

## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 17th March, 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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# 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>	

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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 - 17 FEBRUARY 2015</b></p> <p>To confirm the minutes of the meeting held on 17 February 2015 as a correct record</p>	1 - 6
7			<p><b>2014/15 QUARTER 3 PERFORMANCE REPORT</b></p> <p>To consider a report on quarter 3 performance for services within the Scrutiny Board's portfolio</p>	7 - 16
8			<p><b>2014/15 MONTH 10 FINANCE UPDATE</b></p> <p>To consider a budget update report in relation to services within the Scrutiny Board's portfolio</p>	17 - 20
9			<p><b>THE PROVISION OF 20MPH SPEED LIMITS IN LEEDS</b></p> <p>To consider a further report on 20mph speed limits in Leeds, following the report to the Board in November 2014</p>	21 - 34

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10			<p><b>ASSET MANAGEMENT PLAN PROGRESS REPORT</b></p> <p>To consider a progress report on the implementation of the Asset Management Plan</p>	35 - 60
11			<p><b>LOCAL FLOOD RISK MANAGEMENT STRATEGY - ANNUAL REVIEW</b></p> <p>To undertake annual scrutiny of the Local Flood Risk Management Strategy</p>	61 - 72
12			<p><b>DELIVERING EMPLOYMENT AND TRAINING OPPORTUNITIES THROUGH THE COUNCIL'S PROCUREMENT AND PLANNING FUNCTIONS</b></p> <p>To consider a report on the delivery of employment and training opportunities through the Council's procurement and planning functions over the past year</p>	73 - 84
13			<p><b>WORK SCHEDULE</b></p> <p>To agree the Board's work schedule for the remainder of the municipal year</p>	85 - 108
14			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Tuesday 14 April 2015 at 1.30pm (pre-meeting for all Board Members at 1.00pm)</p>	

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			<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>	

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## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 17TH FEBRUARY, 2015

**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

**66 Late Items**

There were no formal late items of business to consider.

**67 Declaration of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared at the meeting.

**68 Apologies for Absence and Notification of Substitutes**

There were no apologies for absence.

**69 Minutes - 13 January 2015**

**RESOLVED** – That the minutes of the meeting held on 13 January 2015 be confirmed as a correct record.

**70 Scrutiny Inquiry - Employment and Skills**

The Board received a presentation on mental health and employment as part of the evidence for its inquiry on employment and skills

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

- Sue Wynne, Chief Officer, Employment and Skills
- Jane Hopkins, Head of Employment and Skills

The presentation covered the following areas:

- Background to the identification of mental health and employment as a target area
- Context to the proposed partnership way forward
- Levels of mental health, the causes and the associated costs
- The health/employment divide
- The development of the proposition to move more long term unemployed residents presenting with mental health issues into recovery and 'good work'
- The proposed approach and associated health and employment outcomes
- The proposed methodology
- Delivery model
- Next steps and future work to take forward the proposition

The following issues were raised in discussion:

- Reference to the pilot currently taking place in Manchester

Draft minutes to be approved at the meeting  
to be held on Tuesday, 17th March, 2015

- The numbers of employers taking part in initiatives such as ‘two ticks’ and mindful employers
- Links with the Chamber of Commerce to encourage employers to have a positive approach to mental health
- The male/female split in numbers of unemployed people with a mental health condition
- The likelihood of physical ill health being compounded by mental health issues over time
- The use of sanctions with unemployed people with a mental health condition
- Confirmation that all Clinical Commissioning Groups (CCGs) are signed up to the mental health framework for Leeds, but that the North CCG has the lead role on mental health services
- Reference to the Our Place and Patient Empowerment Project initiatives in the West of the city
- The need for early identification of dyslexia in schools so that appropriate support can be provided
- The support requirements of people with physical and mental health conditions in order to access work
- The mixed economy locally of providers to meet a range of needs, which is both a strength and a weakness
- The good work carried out by Job Centre Plus with certain cohorts and the aim of the proposition presented here to complement that work and address gaps in the current provision
- The crucial importance of getting the necessary data sharing agreements in place at the outset
- Specific support needs of people with autism or Asperger’s conditions
- The availability of apprenticeships
- Support for people with drug and alcohol problems, and also obesity
- The impact of unstructured lifestyles
- The importance of helping people back into society as well as into work
- A desire to help all people in Leeds to be job ready in order to maximise the job growth opportunities associated with the Leeds City Region growth deal
- The desirability of a social contract with employers
- The role of the Council Tax Support Scheme

#### **RESOLVED**

- a) That the Board supports the further development of the proposition on mental health and employment
- b) That the issues raised by this session of the inquiry be noted and that the Board now has sufficient information to conclude the inquiry and produce a report of its conclusions and recommendations.

#### **71 Jobs and Skills Opportunities from District Heating**

Further to a report to the Board in October 2014, Members considered an initial review of the employment and skills potential associated with District Heating, together with an indication of future work required to maximise these opportunities.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 17th March, 2015



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

- George Munson, Senior Programme Leader, Public Private Partnerships and Procurement Unit
- Noel Collings, Senior Project Officer, Infrastructure and Investments, Strategy and Resources

The following issues were raised in discussion:

- The work undertaken to date to understand the employment potential associated with District Heating, and to look at how to maximise the potential within what is expected to be a limited field, for example through developing a pipeline of work
- That most jobs would be associated with the construction phase, and the council would apply its usual jobs and skills obligations within any contracts
- Early exploration of the regional potential to develop as a centre of expertise through including relevant skills within local college and university courses, which had been well received
- Ongoing issues with the current district heating provision at Saxton Gardens

The Chair thanked officers for a very positive report in response to the issues raised by the Board in October.

#### **RESOLVED –**

- a) That the findings of the report be noted; and
- b) That the Director of Environment and Housing and the Employment and Skills team be requested to develop a comprehensive plan to maximise training and employment opportunities associated with district heating on the basis set out in the report.

#### **72 Should Leeds Bid for European Capital of Culture 2023?**

The Board considered a report on the costs and benefits of preparing to mount a Leeds bid for European Capital of Culture 2023. The report was a follow-up as requested by Scrutiny in November 2014, prior to the Executive Board taking a decision on whether to progress with further work on a bid.

