that there are in the region of 70 private sector leisure providers across the city, in addition to competition provided by business, schools and community groups.

The service has testing targets to meet and as the service operates in a competitive and dynamic market, marketing is at the heart of everything the service does. (Appendix four).

The service has introduced innovative ways of marketing the service, working closely with internal and external partners, but much of this work contributes to maintaining the current significant income position. The lack of resource, specialist knowledge, flexibility and some times the speed at which we can deliver solutions within the authority's current arrangements restricts the service from developing the wider marketing function to attract additional income streams.

To build on successful marketing campaigns, the service needs to introduce retention programmes to encourage more visits and extend a members stay, as well as increasing marketing activity to target further sales.

Generated through the LMS, the service has captured a significant amount of customer data that needs to be translated into business intelligence, which in turn needs to contribute to targeted and appropriate marketing. The service invests significantly in member acquisition campaigns, unique within the council as there are few, if any, services that need to sell £400 annual products to customers. To support these campaigns, the service needs to have in place effective retention programmes built around smooth processes and excellent customer service.

The services marketing approach is built around a clear digital vision which intends to match up both on-line and off-line processes. This approach is centred on the need for a strong web presence built around speed, flexibility and agility, creating a strong business hub to deliver e-commerce, marketing and communication. The current web offer does not currently provide this. The service also wants to develop new digital functionality to improve customer access to the service and to service information.

In addition to income generation, the service also has to meet key social objectives, contributing to many different agendas across the city. Leeds Let's Get Active and the National Governing Body (NGB) Pilot scheme both aim to encourage participation in sport and physical activity, and successful delivery of both programmes requires strong marketing and communication support. Both these programmes come with significant marketing budgets but both have to be delivered with existing marketing officer resource.

The service believes that through better co-ordination of independent functions and investment in key specialist areas, there is an opportunity to build on success and further develop its marketing approach.

3.1 What will effective marketing look like?

Through good marketing, the service wants to: increase net income for 15/16 and 16/17 by £100k and attain 20,000 live Bodyline members by March 2016. This is to be achieved by: improving retention levels; implement intelligence based marketing campaigns to increase sales; improve processes to make the customer experience even better; and use the data and intelligence the service has access to, to improve service development and delivery.

The service wants to derive maximum benefit from the investment in the new systems and the potential business change opportunities this brings to how the service develops and markets itself in an increasingly competitive market.

It wants to place the LMS and the website as the key foundation stone in developing a digitally based hub upon which it manages business. This hub includes: the LMS, where critical geographic, demographic and usage data is inputted and stored; "Cascade" - reporting software that provides the service with key business intelligence and extracts customer data for marketing and communication purposes; "Communicate" - a customer relationship platform (CRM) through which the service can manage targeted, automated, planned and reactive marketing and communication through email, sms and direct mail; and a website, one that is fit to meet both the needs of the business and the customer and provides the speed, agility and flexibility to support e-commerce, campaigns, retention programmes and up to date and accessible customer information. (Appendix One)

Development and delivery of the hub requires specialist resource to support: data management, business intelligence, marketing planning, campaign delivery, customer relationship management, sales and retention programmes, customer service, IT development and support the ongoing development of digital platforms including the web, social media and customer access. Much of the resource to deliver this is already in place, but needs re-aligning to provide a marketing process that ensures that independent functions move forward together and at the same pace. (Appendix Two)

Once the above is in place it provides the service with a solid foundation upon which to manage and build its business. It also places the service in a strong position to work more effectively with partners and agencies and to be able to

identify new business opportunities and provide the required level of support to derive the financial benefits from such developments. It is essential that all the key building blocks are in place upon which to build efficient and effective marketing, (Appendix three)

Longer term, the service would look to invest in and expand this model to other services so that they can benefit from this approach. Bringing specialist marketing support to other income-earning services could generate similar benefits to those to be derived by Sport.

Three sustainable business development opportunities have been identified that could immediately benefit from this approach and bring about financial benefits:

- better use of data, including current, lapsed and dead data
- improved and better joined up on-line and off-line processes to improve access to the service and increase sales
- and the introduction of a retention programme to support member acquisition, using CRM to increase participation and extend a members stay.

