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## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 17th February, 2015 at 1.30 pm

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

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### 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;

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

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**Agenda compiled by:**  
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**LEEDS LS1 1UR**  
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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></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><b>RESOLVED –</b> 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><b>No exempt items have been identified.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></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><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></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><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 13 JANUARY 2015</b></p> <p>To confirm the minutes of the meeting held on 13 January 2015 as a correct record</p>	1 - 4
7			<p><b>SCRUTINY INQUIRY - EMPLOYMENT AND SKILLS</b></p> <p>To consider evidence as the second session of the Board's inquiry on employment and skills</p>	5 - 10
8			<p><b>JOBS AND SKILLS OPPORTUNITIES FROM DISTRICT HEATING</b></p> <p>To consider plans to maximise the potential employment opportunities in Leeds arising from the development of District Heating schemes</p>	11 - 20
9			<p><b>SHOULD LEEDS BID FOR EUROPEAN CAPITAL OF CULTURE 2023?</b></p> <p>To consider a further report on the implications of Leeds bidding to become European Capital of Culture 2023</p>	21 - 28

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>TOUR DE FRANCE LEGACY - UPDATE</b></p> <p>To consider an update on progress in establishing the Programme Board</p>	29 - 34
11			<p><b>WORK SCHEDULE</b></p> <p>To agree the Board's work schedule for the remainder of the municipal year</p>	35 - 40
12			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Tuesday 17 March 2015 at 1.30pm (pre-meeting for all Board Members at 1.00pm)</p> <p><b>THIRD PARTY RECORDING</b></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"> <li>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.</li> <li>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.</li> </ul>	

## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 13TH JANUARY, 2015

**PRESENT:** Councillor K Groves in the Chair

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

### 58 Late Items

There were no formal late items of business to consider.

### 59 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

However, in relation to the item entitled Tour de France Legacy for Leeds - Update, Councillor Selby drew the Board's attention to his position as a governor at both the David Young Academy and the Co-operative Academy (minute 63 refers).

### 60 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor A Hussain, with Councillor Iqbal in attendance as a substitute, and from Councillor Chapman.

### 61 Minutes - 16 December 2014

**RESOLVED** – That the minutes of the meeting held on 16 December 2014 be confirmed as a correct record.

### 62 2015/16 Initial Budget Proposals

The Board considered a report on the Executive's initial budget proposals for 2015/16. In attendance to address the Board and answer Members' queries were:

- Councillor Lucinda Yeadon, Executive Member for Digital and Creative Technologies, Culture and Skills
- Councillor Richard Lewis, Executive Member for Development & Economy
- Martin Farrington, Director of City Development
- Ed Mylan, Chief Officer for Resources and Strategy, City Development
- Simon Criddle, Head of Finance for Strategy and Resources, City Development

The Executive Members and Director introduced the item by summarising the key proposals, along with the Council's and the Directorate's ambitions for the city's future. The following issues were then raised in discussion:

- Further detail on the expected loss of income during the refurbishment of Kirkgate Market;
- Confirmation of the consultation timetable and implementation of the further savings from switching off and dimming of street lights;
- Support for the intended increased income from commercial property management;
- Confirmation that a proposal is being developed in relation to the shops next to the Grand Theatre;
- Details of the operation of the Early Leavers Initiative within the Directorate;
- Confirmation that the proposed Community Asset Transfers would probably need some initial support to be viable propositions;
- Discussion of the extent to which the directorate had considered zero based budgeting across some or all service areas;
- A request for confirmation that the proposed savings from the lights switch on related only to the city centre, following delegation of local budgets to Community Committees.

**RESOLVED** – To note the initial budget proposals for 2015/16 in relation to the Scrutiny Board's portfolio.

### **63 Tour de France Legacy for Leeds - Update**

The Board considered an update report on the legacy of the Tour de France. 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
- Mark Allman, Head of Service for Sport
- Simon Brereton, Economic Development Programme Leader
- Tim Draper, Principal Transport Planner – Influencing Travel Behaviour
- Gill Keddie, Sport and Active Lifestyles Development Manager

The Executive Member and officers presented an overview of legacy activity since the previous report in July 2014, including key economic data and the 'Three Inspirational Days' report on the impact of the UK stages of the Tour de France. The Board was informed that recent research through the Citizens' Panel would provide a good baseline of cycling activity in the city.

The following issues were raised in discussion:

- Congratulations to Peter Smith on his MBE award

- Members were pleased to note the amount and range of activity reported and stressed the need to maintain the momentum for the legacy to be successful
- A suggestion that the display currently in the Civic Hall ante chamber would be seen by more people if it was housed in the museum, and confirmation that artefacts were being collected for a display at the Museum
- Confirmation that the Countdown Clock was currently on public display at the Doubletree Hotel on Granary Wharf while a permanent home is found
- A possible Sustrans bid to develop a cycleway from Crossgates to Thorner
- Recent announcements about new national City Connect funding and likely allocations for West Yorkshire through the Combined Authority
- Development of the tourist offer in Leeds, building on the Tour de France and Tour de Yorkshire
- Parental concerns about children's safety as a significant barrier to more children cycling
- Work with British Cycling to target mothers as the key to increasing family participation in cycling
- Issues about the behaviour of cyclists and pedestrians in shared areas and the need for considerate sharing of space
- The availability of Bike to Work and other salary sacrifice and bike recycling schemes
- Cycling should be for everyone; it should be normal and safe
- The sea change needed in funding and attitudes if cycling is to really take off as a preferred mode of transport
- Information about the Tour de Yorkshire from 1-3 May and the need to communicate with local residents and businesses as soon as the final route is announced on 21 January
- Queries about the timing of the event so close to the General Election
- Concern at the delay in establishing the Programme Board. The Scrutiny Board requested that resources be reprioritised to progress this and that an update be provided at their next meeting

## **RESOLVED**

- (a) That a progress report on the establishment of the Cycling Starts Here Programme Board be brought to the Scrutiny Board's next meeting; and
- (b) That a further progress report on the Tour de France Legacy be brought to the Scrutiny Board in 9 months' time.

(Councillor Selby left the meeting at 3.20pm during the discussion of this item.)

## **64 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 also discussed and agreed a proposal to carry out pre-decision scrutiny of the Arts@Leeds grant scheme through a working group.

## **RESOLVED**

- (a) That the work schedule be agreed, subject to the addition of a progress report on the establishment of the Cycling Starts Here Programme Board to the schedule for the February Board meeting;
- (b) That the Chair and the Principal Scrutiny Adviser be authorised to finalise the Board's report on the Grand Theatre for submission to the Executive Board, following email consultation with all Board Members; and
- (c) That a working group meeting be arranged to carry out pre-decision scrutiny of the Arts@Leeds grant scheme.