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

- Cluny Macpherson, Chief Officer Culture and Sport
- Dinah Clark, Policy and Performance Manager, City Development

The following issues were raised in discussion:

- An update on the consultation and the clear majority view in favour of a bid, although recognising that both supporters and opposers of the bid had provisos
- That much of the work associated with developing a bid, for example developing a cultural strategy, is work that the council would want to do anyway

- The level of potential financial/in kind support that was being pledged if a bid was to be developed
- The potential benefits of bidding even for unsuccessful cities
- The recent unanimous vote by the Leeds University Students Union in favour of European Capital of Culture as a strategic priority for the next 3 years
- Clarification of the allocation and cost of officer time to the bid so far, and the expected allocation going forward
- Concern about the potential broader impact on council staff if a decision is taken to develop a bid
- Some Members' continued reservations about bidding unless much clearer costings were included in the Executive Board report
- The range of existing contact and partnerships with Europe across the cultural sector
- The need to project Leeds as a European city
- The need to balance costs with benefits to the community and progress towards the best city ambition by 2030
- The importance of areas of deprivation benefitting from any bid, and confirmation that this was the strongest message coming through the consultations
- The need for a wide range of people to be involved in shaping the bid
- The need for the report to Executive Board to contain more detailed information on the messages from the consultation activities, and also on the costs of taking the bid forward.

#### **RESOLVED**

- i) That the Scrutiny Board confirms its support for progressing arrangements over the coming twelve months as outlined in the report, should the city decide to bid; and
- ii) That officers be requested to come back with a progress report in February 2016.

(Councillor Hussain left the meeting at 3.15pm, during discussion of this item.)

### **73 Tour de France Legacy - Update**

The Board considered an update on the establishment of the Cycling Starts Here Partnership Board, as requested at the January meeting.

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

- Cluny Macpherson, Chief Officer, Culture and Sport
- Mark Allman, Head of Sport and Active Lifestyles

Members welcomed the progress made since the January Scrutiny Board meeting and the draft terms of reference for the Programme Board.

**RESOLVED** – That the Board notes the progress in establishing the Cycling Starts Here Partnership Board.

(Councillor Wadsworth left the meeting at 3.25pm at the conclusion of this item.)

#### **74 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 noted that the Board's report on the Grand Theatre and Opera House Trust Ltd had been considered at the Executive Board meeting on 11 February, and that the Executive Board had thanked the Scrutiny Board for its work on this topic.

The Chair also reported that the Board had been thanked by the Executive Board for its pre-decision scrutiny report on the Community Infrastructure Levy proposals, which was also considered by the Executive Board on 11 February. This was one of two pre-decision working group meetings which had taken place since the last Scrutiny Board meeting, the other one being in relation to the Arts@Leeds grants scheme.

The Board was informed of an inquiry on housing mix to be carried out by the Housing and Regeneration Scrutiny Board, with participation from this Board invited at appropriate points.

#### **RESOLVED**

- i) That the work schedule be agreed;
- ii) That Cllr Groves be nominated to represent the Scrutiny Board on the housing mix inquiry being led by the Housing and Regeneration Scrutiny Board.

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

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

(The meeting finished at 3.30pm)

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Report author: Manjit  
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## Report of Director of City Development

## Report to Sustainable Economy and Culture Scrutiny Board

Date: 17<sup>th</sup> March 2015

## Subject: 2014/15 Quarter 3 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 17<sup>th</sup> December 2013.

## Recommendations

- Members are recommended to
  - Note the quarter 3 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 3 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 two 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 3 progress updates reflect an amended set of priorities and success measures.

## **3. Main issues**

### **Quarter 3 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 The attached Performance Summary (Appendix 2) 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:
- Percentage of adult population (16+) active for 30 mins once per week
  - Achieve the housing growth target
  - The number of people Killed or Seriously Injured (KSI)

Percentage of adult population (16+) active for 30 mins once per week

- 3.5 The percentage of Leeds' residents (16+) that are active at least once a week stands at 39.5%, which is marginally down from 39.9% a year ago. This is one of the key indicators in the Sport and Active Lifestyles Strategy, 2013-2018. Due to the low number of survey participants used by Sport England, the small decrease in percentage is not considered statistically significant.
- 3.6 The indicator does not include all physical activities e.g. dancing, commuting by cycle or walking, which are discounted due to the narrow definition applied, and therefore the indicator may not be entirely reflective of these activities which are equally beneficial to people's health. The impact of current initiatives being delivered such as working with dance groups to increase participation are not counted despite these being in the NHS and Public Health's definition of physical activity.
- 3.7 Leeds ranks as 68 out of 324 local authorities in England, but notably the result is almost 5% higher than the Yorkshire average (34.9%), and is almost 4% higher than the national average (35.8%). With the exception of Nottingham, Leeds' result exceeds all the English Core Cities. 2012/13 saw an increase in participation in sport throughout the UK in the wake of the 2012 Olympics; however in the last two years this has reduced to closer to pre-Olympic levels.
- 3.8 The Sport Service is currently running many well promoted projects including Leeds Let's Get Active; working with Adult Social Care to increase access to Leisure Centres for older people, people with learning disabilities and people with physical impairments; joint commissioning with the NHS; and an expansion of sports' provision in Leeds' schools as part of the Sport and Active Lifestyles Strategy. Complementing these local initiatives, there are now central government funded projects to increase participation levels, e.g. through the launch of "This Girl Can", aiming to increase female participation in sports.