The introduction of a better co-ordinated marketing approach assists in service delivery and development. Better understanding of the business through improved customer insight and business intelligence can help inform future pricing strategies and product development and prevent the service from stagnating and ensure the introduction of new income streams along with protecting the current income base. In the long term the impact will enable us to focus more resource into getting the inactive active, or to reduce subsidy overall.

3.2 What are the barriers to effective marketing?

It has been identified that the Sport service has developed one of the most sophisticated eco-systems in the council: LMS, reporting servers, CRM platform, website, externally hosted micro sites, Facebook applications, on-line booking and joining, payment portals, social media etc. Just getting these independent functions to work in their own right is a significant challenge.

The service has enjoyed considerable marketing success. Better use of data and business intelligence has resulted in better application of innovative integrated marketing techniques. New micro-sites and Facebook apps, on-line registration, targeted digital campaigns and applying social media in a business environment, have contributed to live Bodyline memberships increasing; maintaining membership sales and renewals; and registering 45,000 participants for Leeds Let's Get active (300% above target)

To build on this success, the service now needs to work towards further maximising the potential of system integration by:

- Cleaning up data to ensure it is of good quality, up to date, accurate and useable.
- Working with suppliers to develop the right reports to provide accurate business intelligence and customer insight.

- Introducing a new CRM platform built around the customer journey and providing automated, triggered, planned and reactive communication.
- Improving the web offer, working with corporate colleagues to explore the best options to provide a website that meets the needs of the service and its customers.
- Joining up on-line and off-line processes to provide a seamless customer experience
- Exploring the options to introduce specialist marketing support to assist in data management and best use of and application of that data. To bring in additional resource to support more frequent and better targeted campaigns as a result of improved business intelligence and customer insight to maintain and increase income
- Working alongside colleagues in the Communication and Marketing Team to ensure that marketing meets the current needs of the service and invest in additional specialist marketing support to increase income.

3.3 How is effective marketing to be delivered?

The main priority is to get all the individual components of the digital hub to work independently and then to ensure that they can be integrated to provide a seamless approach. The priority needs to be: maximising the potential of the LMS, including on-line booking and joining; ensuring Cascade is working and appropriate reports are delivered and being acted on; customer journeys are worked up to start introducing effective CRM through Communicate; and the service has a fit for purpose web site through which it manages its business, marketing and communication. In addition to this, identify and provide the necessary resource to assist in delivering the above.

To maximise the potential of the services marketing activity, it needs to move from “generalist” marketing to “specialist” marketing. Much of this specialism already exists, but there is a need to appoint a CRM Marketing Officer who can manage and use data and oversee the development of Communicate. There is also a need to introduce a Campaigns Marketing Officer as improved business intelligence allows the opportunity to develop more frequent and targeted campaigns. It also frees up the Senior Marketing Officer to fulfil a more strategic marketing role.

The two posts identified above are integral to delivering the business growth opportunities already identified. These opportunities are not currently being optimised and there is the potential to access additional income streams through better use of data and increased marketing activity through more frequent and targeted campaigns (Appendix Four).

As the CRM Marketing Officer post is a specialist role, the service doesn’t envisage being able to source this post internally within the council and may seek approval to appoint externally. In the first instance, both appointments would be on a temporary two year basis.

As identified in the Communication and Marketing review report taken to CLT, the intention is to bring together; data management, business intelligence, marketing planning, campaigns, sales, retention, CRM, ICT, customer services and digital; into one marketing / business development focused team to ensure a better joined up and co-ordinated approach.

Develop the existing marketing strategy to incorporate all of the above, and develop an overarching action plan that clearly sets out: objectives, timescales, resources and evaluation.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 A “Communication and Marketing Review” report was presented to CLT in September 2014. The report proposed that the Sport and Active Lifestyle service would benefit from a different marketing approach due to the nature of its business and this was agreed by CLT

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An Equality Impact Assessment is now being undertaken.

4.3 Council policies and City Priorities

4.3.1 The approach links to the council's policy of spending money wisely as a more efficient and effective approach will lead to increased income.

4.3.2 The proposals aim to narrow health inequality, a major council objective, by identifying and marketing to inactive people, particularly those in areas of higher deprivation where activity levels and life expectancy are lower than the city's average.