## **65 Date and Time of Next Meeting**

Tuesday 17 February 2015 at 1.30pm (a pre-meeting will start at 1.00pm for Board members.)

The meeting finished at 3.40pm

**Report of Head of Scrutiny and Member Development**

**Report to Scrutiny Board (Sustainable Economy and Culture)**

**Date: 17 February 2015**

**Subject: Scrutiny Inquiry – Employment and Skills**

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

**Summary of main issues**

1. At the first meeting of the Board in July, Members agreed that they wished to prioritise employment and skills as a topic for inquiry this year. This follows on from previous work undertaken by this Board over the past few years.
  
2. Two working group meetings were held during August to scope the inquiry and the attached terms of reference were agreed by the Board at its September meeting (Appendix 1).
  
3. The first formal session of the inquiry took place in October. Representatives from the Department for Work and Pensions (DWP) Jobcentre service attended the Board to discuss the change to a digital by default service for jobseekers. Councillor Mitchell, Lead Member for Digital & Creative Technologies, Culture & Skills, and officers from City Development and Citizens and Communities also attended the meeting.
  
4. The second session of the inquiry was originally scheduled for January, but was deferred until this meeting with the agreement of the Chair, in order to allow sufficient time for the Citizens@Leeds programme board to develop a proposition to present to the Scrutiny Board. Officers will bring a presentation to the Board meeting, to outline the proposals from the Programme Board, and will respond to Members' questions on the proposals.
  
5. In the meantime, members of the Scrutiny Board have carried out the visits to a Community Hub and a Job Centre as set out in the terms of reference. Additional visits have also been made to see trainees at work on the Re-making Leeds Scheme and to learn about Work Related Activity provision with jobseekers.

6. In addition a working group meeting took place in October around the Community Learning Programme. Findings from all of these activities will be incorporated into the Scrutiny Board's final report following completion of this Inquiry.

### **Recommendation**

7. The board is requested to consider the issues raised by this session of the inquiry, and determine whether they have sufficient information to conclude the inquiry and produce a report of the Board's conclusions and recommendations.

### **Background documents<sup>1</sup>**

None used

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

## **SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)**

### **EMPLOYMENT AND SKILLS INQUIRY**

#### **TERMS OF REFERENCE**

##### **1.0 Introduction**

- 1.1 This Scrutiny Board has conducted a series of inquiries over the past few years around the theme of jobs and skills, reflecting the importance of this issue within the council's priorities. At its first meeting of the new municipal year Board members agreed that they wished to conduct a further inquiry this year.
- 1.2 Two working group sessions were held during August, where members discussed potential areas of focus with senior officers from the Employment and Skills service in City Development.
- 1.3 In particular the working group was made aware of a significant change in the operation of DWP Jobcentres, to a digital by default service for jobseekers, due to be implemented in the autumn.
- 1.4 The working group was also made aware that Employment and Skills will work with Citizens@Leeds Programme Board to engage services and partners to explore how existing customer and claimant data can be used intelligently to identify target customer groups to more effectively join up services and extend service reach and realign its resources to those furthest from the labour market. This information would be used to review and realign and commission new provision to make best use of limited partner resources.
- 1.5 Following these meetings, it was proposed that this year's inquiry should focus on these two areas: understanding the implications of current changes in the way that DWP Jobcentre services to jobseekers are provided, placing a greater emphasis on digital access; and pooling intelligence and resources to identify and support key target groups to access work.
- 1.6 It was agreed that this inquiry would focus particularly (although not exclusively) on adult employment, given the number of recent pieces of scrutiny work that have focused on young people's access to the job market. This includes a number of inquiries conducted by the Children and Families Scrutiny Board.

##### **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
  - The implications of the DWP's shift to digital access for those seeking to find work;

- Ways in which other services, including the council, should respond to these changes;
- The effective organisation and application of the council's resources in support of jobseekers; and
- The potential for using an intelligence led approach to identifying target groups for job seeking support.

### **3.0 Desired Outcomes and Measures of Success**

3.1 The decision to undertake this Inquiry has been based on the importance of this issue to the best council plan objectives of 'promoting sustainable and inclusive economic growth', and 'supporting communities and tackling poverty'. It also contributes to the objective of 'becoming a more efficient and enterprising council'.

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

3.3 Some potential initial measures of success are:

- A shared understanding of the implications and opportunities created by the shift to digital services to support jobseekers and actions required by the Council
- A shared understanding of the intelligence and data available locally in relation to people who need help to access work
- Better use of data and resources to identify target groups of people for employment support
- A partnership proposal offering the high challenge / high support required to move those furthest away closer to paid employment

### **4.0 Comments of the relevant Director and Executive Member**

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

### **5.0 Timetable for the inquiry**

5.1 The Inquiry will take place over two formal Scrutiny Board sessions, supplemented by site visits.

### **6.0 Submission of evidence**

#### **6.1 Session one – 21 October 2014**

- To receive evidence from DWP about the change to a digital by default service to jobseekers and the implications for customers
- To receive evidence from Employment and Skills and other relevant council services about the implications of these changes for their services and customer groups

## 6.2 **Site Visits – November/December 2014**

- Visit to a Digital Jobcentre
- Visit to a Community Hub

## 6.3 **Session two – 13 January 2015**

- To receive evidence from partners contributing to the intelligence led approach to identify priority customer groups
- To comment on emerging proposals for the target priority group(s) and the development of a proposed programme of support

Following the inquiry a report will be produced setting out the Board's conclusions and recommendations.

## 7.0 **Witnesses**

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

- Jobcentre Plus District Manager West Yorkshire
- Executive Member for Digital and Creative Technologies, Culture and Skills
- City Development - Employment and Skills and Libraries services
- Chair of the Citizens@Leeds Programme Board - Assistant Chief Executive, Citizens and Communities
- Citizens and Communities – Community Hubs
- Resources – Welfare and Benefits
- Children's Services – Families First programme
- Housing Leeds

## 8.0 **Equality and Diversity / Cohesion and Integration**

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

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

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

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

#### **9.0 Post inquiry report monitoring arrangements**

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

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



Report author: George Munson  
Tel: 51767

**Report of the Director of Environment and Housing**

**Report to Sustainable Economy and Culture Scrutiny Board**

**Date: 17<sup>th</sup> February 2015**

**Subject: Jobs and Skills Opportunities from District Heating**

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 council has strong ambitions to develop a citywide district heating (DH) network with many smaller DH clusters, over the next 15 or more years. Other core cities and Leeds City Region (LCR) authorities are also investigating similar opportunities.
2. The DH supply chain is currently very immature in the UK. Consultation with industry has revealed that although there are some employment opportunities in the development and construction phases of DH there are very limited ongoing employment opportunities.
3. However, given the focus of the council and LCR on developing DH networks, there is merit in encouraging this market. To this end, we have tools related to our procurement powers, apprenticeship programme, higher and further education links and business incentives.
4. The whole DH programme is at a relatively early stage of development which gives us the chance to shape a jobs and skills programme. However, as this is so reliant on convincing the market that there will be long-term employment opportunities it is unlikely that this can be launched until the phase 1 citywide DH network is in a position to start procurement which is unlikely to be before late 2015.