Achieve the Housing Growth Target

- 3.9 The red rating assigned to the indicator 'achieve the housing growth target' reflects that as at quarter 3, the number of empty properties increased by 1,097, however 1,417 new homes have been developed to date. Including both empty properties and newly developed homes, it is currently projected that by the end of 2014/15 the figure will be 2,598 homes, i.e. a shortfall of 1,062 homes compared to the 2014/15 Core Strategy target of 3,660 homes.
- 3.10 The 'long term empty properties returned to use' part of this indicator relates to private sector properties excluding second homes, Registered Social Landlord properties, student accommodation and partially occupied shared accommodation. The target for this element of the indicator is to achieve a reduction of 400 compared to the 31<sup>st</sup> March 2014 (4,747 homes). At the end of quarter 3, this figure stood at 5,844 i.e. an increase of 1,097 properties. It is anticipated that this figure will fluctuate throughout the year.
- 3.11 The number of long term empty properties in the city is calculated from data held by Council Tax. Whilst the quarter three end figures show an increase of 1,097 in empty properties this is not the actual picture of the number of long term empties but represents a statistical quirk as a result of Council Tax activity. At the end of November 2014 the number of long term empty properties stood at 3,976 a reduction of 771 from 1<sup>st</sup> April 2014. However, in December Council Tax review the number of properties receiving a student exemption. If the service have not received notification that the property continues to be occupied by students the exemption is removed. The properties are flagged as long term

empty properties until such time as the owner or tenants confirm that they are occupied by students. This process is normally complete by the end of quarter four and the number of long term empties returns to normality.

- 3.12 The drop in newly developed homes, relative to previous years, is largely the result of national drivers slowing demand and affecting market recovery in Leeds, including the mortgage market review, messages about interest rates and nervousness about weaker growth prospects across the Eurozone. Quarter 3 has started to show an increase in completions at 542 homes within the quarter, with totals for the first three quarters of 1,417 new homes.
- 3.13 Currently, projections for newly built homes indicate that 2,198 new homes are likely to be developed by the end of 2014/15. Projections of future housing growth are estimated by considering past trends and also by assessing the wider housing market context. There are currently 113 active sites with planning permission with 25 of these sites to deliver 50 plus homes.
- 3.14 Housing starts and completions are picking up and whilst the Council will not meet its target for 2014/15, there are signs that these should be more achievable in 2015/16. This will largely be dependent on improvements in delivery by volume house builders, as currently figures are being bolstered by the Council's delivery of affordable housing, empty properties returned to use and also by development on smaller sites. The Housing Growth Team will continue to identify opportunities to accelerate growth and to closely monitor the situation.

The number of people Killed or Seriously Injured (KSI)

- 3.15 In quarter 3 2014, 88 people were Killed or Seriously Injured (KSI) on the roads in Leeds, compared with 84 in quarter 3 of 2013. Between January and September 2014, 240 people were KSI compared to 217 in the same period in 2013, a rise of 11%, and also above the 2011-13 average of 221 KSI's.
- 3.16 From 2007 to 2011 KSI's in Leeds reduced, and since then they have remained relatively stable, however 2014 is showing a significant increase. It is likely that KSIs in 2014 will exceed the 2013 figure and the Best Council Plan 2014/15 target of up to 272 KSI's will not be met. This upward trend is also being replicated across West Yorkshire.
- 3.17 Child, cycle and notably pedestrian casualties are all higher than in 2013. Fatal road injuries are also higher when compared to the same point last year. A number of causes have been found including an increase in criminal driver activities and an increase in the number of cyclists on the city's roads.
- 3.18 Work is being undertaken to address the increase, notably via the Road Safety Action Plan. Key initiatives included in the 2015/16 Capital Programme are: junction amendments on busy cycle corridors; motorcycle specific schemes; extending 20mph zones across the district; and consideration of a 20mph limit in the city centre. Child Pedestrian training, cycle training (Bikeability) and school road safety education schemes are also ongoing along with local road safety campaigns e.g. the West Yorkshire 'Look Out' campaign. The Road Safety Action Plan is also being reviewed to run from 2016/17 to 2019/20.



## **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 3 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 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.

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## Appendix 1: Progress Update for Sustainable Economy and Culture Board – February 2015

### 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>Discussed 8.12.14</i>	✓
Increase the leverage of the city's food and drink sector	<i>To review progress in 2015</i>	✓
Create new business training hubs to develop the skills required for the 21 <sup>st</sup> century	<i>Board item 22.09.14</i>	✓
Develop a programme to help people of all ages improve their digital skills	<i>Board item 22.09.14</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>Board item 22.09.14</i>	✓
South Bank – opportunities for regeneration, City Park and preparations for HS2	<i>Board item 23.05.14</i>	✓
Exploratory work with Joseph Rowntree Foundation on 'more jobs, better jobs'	<i>Board item 23.05.14; update 22.09.14</i>	✓
District Heating	<i>Discussed 8.12.14</i>	✓
Domestic Energy Efficiency	<i>Discussed 8.12.14</i>	✓
Living Laboratory Concept	<i>Discussed 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; Discussed 8.12.14</i>	✓

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**Appendix 2:  
City Development Performance Summary, Quarter 3, 2014/15**

No.	Area	Objective/ Board	Priority	Deliverable	Success Measure (* = cumulative)	2014/15 Target	Q1 Result/ RAG	Q2 Result/ RAG	Q3 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	N/A	See Appendix 1	
2	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		39.9%	N/A	N/A	39.5% 	
3			Helping people out of financial hardship and into jobs	Support residents into jobs	Number of people into jobs*	3500*	1,464* 	2,179* 	3,834* 	
4			Meeting the skills needs of business to support growth	Number of people supported to improve skills*		15,750*	4,781* 	11,686* 	14,548* 	
5		Promoting Sustainable and Inclusive Growth (BCP Objective 2)	Boosting the local economy	Growth in business rates (NNDR)		TBC	Annual Indicator			
6			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)		3,660* Homes	New Homes	398* 	875* 	1,417* 
7				Empty Properties	413 reduction		848 reduction	1,097 increase		
7			Providing a good and efficient transport and digital infrastructure	Reduce the number of people Killed or Seriously Injured on the city's roads	The number of people Killed or Seriously Injured* <small>(Results reported quarterly using calendar year quarters 3 months in arrears)</small>		<=272*	65* <small>(Jan - Mar 2014)</small> 	152* <small>(Jan-Jun 2014)</small> 	240* <small>(Jan- Sept 2014)</small> 
8				Maintain the condition of the city's roads and structures	Percentage of A roads where structural maintenance should be considered			4%	Annual Indicator	
9			Maximising the impact of our cultural infrastructure	Overall satisfaction with cultural provision in Leeds		N/A	Annual Indicator			
10			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* 	£11.06m* 
13	Council's energy consumption (carbon emissions)				3.3% reduction	Annual Indicator				

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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 March 2015**

**Subject: 2014/15 Month 10 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 10, as reported to the Executive Board.
3. The Period 10 Financial Dashboard for City Development provides a breakdown of the projected year end position for the Directorate. It shows that the Directorate is projected to spend within budget although there are variations in some services. The key variances are explained on the dashboard.