4.4 Resources and value for money

4.4.1 The two additional posts, CRM Marketing Officer and Marketing Campaigns Officer combined are at a cost of £71.2k per annum. There are options for providing a fit for purpose website, with a cost likely to be in the region of £1.5k per month for three years, unless this is retained within the council. Increased campaign activity will bring additional costs, but the potential to increase income and market share through untapped sources, as identified, should far outweigh the costs.

4.4.2 Following consideration of this report at Scrutiny we will incorporate Members comments into our business plan development. Clearly these ideas need to be fully worked up in order to determine the real potential to grow the business and hit improved performance targets. The business case will be presented to the Deputy Chief Executive as an invest to save type proposal.

4.4.3 The business case to be produced to deliver the proposed marketing strategy must be self-financing over 2 years, but must also generate the £100k additional income proposed for the 2015/16 budget.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report is not subject to Call In

4.5.2 The information contained in Appendix 4 is exempt under Access to Information Rule 10.4 (3) as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of Appendix 4 as exempt outweighs the public interest in disclosing the information.

4.6 Risk Management

4.6.1 The service operates in a volatile and competitive market and the proposed approach presents a calculated risk that is mitigated by the proposal to appoint temporary staff for an initial period of two years.

5 Conclusion

5.1 For the Sport and active Lifestyle service to survive in a competitive market and maintain and increase its income the service must change its approach to marketing. Better use of additional resource with additional investment creates a better co-coordinated approach, thereby improving marketing efficiency and effectiveness to increase income.

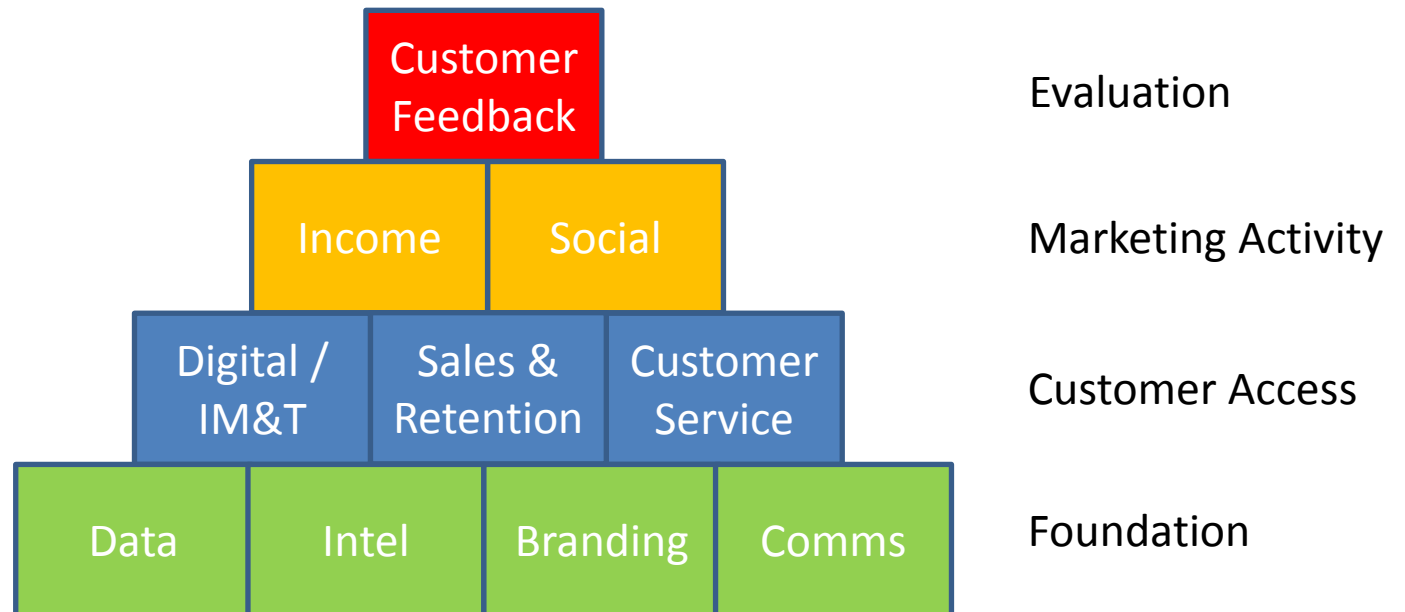
6 Recommendations

6.1 Members are requested to note the proposals enclosed in this report, and that a report can be presented to a future meeting for discussion on the impact of the new marketing approach.