**Recommendations**

1. Scrutiny to note the findings of this report and provide comments.

2. The Director of Environment and Housing and the Employment and Skills team to be responsible for developing a comprehensive plan to maximise training and employment opportunities associated with DH. We expect this to focus on:
- Using the forthcoming procurement of a phase 1 DH network to secure local employment and apprenticeships, via development of a strong social impact strategy and use of employment and skills obligations in tenders and the final contract;
  - Ensure that future Leeds City Region apprenticeship programmes include DH skills as a specific strand and are promoted to local DH supply chain partners in order to increase relevant DH skills.
  - Working with Leeds City Region and local Further Education and Higher Education institutions to develop modules within existing courses that provide skills required for the long-term development and operation of DH.
  - Working with the local supply chain and potential inward investors to demonstrate that there is a strong pipeline of DH opportunities across Leeds and LCR to justify their investment in skills and jobs.

## **1 Purpose of this report**

- 1.1 To provide an initial review of the employment and skills potential associated with DH together with an indication of future work required to maximise those opportunities.

## **2 Background information**

- 2.1 The Council aims to reduce carbon emissions by 40% by 2020 across the city. This requires us to take every opportunity to reduce carbon, including the development of a sustainable, modern, decentralised energy infrastructure for the city. This will allow power and heat generation to be shared at a local level through public and private networks.
- 2.2 The Recycling and Energy Recovery Facility (RERF) currently being constructed at Cross Green is already designed to generate enough electricity to power over 22,000 homes. There is a further opportunity to harness the heat that is also produced whilst processing the waste, and develop a district heating network.
- 2.3 Scrutiny received a report on the 21<sup>st</sup> October 2014 outlining the council's plans for a city wide DHN, with details on phase 1 to supply heat from the RERF to council owned tower blocks and operational buildings, as well as public and private sector commercial buildings and significant development sites in the city centre.
- 2.4 Scrutiny board members made a number of useful comments including a request to understand more about the employment and skills opportunities presented from the design, development and operation of DH networks. This included the immediate opportunities associated with the phase 1 and longer term DH networks in Leeds and the wider Leeds City Region.
- 2.5 This report provides this initial review and recommends specific further work.

## **3 Main issues**

- 3.1 District Heating Networks are long term propositions. They normally take three or more years to design and secure funding, another one to two years to construct and then operate as a utility almost indefinitely. Therefore there are a range of short and long-term job opportunities, with skills ranging from detailed technical design, through to lower skilled construction work, and ongoing billing and technical maintenance.
- 3.2 To try to refine the scale and type of opportunities available, we have consulted with industry partners, government departments, academia and local authorities with experience of operating networks. It has proven impossible to get robust information on jobs associated with DH. However, the research has indicated strongly that there are not significant numbers of long-term jobs associated with DH. For example:
  - 3.2.1 In Sheffield, the E.on power station created c300 construction jobs but will only create c35 jobs during the operational phase.

- 3.2.2 The Stoke-on-Trent District Heat Network will use deep geothermal heat energy to develop a £52m DH network around the city. They estimate that this will support more than 200 jobs directly, with 1,350 jobs protected in the supply chain, but the vast majority of these are in the construction phase.
- 3.2.3 Wyndford (Glasgow) sought to use local labour as much as possible which did require a large number of installers in the short-term construction phase, particularly to install wet central heating in flats.
- 3.2.4 Aberdeen has a mature district heating network serving c1,500 flats and 9 public buildings. They employ a full time general manager and a part-time bookkeeper and retain the services of a maintenance and repair engineer.
- 3.3 Despite this, the research has indicated that there are five main work stages of DHN design, build and operate, as described below:
- 3.3.1 **Feasibility/Business Case.** A multi-disciplinary team is required here to fully develop the project. Likely roles within that team include: Project Engineer, Planning Consultant, Chartered Engineer (with energy/process industry experience), Legal (property - land searches/easements investigation), Civil Project Manager and the Energy Generation Facility Manager. None of these are full time and are normally provided on a consultancy basis due to the specialist nature of the work.
- 3.3.2 **Detailed Design.** As 3.3.1 but with introduction of CAD Technician/Engineer (for drawn information).
- 3.3.3 **Build.** As per 3.3.2 but with subcontracted building work. This tends to be to industry specialists of which there are few in the UK for pipework. The pipe consultants ratify the design which in turn drives the specification for the other 'build' work packages. One subcontractor would need to cover the civil engineering/ rigging/ welding/ sealing/ alarm wires/ controls etc. This is where the bulk of the person-years of employment will be created, albeit on a short-term basis.
- 3.3.4 **Operate.** Very limited. No-one 'operates' the system as such and 'operation' (monitoring heat flows and alarms) tends to be done via the control room of a main heat provider. There is a role to undertake customer metering and billing but again this is not a full time role and is often picked up by an accounts function in a major heat provider.
- 3.3.5 **Maintain.** Initially, this would be done through the construction company's defects liability period. Whilst there is planned preventative maintenance this would not be full time initially. After 2-3 years a large scale DH network such as proposed for Leeds may benefit from an in-house maintenance engineer and apprentice.
- 3.4 We have a number of tools open to us to develop local skills and secure local jobs to support DHN:
- 3.4.1 Our **procurement procedures** can place obligations on delivery partners;

- 3.4.2 Our **employment and skills services** can help link prospective employees to companies working in the DHN field through apprenticeships and direct recruitment opportunities;
- 3.4.3 We can **influence local universities and colleges** to develop courses or modules to provide young people with the skills needed to support DHNs over the longer term and promote career opportunities of DHN/energy in schools.
- 3.4.4 We can **influence national or international companies** to locate teams within Leeds to service a concentration of DHNs and support development of local supply chain.
- 3.5 These will be examined in turn below. It is worth emphasising at this point that all of these opportunities are reliant to a lesser or greater extent on the leadership shown by the council and LCR: companies will only take on apprenticeships and young people choose DHN related courses *if* it is clear that there will be work available. The council and LCR must therefore have a **clear commitment to developing DHNs and have a development pipeline** as evidence of that commitment.