### Recommendation

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

### 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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# City Development FINANCIAL DASHBOARD - 2014/15 FINANCIAL YEAR Month 10

**Overall Narrative** The projected outturn position at Period 10 is that the Directorate will be spend within the 2014/15 budget, the same as the position reported at Period 9.

**Planning and Sustainable Development** is forecast to have an overspend of £32k. Staffing is now forecast to be £23k under budget. Supplies and services expenditure is forecast to be £19k overspent as a result of anticipated additional spend on the Core Strategy including legal costs. Income from planning and building fees for Period 10 is still above the phased budget with actual income of £3,858k against the phased budget of £3,673k. There is a risk that income does not achieve the budget over the last two months of the year, however, the projection assumes that external income will be on budget for the year.

**Economic Development** is forecast to be £139k overspent mainly due to a further reduction in the projected surplus for Kirkgate Market. One off income of £275k received by Highways and Transportation has been used to offset some of the Markets income shortfall this financial year. Savings on other supplies and services budgets across Economic Development are also helping offset the reduced surplus for Kirkgate Market.

**Asset Management and Regeneration Services** is forecast to spend below budget by £391k as a result of additional rental income, savings on staffing of £126k, lower prudential borrowing costs and other one off income received during the year.

**Employment and Skills** is forecast to spend below budget by £140k with staff savings and an underspend on various commissioned contracts contributing to this position.

**Highways and Transportation** is 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. Spend on winter maintenance is currently in line with the budget.

**Sport and Active Recreation** is also forecast to spend slightly over budget by £45k. 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 9 cumulative income to date is £657k less than the phased budget but this shortfall is expected to be covered by savings elsewhere including energy costs and supplies and services. **Libraries, Arts and Heritage** is forecast to spend within budget. An overspend on staffing has been mostly funded by an additional £350k in one off income received by Highways and transportation that has been allocated to Libraries.

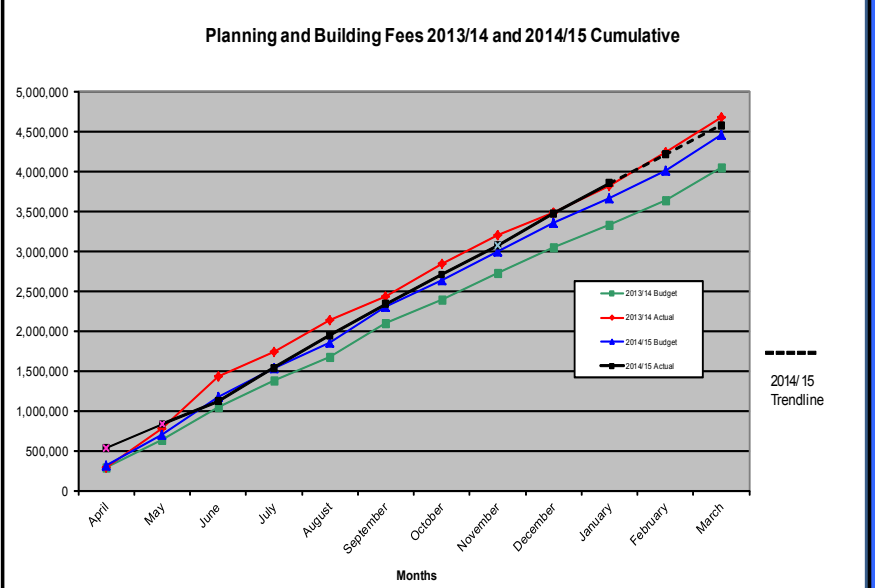
**Resources and Strategy** is forecast to overspend by £317k. The projected overspend is mainly on staffing as a Directorate staff saving target of £600k was included in the R and S budget and not all this saving will be achieved. The projection also includes a Directorate savings target of £300k on staffing and other savings. The Directorate will continue to closely manage staffing levels, vacancies, overtime and agency spend and other non-essential spend to ensure that these savings can be realised and will aim to further reduce the projected overspend over the remaining months.

## Budget Management - net variations against the approved budget;

	Latest Estimate £'000	Staffing £'000	Premises £'000	Projected Variations								Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
				Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000				
Month 2	60,162	384	307	334	(5)	(52)	20	4	0	0	0	992	(561)	431
Month 3	60,182	605	268	378	27	41	20	2	0	0	0	1,341	(583)	758
Month 4	60,191	536	317	949	31	8	20	(40)	0	0	0	1,821	(1,636)	185
Month 5	60,079	124	354	799	36	39	20	0	0	(35)	0	1,337	(1,001)	336
Month 6	60,079	226	272	975	37	110	20	(100)	0	0	0	1,540	(1,234)	306
Month 7	60,423	331	224	892	177	218	20	(103)	0	0	0	1,759	(1,509)	250
Month 8	60,079	151	47	1,385	180	40	20	(113)	0	0	0	1,710	(1,487)	223
Month 9	60,079	230	55	1,071	258	206	20	(112)	0	0	0	1,728	(1,728)	0
Month 10	60,570	27	(29)	1,548	373	(226)	20	(71)	0	0	0	1,642	(1,643)	(1)
Month 11												0	0	0
Month 12												0	0	0
Outturn												0	0	0