7 Background documents

7.1 None.

Marketing building blocks



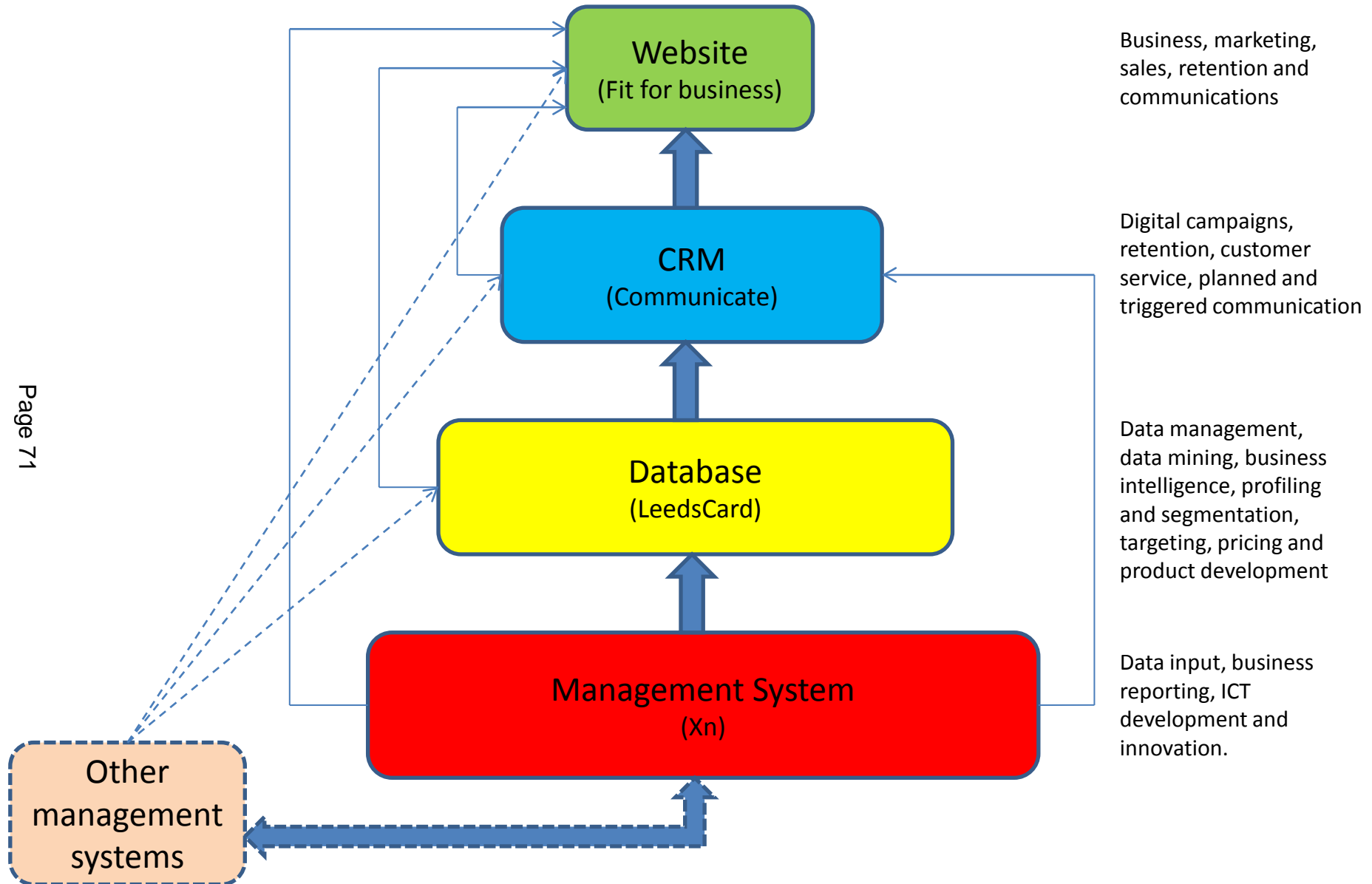
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Strategic Marketing Approach



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Marketing / Business Improvement Hub



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