### **Procurement**

- 3.6 Where a contract has a value greater than £100k, it will automatically be appraised for the inclusion of employment and skills obligation in the contract. This will include evaluating the tenders against specific employment and skills criteria. Employment and skills are also examining a more flexible approach that allows them to target particular contracts, such as this.
- 3.7 The procurement route for the phase 1 DHN is still being developed and is unlikely to be confirmed until summer 2015 at the earliest, when further development work has been completed. However, whichever option we choose, we will ensure that all bidders develop strong social impact strategies as part of their tender. We will seek to work with industry bodies and local partners (such as the Heat Network Delivery Unit, Combined Heat and Power Association and Construction and Housing Yorkshire) to include challenging targets within that social impact strategy.

### **Apprenticeships**

- 3.8 The LCR currently runs an Apprenticeship Hubs programme, funded up to 2016. They are looking to extend beyond that date, and are applying for European funding to enable them to do this. If successfully extended, we will be able to work with the team to help connect the local DH supply chain with apprentices.

### **Higher and Further Education**

- 3.9 An initial review of Leeds City Region universities shows that although none currently run specific DHN courses, in 2012, around 6,700 students were studying related subjects (i.e. science, engineering, technology and building subjects). The breakdown is given in Appendix 1. All of these courses have the potential to integrate some content that would give students skills relevant to DHNs.

3.10 Of these courses, the following have been identified as ones into which content could possibly be most easily incorporated:

Institution	Course
University of Leeds	Chemical and energy engineering <a href="http://www.engineering.leeds.ac.uk/chemical/undergraduate/degree-chemical-energy-engineering/index.shtml">http://www.engineering.leeds.ac.uk/chemical/undergraduate/degree-chemical-energy-engineering/index.shtml</a>
	Electronics and renewable energy systems <a href="http://www.engineering.leeds.ac.uk/electronic/undergraduate/degree-electronics-renewable-energy-systems/index.shtml">http://www.engineering.leeds.ac.uk/electronic/undergraduate/degree-electronics-renewable-energy-systems/index.shtml</a>
	Civil and environmental engineering <a href="http://www.engineering.leeds.ac.uk/civil/undergraduate/degree-civil-environmental-engineering/index.shtml">http://www.engineering.leeds.ac.uk/civil/undergraduate/degree-civil-environmental-engineering/index.shtml</a>
Bradford University	Industrial engineering <a href="http://www.bradford.ac.uk/courses/view/?c=industrial-engineering-beng-3-years">http://www.bradford.ac.uk/courses/view/?c=industrial-engineering-beng-3-years</a>
University of York	Environmental science <a href="http://www.york.ac.uk/environment/undergraduate/environmentalscience/bsc-environmental-science/">http://www.york.ac.uk/environment/undergraduate/environmentalscience/bsc-environmental-science/</a>
	Natural sciences <a href="http://www.york.ac.uk/natural-sciences/">http://www.york.ac.uk/natural-sciences/</a>

3.11 Similarly, a review of local colleges shows:

Institution	Course
Leeds City College	Environmental sustainability extended diploma: <a href="http://www.leedscitycollege.ac.uk/courses/fe_course.php?course_id=662&amp;pagenumber=0&amp;tab=fe&amp;sub=8&amp;atten=Any">http://www.leedscitycollege.ac.uk/courses/fe_course.php?course_id=662&amp;pagenumber=0&amp;tab=fe&amp;sub=8&amp;atten=Any</a>
Leeds College of Building	Building services engineering: <a href="http://www.lcb.ac.uk/courses/103/full-time-and-part-time/hecm/building-services-engineering-level-3-btec-diploma">http://www.lcb.ac.uk/courses/103/full-time-and-part-time/hecm/building-services-engineering-level-3-btec-diploma</a>
	Civil engineering: <a href="http://www.lcb.ac.uk/courses/104/part-time/hecm/civil-engineering-level-3-btec-diploma">http://www.lcb.ac.uk/courses/104/part-time/hecm/civil-engineering-level-3-btec-diploma</a>
Bradford College	Sustainable built environment higher apprenticeship: <a href="https://www.bradfordcollege.ac.uk/courses/undergraduate/sustainablebuilt-sep-2015">https://www.bradfordcollege.ac.uk/courses/undergraduate/sustainablebuilt-sep-2015</a>
	Heat pumps City & Guilds, covering installation of solar PV systems <a href="https://www.bradfordcollege.ac.uk/courses/further/heatpumpscitygu-sep-2015">https://www.bradfordcollege.ac.uk/courses/further/heatpumpscitygu-sep-2015</a>
Calderdale College	BTEC Level 3 Extended Diploma in Construction with Environmental and Sustainable Technologies: <a href="http://www.calderdale.ac.uk/courses/view/btec-advanced-diploma-construction-the-built-environment-level-3">http://www.calderdale.ac.uk/courses/view/btec-advanced-diploma-construction-the-built-environment-level-3</a>

Selby College	Foundation Degree - Engineering for Power & Energy (in <a href="#">college prospectus</a> but no link available to specific course)
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- 3.12 To raise awareness and start discussions with higher education, LEP gave a presentation to the Yorkshire Universities curriculum board, outlining the opportunities that we believe exist. This was well received and an open invitation has been extended to all Yorkshire University to work with the council and LEP to increase the skills available for district heat network development in the City Region through their existing degree courses.

### **Attracting Companies and the DH Pipeline**

- 3.13 The council already works closely with the Manufacturing Advisory Service (MAS) and Chamber who will be key partners for any supply chain development work. We already have some tools which can help to encourage investment in particular industries (e.g. business rates discounts and enhanced capital allowances). These are particularly prevalent in the Enterprise Zone which could form the focus for a DH cluster.
- 3.14 The council is actively developing a pipeline of work which should give the supply chain the confidence to invest in training and skills. For example the council is:
- 3.14.1 Installing biomass DH in 231 flats in the Clydes;
  - 3.14.2 Undertaking research on DH in the 1,700 flats in the St James' area;
  - 3.14.3 Undertaking investment planning for all 122 council multi-storey blocks with DH one of the preferred heat supply options;
  - 3.14.4 Considering ways to use the Merrion House refurbishment to stimulate local DH;
  - 3.14.5 Developing plans to supply heat from the RERF and other low carbon facilities on the edge of the city into the city centre and other major development sites over 3 phases up to 2028.
- 3.15 In addition, the LCR is supporting neighbouring local authorities to undertake energy masterplanning which should lead to further viable schemes. These will be supported over the longer term by the LEPs Energy Accelerator, which has received growth funding.
- 3.16 Making the market aware of this scale of development will help to provide the long-term confidence to invest in skills locally.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 As this is an initial review, the research has been primarily desk based. Industry partners, government departments, academia, comparator local authorities and teams from Leeds City Region, Economy and Skills, Economic Development and Sustainable Energy and Climate Change have all been engaged.