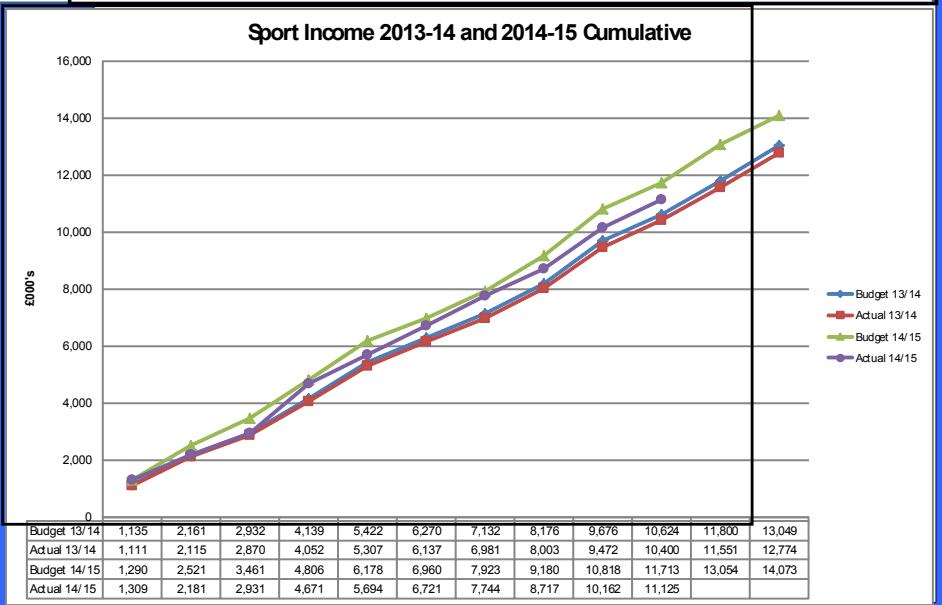
	Latest Estimate £'000	Month 2 £'000	Month 3 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Outturn £'000
Planning and Sustainable Development	3,871	20	170	96	114	118	87	62	73	32			
Economic Development	1,329	1	71	0	104	94	46	46	52	139			
Asset Management and Regeneration	3,260	0	110	0	15	(44)	(116)	(117)	(294)	(391)			
Highways and Transportation	20,594	(1)	(1)	0	0	0	0	0	(2)	(2)			
Resources and Strategy	1,726	50	44	43	92	126	357	360	268	317			
Employment and Skills	2,879	3	0	(8)	(39)	(43)	(129)	(129)	(140)	(140)			
Libraries, Arts and Heritage	20,186	350	355	44	43	59	4	0	5	(1)			
Sport and Active Recreation	6,725	8	9	10	7	(4)	1	1	38	45			
Total	60,570	431	758	185	336	306	250	223	0	(1)	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	75.31	73.11	73.11	68.80	0.00	0.00
Asset Management	71.16	76.11	76.11	76.11	76.11	76.11	76.11	75.31	73.11	73.11	68.80	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	301.93	301.79	299.75	297.60	308.66		
Arts & Events	63.36	64.36	62.36	62.36	62.36	62.36	63.36	64.36	65.42	65.42	64.85		
Heritage	159.69	157.89	155.48	153.06	151.76	153.01	152.65	149.25	150.41	149.22	147.74		
Libraries, Arts & Heritage	539.63	539.04	532.31	527.92	524.68	520.63	517.94	515.40	515.58	512.24	521.25	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	66.64	65.64	66.09	68.09	66.66		
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 A	200.60	200.60	203.41	203.41	202.10	202.10	203.10	202.64	201.16	199.35	196.35		
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	32.41	31.49	31.49	31.49	31.49		
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 Actual	400.20	403.79	407.05	409.60	408.97	407.06	412.33	416.07	413.07	412.57	410.07		
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	388.49	388.93	390.36	388.66	386.33	384.88	385.25	383.86	384.07		
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	75.13	75.31	74.13	74.13	73.13		
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	1769.99	1767.66	1759.88	1754.94	1751.82	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 savir	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	-6.68	-4.17	-6.74	-11.60	-12.01	-14.34	-22.12	-27.06	-30.18	-1782.00	-1782.00



## Outstanding Budget Actions

Identify and achieve additional savings from staffing and running costs and income across the Directorate.	Value £m	RAG
	0.30	RAG



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Report author: Kasia Speakman  
Tel: 395 25 84

**Report of Director of City Development**

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

**Date: 17 March 2015**

**Subject: THE PROVISION OF 20MPH SPEED LIMITS IN LEEDS**

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

**Summary of main issues**

1. The Scrutiny Board (Sustainable Economy and Culture) at the meeting on 18<sup>th</sup> of November 2014, asked for further information on casualty figures for Leeds and the associated costs. Members also asked that potential additional funding opportunities in relation to 20mph zones be explored with all partners, particularly the Police and health partners. This report presents the relevant findings.
  
2. The Best City ambition is to improve life for the people of Leeds and make our city a better place. The provision of twenty miles-per-hour (20 mph) speed limits contribute to this ambition by improving the safety and quality of life of Leeds residents by enabling safe pedestrian and cycling journeys in local communities. They also help reduce traffic collisions to make a specific contribution to the Best City for Communities and a Child Friendly City.
  
3. The previous report set out the approach and an ultimate aim - that the majority of residential streets will have 20 mph speed limits. The additional information in this report assists Members in understanding how road injuries are valued and the benefits of such schemes being established. More detailed information concerning the benefits of the Council's 20 mph scheme programmes implemented to-date is provided, together with funding opportunities.

## **Recommendations**

4. Members of the Scrutiny Board (Sustainable Economy and Culture) are requested to:
  - i) note and comment on the content of this report; and
  - ii) that, having regard to the additional information contained in this report, endorse the approach to expanding 20 mph speed limits in Leeds as set out in the report presented to the Board on 18<sup>th</sup> November 2014.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to provide members of the Scrutiny Board (Sustainable Economy and Culture) with the information concerning the casualty figures and the valuation of accident prevention associated with 20 mph speed limits. The report also summarises opportunities for partnership working to deliver the benefits of lower speed limits more efficiently.
- 1.2 This follow-up report was requested at the Scrutiny Board meeting on 18<sup>th</sup> of November 2014, which considered the current provision of 20 mph speed limits in Leeds in light of the Deputation received from 20s Plenty for Us campaigns group.

## **2 Background information**

- 2.1 The previous report set out details of the programmes the Council is following across the city to provide 20 mph speed limits in the environs of all schools in the city. It is presently anticipated that this programme will be completed by 2020 if funding continues at present levels. At the November meeting Board members requested further information about the cost of road injuries and accidents and the savings achieved by 20 mph scheme. The issue of opportunities for securing external funding to support the programme was also raised and this is explored further in this report.

### *Cost of accidents*

- 2.2 The Department for Transport, as part of its wider work to support economic valuation and assessment of the benefits of transport investment, has undertaken research that places a valuation on the costs of road accidents and injuries which is regularly updated.
- 2.3 The DfT estimates the value of prevention of all reported road accidents in the UK in 2011 at £15.6 billion. Estimates suggest that, if all unreported accidents are included in the figures, this value may rise to £34.8 billion.
- 2.4 The valuation of accidents considers all economic and medical costs, as well as human costs. Although there is no absolute value that can be put on human pain, loss and suffering, the estimate the DfT provided uses the combination of the actual costs in terms of;
- The loss of output (loss of earnings and non-wage payments);
  - Cost of emergency attendance and subsequent treatment; as well as
  - the human cost (these are based on willingness to pay to avoid pain, grief and suffering to the casualty, relatives and friends, as well as intrinsic loss of enjoyment of life in the case of fatalities).
- 2.5 The human cost, including the loss of earnings, is much greater than the cost of attendance by emergency services and direct medical costs, as illustrated in Figure 1:

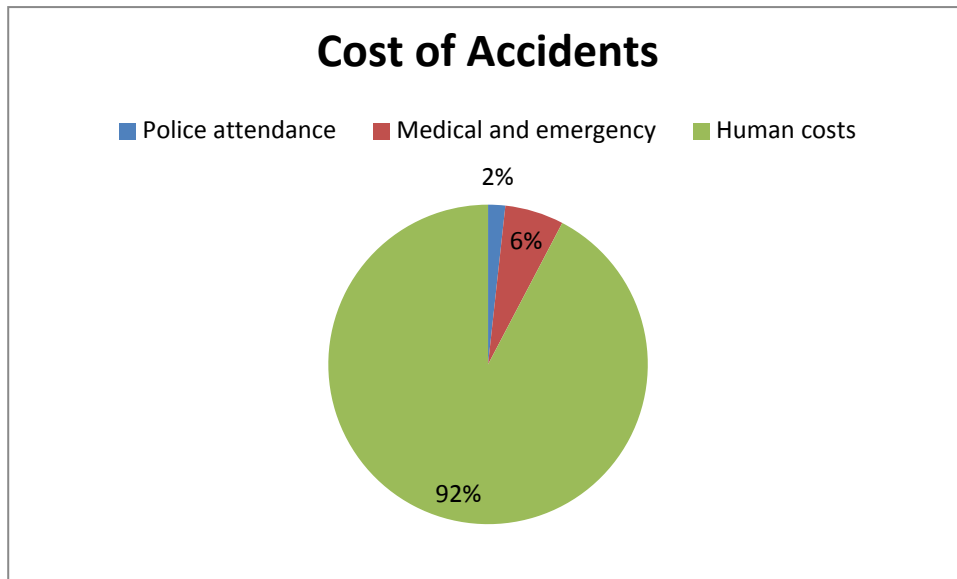


Figure 1 [Estimated value of accident prevention]

#### Cost of accidents

Accident/casualty type	Cost per casualty	Cost per accident
Fatal	1,686,532	1,877,583
Serious	189,519	216,203
Slight	14,611	23,136
Average for all severities	50,024	71,885
Damage only	-	2,027

2.6 The average cost of an accident is greater than the cost of a casualty as they often involve multiple casualties and include costs to the Police, insurance and damage to property.

#### *Road injuries in Leeds*

2.7 The accident data for Leeds show a consistent downward trend in the number of casualties. The total number of those killed or seriously injured has also shown an overall reduction, but here the savings have not been as great or consistent.

2.8 In 2014, the provisional figure for road casualties is 2543 as the result of road traffic collisions (as compared to 4912 in 2000); 253 casualties were children and 404 were pedestrians; with over half pedestrian casualties being children. 337 people were killed or seriously injured (KSI). Using the DfT's average estimates, the prevention value of all casualties in Leeds in 2014 was in the area of £127 million. In comparison the total number of accidents on Leeds roads in 2014 was 1937; the value of prevention of these accidents, using the DfT's average estimate, would have been in the area of £139m.

2.9 The last five year period (2010-2014) saw an overall 24% reduction in all casualties as compared to the previous 5 years (2005-2010), and a 14% overall reduction in KSI. However, 2014 saw an increase in the number of pedestrian casualties, child casualties and the overall number of those killed or seriously injured, in comparison to the previous year.

### 3 Main issues

#### *The role of lower speeds in reducing casualties*

3.1 ROSPA estimate that inappropriate speed contributes to around

- 14% of all road injury collisions,
- 15% of collisions resulting in a serious injury; and

3.2 24% of collisions which result in a death and are recorded by the Police. The risk of injury increases along with speeds of traffic; an average increase in speed of 1 mph increases the risk of injury by 3%. Research presented by ROSPA shows that 90% of people hit by vehicles at 40mph die, compared to 20% at 30 mph, and 2.5% at 20 mph – when hit at this speed, the pedestrian has a 97% chance of survival, as compared to a 10 % chance at 40 mph and 80% at 30 mph. 30 mph is regarded as a critical threshold above which the risk of death increases rapidly, both because of greater impact of collision and longer stopping distance.

3.3 However, about half of pedestrian fatalities occur at impact speeds of 30 mph or below, and ROSPA estimate that an average reduction of speed by 1 mph could reduce accident rates on urban main roads and residential roads with low average speeds, such as those where a 20 mph limit may be considered appropriate, by a further 6%.

3.4 Effective 20 mph speed limits have been shown to deliver tangible road safety benefits in Leeds. Schemes implemented in the years 2000 – 2009 show that the total number of accidents in the areas covered by 20 mph speed limit fell by 250 in the first five years after implementation (on average 50 fewer per year) – as illustrated in Figure. 2.