## **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 An Equality, Diversity, Cohesion and Integration Screening was undertaken in August 2014 for the District Heating Project. This concluded that district heating would have an overwhelmingly beneficial impact, by reducing fuel costs for tenants in some of the more deprived parts of the city, with consequent positive impacts on fuel poverty and cold related ill health.

4.2.2 Work undertaken now to ensure that the local employment and skills opportunities are maximised will contribute further to this positive impact.

## **4.3 Council policies and City Priorities**

4.3.1 The district heating project supports delivery of the Best Council Objective, 'Supporting communities and tackling poverty' by reducing fuel costs and cold-related ill health.

4.3.2 The inclusion of district heating with the RERF clearly supports the Visions for Leeds aim to ensure that "all homes are of a decent standard and everyone can afford to stay warm" and several Best City objectives:

- Best city... for business:
  1. Support the sustainable growth of the Leeds' economy;
  2. Improve the environment through reduced carbon emissions.
- Best city... to live:
  1. Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods;
  2. Improve housing conditions and energy efficiency.

## **4.4 Resources and value for money**

4.4.1 This will be defined during the next stage of project development.

## **4.5 Legal Implications, Access to Information and Call In**

4.5.1 n/a.

## **4.6 Risk Management**

4.6.1 The project team established to take forward the district heating work are currently developing a full project plan and risk register.

## **5 Conclusions**

- 5.1 The council has a unique opportunity to create a citywide DH network over the next 10-15 years. This will connect some of the relatively small scale DH networks already in place and allow new networks to expand rapidly to enable existing buildings to connect and new developments to be built with DH connections in place.
- 5.2 However, despite the large capital investment required, other than in the construction phase, few long-term jobs are created.
- 5.3 The best strategy for developing a supply chain in the city and LCR appears to be to create a long-term pipework of DH projects so that companies have the confidence to locate in Leeds and invest in skills for their employees.

## **6 Recommendations**

- 6.1 Scrutiny to note the findings of this report and provide comments.
- 6.2 The Director of Environment and Housing and the Employment and Skills team to be responsible for developing a comprehensive plan to maximise training and employment opportunities associated with DH. We expect this to focus on:
  - 6.2.1 Using the forthcoming procurement of a phase 1 DH network to secure local employment and apprenticeships, via development of a strong social impact strategy and use of employment and skills obligations in tenders and the final contract;
  - 6.2.2 Ensure that future Leeds City Region apprenticeship programmes include DH skills as a specific strand and are promoted to local DH supply chain partners in order to increase relevant DH skills.
  - 6.2.3 Working with Leeds City Region and local Further Education and Higher Education institutions to develop modules within existing courses that provide skills required for the long-term development and operation of DH.
  - 6.2.4 Working with the local supply chain and potential inward investors to demonstrate that there is a strong pipeline of DH opportunities across Leeds and LCR to justify their investment in skills and jobs.

## **7 Background documents<sup>1</sup>**

- 7.1 None

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<sup>1</sup> 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.

## Appendix 1: breakdown of students studying relevant courses

HESA Student Record 2012/13 (Restricted Population)							
	Institution	University of Bradford	University of Huddersfield	Leeds Beckett	University of Leeds	University of York	Total
Physics	Postgraduate	-	-	-	46	95	141
	Undergraduate	-	-	-	376	398	774
	<b>Total</b>	-	-	-	<b>422</b>	<b>493</b>	<b>915</b>
Science of aquatic & terrestrial environments	Postgraduate	-	-	-	115	-	115
	Undergraduate	48	-	-	257	-	304
	<b>Total</b>	<b>48</b>	-	-	<b>372</b>	-	<b>419</b>
Physical geographical sciences	Postgraduate	-	-	-	103	83	186
	Undergraduate	18	-	-	265	278	561
	<b>Total</b>	<b>18</b>	-	-	<b>368</b>	<b>361</b>	<b>746</b>
General engineering	Postgraduate	339	-	-	80	-	419
	Undergraduate	193	28	3	51	-	275
	<b>Total</b>	<b>532</b>	<b>28</b>	<b>3</b>	<b>131</b>	-	<b>693</b>
Civil engineering	Postgraduate	18	-	-	288	-	306
	Undergraduate	278	-	321	582	-	1,181
	<b>Total</b>	<b>296</b>	-	<b>321</b>	<b>870</b>	-	<b>1,487</b>
Chemical, process & energy engineering	Postgraduate	3	8	-	65	-	75
	Undergraduate	135	-	-	407	-	542
	<b>Total</b>	<b>138</b>	<b>8</b>	-	<b>471</b>	-	<b>617</b>
Others in engineering	Postgraduate	-	-	1	-	-	1
	Undergraduate	-	8	32	-	-	40
	<b>Total</b>	-	<b>8</b>	<b>33</b>	-	-	<b>41</b>
Minerals technology	Undergraduate	-	-	-	23	-	23
	<b>Total</b>	-	-	-	<b>23</b>	-	<b>23</b>
Biotechnology	Postgraduate	-	-	-	11	-	11
	<b>Total</b>	-	-	-	<b>11</b>	-	<b>11</b>
Others in technology	Postgraduate	-	9	38	4	-	50
	Undergraduate	17	216	753	-	-	986
	<b>Total</b>	<b>17</b>	<b>225</b>	<b>791</b>	<b>4</b>	-	<b>1,036</b>
Building	Postgraduate	-	-	13	13	25	51
	Undergraduate	-	60	582	21	-	663
	<b>Total</b>	-	<b>60</b>	<b>595</b>	<b>34</b>	<b>25</b>	<b>714</b>
<b>Total</b>		<b>1,048</b>	<b>328</b>	<b>1,743</b>	<b>2,704</b>	<b>879</b>	<b>6,702</b>



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**Report of the Chief Officer Culture and Sport**

**Report to Sustainable Economy & Culture Scrutiny Board**

**Date: 17 February 2015**

**Subject: Should Leeds Bid for European Capital of Culture 2023?**

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?	X 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. Leeds aims to be the Best City in the UK by 2030. Measuring cultural outcomes is not simple but being officially, the best city for culture in Europe seven years ahead of that schedule would be a positive indication of success and in line with Leeds' wider best city ambitions.
2. European Capital of Culture is an annual designation awarded by competition between European cities. The winning cities go on to mount a year-long programme of cultural events that showcase the cultural excellence of the city, broaden access to culture for its citizens and act as a catalyst for economic and social developments.
3. Leeds City Council has stated that a bid will not be resourced and delivered by the city council alone, but by a coalition of partners, and on the condition that a bid has backing and support of the city as a whole.
4. Questions were raised in the previous Sustainable Economy & Culture Scrutiny Board regarding the potential financing of the bidding process in this period of austerity when all our public services including culture and sport, face further cuts in funding in 2015 and beyond. This report looks in more detail specifically at the funding of the bidding process (the funding of the year itself, should the City decide to bid and succeed, is not covered in this report).
5. In this context it should also be noted that the work involved over the coming twelve months to prepare for a bid - not least the development of a city wide cultural

strategy - is activity that is already required and will not be wasted irrespective of a decision to bid and/or its eventual success or failure. For instance, the cultural strategy will focus our cultural objectives and support capacity building by the cultural sector to support delivery of the city's overall Best City by 2030 aims.