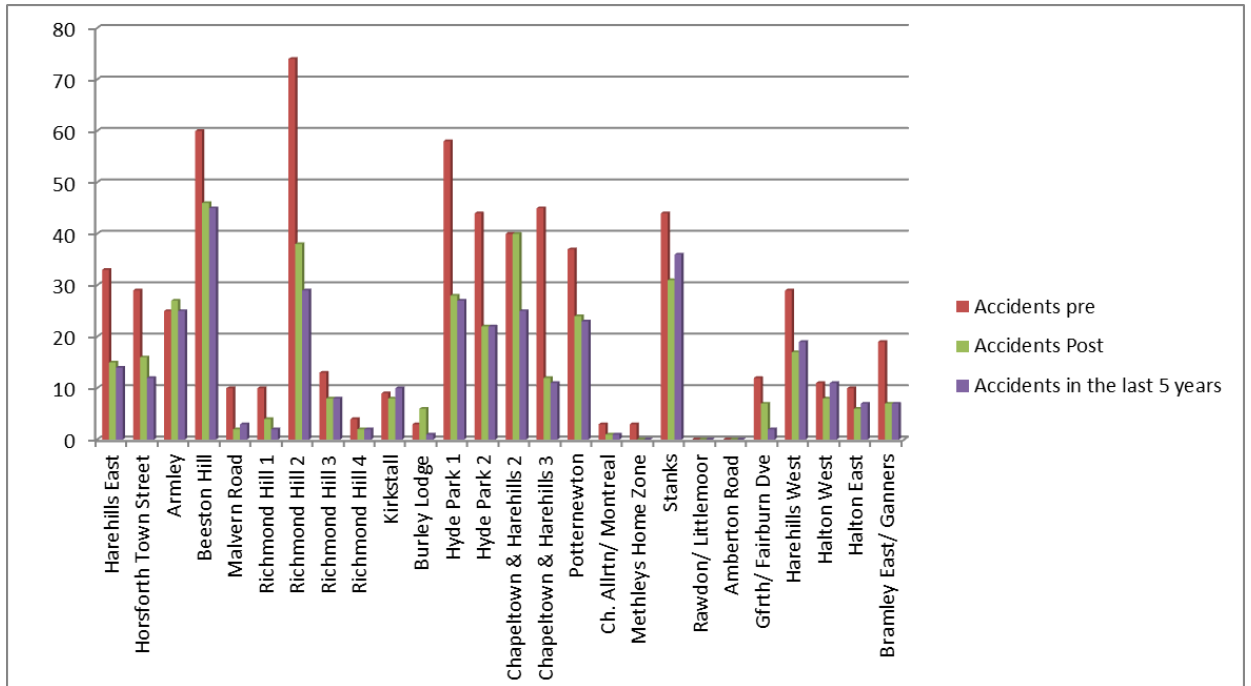


Figure 2: [Five years accident reduction figures for 20 mph schemes – pre and post implementation]

3.5 For the 26 monitored 20 mph schemes shown above, the following savings were achieved in the first five years post implementation:

- a reduction of 43% in the total number of accidents; from 625 to 375;
- an estimated accident prevention saving to the value of £3.6 million per year,
- 335 fewer casualties; including
- 87 fewer pedestrian casualties; and
- 36 fewer KSIs

The five year casualty saving figures for the monitored schemes delivered before 2010 are illustrated in Figure 3 below.



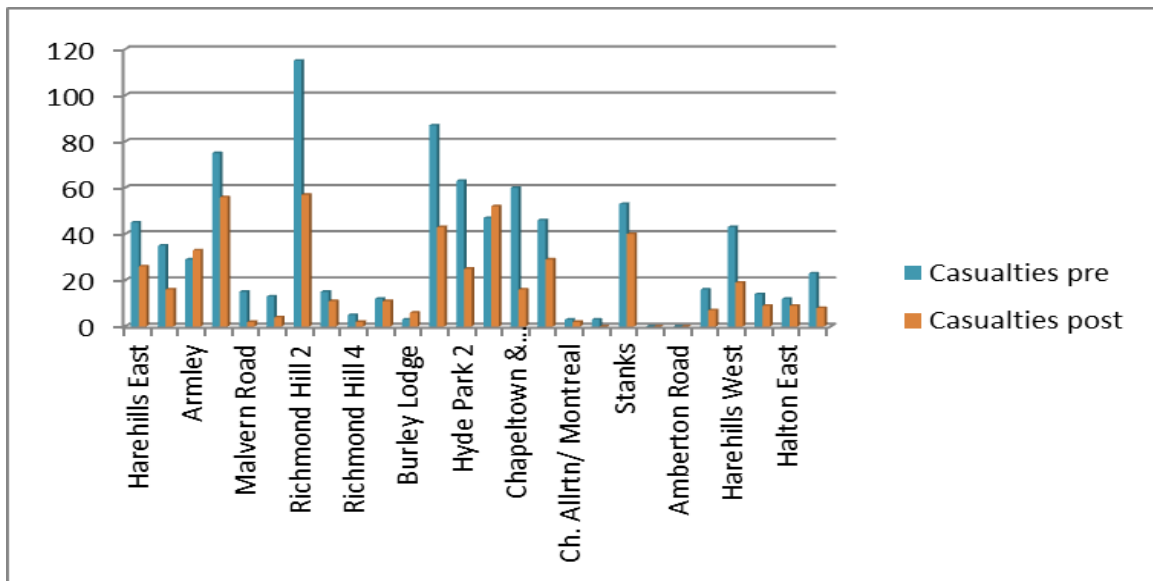


Figure 3: [Five year casualty saving for 20 mph schemes]

- 3.6 More importantly, perhaps, the accident figures for the last five years (2009-2014) for the same areas show that this reduction is sustained. Altogether, there were 342 accidents in areas covered by the above schemes - 33 fewer than in the initial five years of monitoring after implementation, so the above savings continue to be delivered.
- 3.7 Research consistently shows that 25% of all child casualties occur during the times of a school journey, and that over 90% of injuries to children on the school journey are sustained beyond the vicinity of the school. It is further estimated that 7% of all road collisions happen within 200 metres of a school, with typically 1 to 2% of injuries (about 5 annually) occurring in the immediate proximity of a school involving a child on a school journey.
- 3.8 To continue to deliver the road safety benefits of 20 mph speed limits, and to reduce the risks on the journey to school in particular, in 2011-12 a programme for the provision of a 20 mph speed limit was identified to encompass communities around every school in Leeds. The roll-out was prioritised according to the number of accidents per area, accidents involving children and accidents involving pedestrians. It is estimated that by the end of this financial year half of the areas initially identified around schools in Leeds will have a 20 mph speed limit.
- 3.9 As there are no five year comparative post-implementation data for the schemes delivered around schools after 2011 (with fewer engineering features), it is too early to conclusively demonstrate the success of these measures, but the early accident data (Figure 4 below) suggests a promising downward trend.