6. All UK cities will be bidding in a very different fiscal environment from previous UK bids. The City Council has sufficient lead-in time to develop partnerships and agreements to deliver a good bid. Discussions are well developed with potential external partners.
7. Specific details around funding are included in the 'resources and value for money' section of this report.

### **Recommendations**

8. Members are invited to:
  - i) consider and debate the contents of this report;
  - ii) Indicate member support for progressing arrangements over the coming twelve months as outlined in this report, should the city decide to bid.
  - iii) Request officers to come back with a progress report in February 2016.

## **1 Purpose of this Report**

- 1.1 To provide members with information about the costs and benefits of preparing to mount a Leeds bid for European Capital of Culture 2023.
- 1.2 To obtain the Board's support for Culture and Sport to progress with the work over the next twelve months.

## **2 Background information**

- 2.1 The European Capital of Culture designation rotates between European nations and the next opportunity for a UK city to hold the designation is in 2023, in association with a winning city in Hungary. It will be fifteen years before such an opportunity comes round again.
- 2.2 The winning UK city is appointed by the [European Union](#) and gets the right to host a year of cultural events with a strong European dimension. The award is high profile and prestigious. Previous UK cities to hold the title were Glasgow in 1990 and Liverpool in 2008.
- 2.3 Competing against the other UK cities to be European Capital of Culture 2023 will attract national and international attention to our city in the three year bidding period - and if we were to win it, in the five year period leading up to the Year.
- 2.4 UK cities thinking of bidding for 2023 are starting their consultations and preparations now as it takes at least a year to put a bid together. All interested UK cities must declare their intention to bid in December 2016. Bids will be completed in mid-2017 for shortlisting.
- 2.5 The final selection of the winning UK city based on revised bids will be in 2018.

## **3. Main Issues**

### **- Benefits of Bidding**

- 3.1 The work of preparing a European Capital of Culture bid is an opportunity for a city to generate considerable cultural, social and economic benefits for itself, even if it does not go on to win the bid.
- 3.2 It can leverage value for a city in terms of escalating work on an ambitious goal. For Leeds, making a bid will be a significant milestone on the journey to being Best City by 2030.
- 3.3 The bid process has helped other cities to unlock creative solutions to problems, whether they are environmental, regarding infrastructure or about tackling health, employment or transport issues. There is also notable evidence from unsuccessful cities, such as Norwich or Newcastle & Gateshead, that there are significant advantages to be gained from bidding for the European Capital of Culture competition despite not winning it.

3.4 What of cities that win? The last UK title holder, Liverpool, still continues to count huge benefits from securing the 2008 European Capital of Culture. Massive amounts of positive media coverage have helped to change perceptions of Liverpool. In the actual year the city saw 9.7 million visitors (a 34% increase); a £753.8 million boost to the economy and 85% of residents said they thought the city was a better place to live than before.

- **EU Guidance**

3.5 The EU bidding guidance makes it clear that a bid has to be for and about the whole city and its citizens and neighbourhoods. It is not about just a city centre. A Leeds proposal would seek to involve and to be owned by every community in the city. Work has begun on this over the past year from within the Authority, utilising existing resources.

3.6 The European Capital of Culture competition has a number of criteria that the city does not currently fully meet. For instance, for Leeds to bid, the city requires to develop a new culture strategy to focus its long term cultural goals and to develop its image and profile, and to develop new partnerships in Europe and abroad.

#### **4. Corporate Considerations**

A Leeds bid could provide a framework to host the individual visions and ambitions of key city partners. For previous cities, bidding has helped to foster urban regeneration, change a city's image and raise its visibility and profile on an international scale. Best City 2030 sets a clear and bold ambition for Leeds to move forward, make smart investments and take calculated risks to put the city firmly on the map.

The positive response by members of the public to Leeds Grand Depart 2014 Tour De France was an important test of the city's appetite for hosting cultural events and it showed that Leeds has the capability to successfully manage and deliver a major European event - Leeds came into its own this year with the hosting of the Tour De France Grand Depart which touched residents across the city, and brought in thousands of visitors, boosting the local economy. Some of the most positive reported benefits have been those that are hardest to measure; pleasure, enjoyment, fun - and feeling positive about the city and our community.

#### **4.1 Consultation and Engagement**

4.1.1 Officers have helped initiate a year-long conversation of whether we should bid or not and this is nearing its conclusion. In order to reach a range of people we have used a number of platforms although would still not claim that this process has been comprehensive. The conversations would broaden and deepen should we decide to proceed with a bid. Examples of the platforms for the conversation are listed below;

4.1.2 Leeds City Council Community Chairs Forum which brings together the Chairs of the ten Community Committees has debated the opportunity and on considering it to be a very positive one have agreed to assist officers in engaging local communities with it.

- 4.1.3 The Sustainable Economy and Culture Scrutiny Board, whilst supportive in principle, has requested further information regarding the city's ability to bid in a period of financial austerity and to go on to win the bid and to deliver a year long cultural programme in 2023.
- 4.1.4 The Sustainable Economy & Culture Partnership Board for the city with representative members from business, higher education and third sector has pledged total support for a Leeds bid.
- 4.1.5 The Annual Citizens Culture survey with a significantly even demographic spread, was positive when conducted in February 2014, with 77% of people voting in favour- 1125 people answered the question : *Do you think Leeds should bid for ECoC 2023?* 870 (77.33%) said Yes; 255 (22.67%) said No.
- 4.1.6 External consultation The Authority commissioned an external provider to take the consultation out to people in the city over a period of four months from August to December 2014. It was conducted through *The City Talking* <http://thecitytalking.com/leeds-2023> - an online and print platform for Leeds established by Hebe Media. (Final evaluation by *The City Talking* will accompany the report to Executive Board in March).
- 4.1.7 Yorkshire Post Newspapers has conducted its own survey of views from its readership.

## **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 Focussed discussions about whether or not to mount a Leeds bid also were conducted with groups representing Child Friendly Leeds, Older People, Migrant and Refugee communities, LGBT communities.
- 4.2.2 Young people (not so young in 2023) were engaged through events at Breeze events and directly through the breeze networks.
- 4.2.3 Further details about public and stakeholder opinion will be covered in the report to Executive Board in March.

## **4.3 Council Policies and City Priorities**

- 4.3.1 A bid to become European Capital of Culture 2023 underlines the stature of the city as a venue for global events which is a key element of our 'Best City' ambition. It has the potential to support the child and age friendly outcomes, Leeds as a tourist destination and greater understanding of Leeds as an important cultural hub.
- 4.3.2 Done strategically and well, a bid will assist in supporting the city to achieve health and well-being targets, increase rates of participation, create new jobs and boost skills, and add to civic pride in our city.
- 4.3.3 Other cities report a range of positive and unexpected outcomes from bidding, we would expect this to be the same for Leeds. The City would change.

## **4.4 Resources and value for money**

- 4.4.1 There is not a fixed budget for bidding or for the preparatory work behind a bid – each city will be different. In terms of the bidding period the authority would commit staff time and has currently allocated an indicative cash amount of £35k pa. It is anticipated that the remaining resources will be found from partners both in terms of in-kind support and cash and that the authority would ultimately be a minority funder.
- 4.4.2 Detailed discussions with potential partners are ongoing.
- 4.4.3 Given that there are a number of years before a final bid is produced it is not possible to fully outline all the costs involved.
- 4.4.4 Over the past year the Culture and Sport team have utilised resources from within its existing team, plus a significant in-kind support from stakeholders and a small amount of sponsorship. This has covered all the costs of the evolving ‘conversation’ about the bid.
- 4.4.5 Should the proposal to bid be agreed the next stage would also benefit from existing staff resources, and an indicative allocation of £35k has been made from current budgets over the next three years to engage both specialist external advice and to support related activities.
- 4.4.6 The HE sector has been exceptionally supportive of the ambition to bid.
- 4.4.7 The University of Leeds is keen to become a partner and we are in advanced discussions with them at a senior level over the nature of that partnership. Leeds Beckett University has committed to cover some initial costs of external European bidding advice. We have entered discussions with other organisations about supporting a Leeds bid. We hope to be able to have an update on this position shortly. We will also work to source private sector support.
- 4.4.8 Officers in Culture and Sport anticipate drawing a bid team together for the coming twelve months. The exact nature of this ‘bid team’ – including its governance and accountabilities - is as yet unconfirmed but we anticipate options will be presented as part of the Executive Board paper in March.
- 4.4.9 The bidding process will require a team with wide ranging skills and experience. For instance in European bid development and in fundraising and managing stakeholder relationships, and in partnerships. It will be vital that communities are fully involved.
- 4.4.10 In conclusion
- If Leeds bids it will make its bid like all other UK cities, against today’s tight fiscal environment. It is up to each bidding city as to how it shapes its bid and what it seeks to do.
  - Costs of managing stakeholder relationships, financial and legal and project management will be resourced over the next twelve months from within the current team within Culture and Sport.
  - Officers are engaged in detailed negotiations with partners to build a resource for a successful bid.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 A fuller report evidencing what support there is for a bid from a broad range of communities and stakeholders will be submitted to Executive Board in March. The report will make recommendations based on results of consultation and additional evidence.

## **4.6 Risk Management**

- 4.6.1 The costs involved to the Authority over the next twelve months will be equivalent to the previous year and will be found from within existing resources in Culture and Sport. The team will solicit support from external partners to carry out additional work.

## **5 Conclusions**

- 5.1 Public and stakeholder response has been largely positive and in favour of a Leeds bid, despite the current background of hard economic times and uncertainty. The work involved over the coming twelve months to prepare for making a bid by developing a new cultural strategy, by re-focussing our cultural objectives and building the capacity of the cultural sector to support and strengthen the city's overall Best City by 2030 aims, is work that is already required and will not be wasted if ultimately it is decided not to take forward a bid.

## **6 Recommendations**

- 6.1 Members are invited to:
- i) consider and debate the contents of this report;
  - (ii) Indicate member support for progressing arrangements over the coming twelve months as outlined in this report, should the city decide to bid.
  - (iii) Request officers to come back with a progress report in February 2016.

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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: 17 February 2015**

**Subject: Tour de France Legacy - 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. At the Board’s meeting in January Members considered a progress report on the Tour de France legacy. The Board welcomed the amount and range of activity reported and stressed the need to maintain the momentum for the legacy to be successful.
2. However the Board was concerned that the Cycling Starts Here Programme Board had not yet been established. The Board asked that this work be prioritised and that progress be reported back to the next Scrutiny Board meeting.
3. Draft terms of reference and membership of the Programme Board are attached (Appendix 1). The first meeting has been scheduled for 23 February. Officers will provide a verbal update on progress at the Board meeting.

**Recommendation**

4. The Board is requested to consider progress in establishing the Programme Board since the January Board meeting.

**Background documents<sup>1</sup>**

None used

<sup>1</sup> 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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## Reference

<b>Programme/project:</b>	“Cycling Starts Here” Partnership Board
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<b>Document Version and Status:</b>	CSH v1
<b>Date:</b>	16/01/15
<b>Author:</b>	Mark Allman

**Purpose:** This document confirms Cycling Starts Here Partnership Board terms of reference and membership providing clarity on members’ roles and responsibilities.

<b>Overall Objective / Overview</b>	To provide overall direction to the Tour De France Legacy programme and ensure that appropriate governance is in place.
<b>Key Responsibilities and Specific Aims</b>	<ul style="list-style-type: none"> <li>• Overall responsibility for the delivery of a City cycling legacy, strategy and delivery plan</li> <li>• To advise and approve the development of the Legacy strategy and contribute to key stakeholder plans</li> <li>• To oversee / endorse major plans and initiatives, proposing key decisions where appropriate and / or responsibility for negotiating with the delivery partners.</li> <li>• To co-ordinate and support partner and stakeholder activity</li> <li>• To monitor the overall progress and performance of the programme/project delivery and its associated work streams.</li> <li>• To ensure the momentum of the Legacy is maintained and reported</li> <li>• To engender and support political interest in the Legacy</li> <li>• To champion and communicate key messages to internal and external stakeholders</li> <li>• To ensure that the Legacy programme/project constantly promotes ethos and purpose of behavioural change to deliver long term health, travel and environmental benefits</li> </ul>

	<ul style="list-style-type: none"> <li>Deal with issues escalated from work stream groups / boards (Local Authority Delivery, Safety and Security, Highways and Transport, Communications, Finance and Procurement, Operational Delivery).</li> <li></li> <li>To manage the LCC budget and additional funding streams and add value and direction to stakeholder plans and investments</li> <li>To support the programme/project in ensuring that appropriate resources are made available to ensure successful delivery.</li> <li>To identify gaps and ownership, agreeing the lead to get the work done.</li> <li>To take ownership of the strategic risk register and resolve areas of conflict.</li> <li>To support the Programme/Project Managers in their roles.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Partnership Board</li> <li>Steering Group/sub groups</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>Commissioning of work programmes <ul style="list-style-type: none"> <li>Cycling delivery plan 2015-18</li> <li>Our vision for 2040</li> </ul> </li> <li>Governance and Coordination arrangements for Cycling and associated work</li> </ul>
<b>Meeting Frequency</b>	<ul style="list-style-type: none"> <li>TBC</li> <li>Initial meeting to be LCC only</li> </ul>

<b>Membership</b>			
<b>Name</b>	<b>Title</b>	<b>Organisation</b>	<b>Role</b>
Martin Farrington	Director City Development	City Development	Board Member
Cluny Macpherson	Chief Officer Culture and Sport	Culture and Sport	Board Member
Gary Bartlett	Chief Officer Highways and Transportation	Highways and Transportation	Board Member
Paul Brennan	Deputy Director	Children's Services	Board Member
Anna Frearson	Consultant	Public Health	Board Member

CLlr Harington	Deputy Exec Member for Children's Services and Lead member for cycling		Chair
Mark Allman	Cycling Starts Here Lead	City Development	Board Member
Andrew Hall	Head of Service: Highways and Transportation	City Development	Board Member
Chair Leeds Cycling Campaign	TBC		Board Member
John Henkel	Director	WYCA	Board Member
British Cycling  Sustrans and / or CTC			
<b>In Attendance</b>			
<b>Name</b>	<b>Title</b>	<b>Organisation</b>	<b>Role</b>
Other stakeholders invited as required			

**Note: Each member to nominate a sole delegate to attend in their absence.**

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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: 17 February 2015**

**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 January meeting. It will be subject to change throughout the municipal year.

**Recommendation**

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

**Background documents<sup>1</sup>**

None used

<sup>1</sup> 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
<b>Asset Management</b>	Terms of reference SB 1/7/14	Session One SB 22/7/14	
<b>Tour de France Legacy</b>		Legacy report SB 22/7/14	
<b>20 mph speed limits</b>			
<b>Leeds Let's Get Active Scheme</b>			
<b>Cultural offer</b>			
<b>Sport and Active Lifestyles</b>			
<b>Employment and Skills pathways</b>			Scoping session WG 5/8/14 WG 21/8/14
<b>Requests for scrutiny</b>			
<b>Pre-decision Scrutiny</b>			
<b>Budget &amp; Policy Framework Plans</b>	Minerals Policies SB 1/7/14		
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 4 performance report SB 1/7/14		
<b>Contribution to the work of other Scrutiny Boards</b>			Leeds Housing Standard (Led by Housing & Regeneration) WG 28/8/14

Page 57

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
<b>Asset Management</b>	Session Two SB 9/9/14		
<b>Tour de France legacy</b>			
<b>20 mph speed limits</b>			Evidence gathering SB 18/11/14
<b>Leeds Let's Get Active Scheme</b>			
<b>Cultural offer</b>	Events programme WG 12/9/14		European Capital of Culture SB 18/11/14
<b>Sport and Active Lifestyles</b>		Initial meeting WG 2/10/14	
<b>Employment and Skills pathways</b>	Terms of reference SB 9/9/14	Session One SB 21/10/14	Community Learning Scheme WG 20/11/14
<b>Requests for scrutiny</b>			
<b>Pre-decision Scrutiny</b>		District Heating SB 21/10/14	Grand Theatre visit 28/11/14
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			Young People's engagement in culture SB 18/11/14
<b>Performance Monitoring</b>			
<b>Contribution to the work of other Scrutiny Boards</b>		European funding and investment (led by Resources & Council Services) 27/10/14	

## 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
<b>Tour de France Legacy</b>		Progress Report SB 13/1/15	Progress Report on establishment of Programme Board SB 17/2/15
<b>Leeds Let's Get Active Scheme</b>	Session Three SB 16/12/14		
<b>Cultural offer</b>			European Capital of Culture SB 17/2/15
<b>Sport and Active Lifestyles</b>	Marketing SB 16/12/14		
<b>Employment and Skills pathways</b>	Re-making Leeds Visit 3/12/14 Community Hub Visit 3/12/14 Job Centre Visit 15/12/14		Inquiry Session Two SB 17/2/15 District Heating Employment & Skills Potential SB 17/2/15 Work Related Activity Visit 10/2/15
<b>Requests for scrutiny</b>			
<b>Pre-decision Scrutiny</b>	Grand Theatre WG (2/12/14, 11/12/14 and 19/12/14)		Arts@Leeds Scheme WG 4/2/15 Community Infrastructure Levy WG 3/2/15
<b>Budget &amp; Policy Framework Plans</b>		Executive Board's initial budget proposals SB 13/1/15	
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 2 performance report SB 16/12/14 Budget update SB 16/12/14		
<b>Contribution to the work of other Scrutiny Boards</b>			Housing Mix Inquiry (Led by Housing & Regeneration)

## 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
<b>Asset Management</b>	Progress Monitoring SB 17/3/15	
<b>20mph speed limits</b>	Further report SB 17/3/15	
<b>Cultural offer</b>		Events Marketing SB 14/4/15
<b>Employment and Skills pathways</b>	Digital divide WG (Date tbc)	
<b>Sport and Active Lifestyles</b>		Commissioning Support for Leeds Sport and Active Lifestyles 14/4/15 (Timing subject to confirmation)
<b>Pre-decision Scrutiny</b>		
<b>Budget &amp; Policy Framework Plans</b>	Local Flood Risk Management Strategy Annual scrutiny review SB 17/3/15	
<b>Annual review of Partnership</b>		To undertake “critical friend” challenge 14/4/15
<b>Performance Monitoring</b>	Maximising Powers to Promote Influence and create Local Employment and Skills Opportunities – Annual report Quarter 3 performance report Budget update SB 17/3/15	
<b>Contribution to the work of other Scrutiny Boards</b>	Housing Mix Inquiry (Led by Housing & Regeneration)	

### Unscheduled

City Centre Design – (agreed December 2014) – timing TBC

Sport and Active Lifestyle Marketing – progress report (agreed December 2014) – timing TBC

Leeds Let's Get Active – further progress report in summer 2015 (agreed December 2014)

Tour de France Legacy – progress report in 9 months (agreed January 2015)

Site Allocations DPD and Aire Valley Action Plan – timing TBC

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

WG – Working Group Meeting