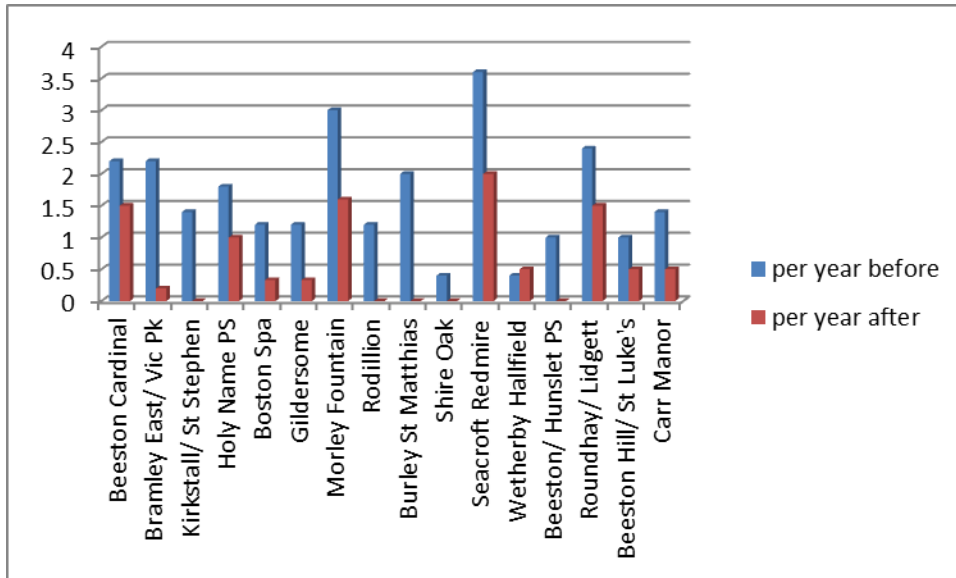


Figure 4: [Average reduction per year in number of accidents for recently introduced schemes]

- 3.10 As the areas with the most urgent casualty reduction needs are being addressed, the future schemes are unlikely to continue to achieve such dramatic accident and casualty savings, and are more likely to bring primarily other benefits in terms of encouraging and enabling active journeys to school. Their benefits will therefore lie more in the long term health improvements than in immediate better health outcomes due to casualty reduction.

#### *Funding opportunities*

- 3.11 The capital funding for the delivery of 20 mph speed limit is provided from the Local Transport Plan programme as part of the Combined Authority allocation for road safety schemes, aimed at road casualty reduction. The current implementation programme also includes schemes along the City Connect cycle superhighway, funded by the Cycle City Ambition Grant and Local Transport Plan. Elsewhere Ward Members have also contributed capital funding to the provision of 20 mph speed limits in their areas and worked with their neighbourhood policing teams to address issues anti-social driving and other issues that affect road safety.
- 3.12 20 mph speed limits are also identified through the planning process for new developments, which also included the school expansion programme. Whilst new developments are being designed with lower speeds in mind, opportunities for developers to extend the 20 mph speed limit beyond the boundary of the planned housing development to include wider community areas are also being explored within the planning process.
- 3.13 However, as casualty rates in local neighbourhoods fall, the benefits of future 20 mph schemes are likely to be seen more in terms of facilitating walking and cycling than casualty reduction. It is therefore anticipated that the emphasis on capital funding is likely to shift from road safety towards sustainable transport, walking and cycling. The experience of other Core Cities shows that information

and promotion will have a role to play in encouraging active modes in order to fully realise the benefits of lower speed limits.

#### *Health partners*

- 3.14 The Council's Public Health Directorate is already involved in schemes to encourage active travel modes as part of healthier lifestyles. Public Health have contributed £100,000 capital funding to the City Connect scheme, which includes an 'envelope' of 20 mph speed limit along the corridor of the cycle superhighway to be delivered in the next two years, and a further £82,000 incentivise the take-up of active travel modes and thus help realise the full benefit of 20 mph speed limits.
- 3.15 Public Health are further supporting the development of the 20 mph programme for 2015/16 with additional £30,000 which is to be allocated to promoting the benefits of the newly introduced speed limits and the opportunities for active travel.
- 3.16 Further opportunities for jointly funding new initiatives are being explored with the NHS Clinical Commissioning Groups, for example to deliver a campaign centred on active travel. Such opportunities will also be examined in the round with the development of the cycle network and measures to improve conditions for walking.

#### *Police*

- 3.17 It is recognised that attendance at road traffic accidents is part of the costs borne by the Police forces, even if these costs are a fraction of the overall cost of the accident. The reduction in the number and severity of accidents would reduce these costs to the Police by requiring less Police attendance. On the other hand, the Police are key partners in ensuring compliance with the lower speed limits which will have implications for resources, although the current approach to the provision of 20 mph speed limits aims to make these largely self-enforcing.
- 3.18 Leeds City Council is working closely with the Police as part of the Safer Leeds initiative and the Road Safety partnership. The Police and Crime Commissioner in West Yorkshire is responsible for all police budgets and effectively for how that money is spent in line with the key priorities of the police and crime plan 2014/15 across the five Districts, including Leeds. Any funding for traffic calming measures in Leeds would need to be approved by the Police and Crime Commissioner. However, it should be noted that, like other public services, the Police have experienced sharp reductions in their funding (by approximately a third), resulting in £154million of savings needed by 2016/17.
- 3.19 Certain funding streams are available to local communities who can bid to the Police and Crime Commissioners "Communities Fund" for local initiatives to help in any training or education programmes to help reduce casualties (for example near schools) and these could be perhaps explored as a matter of local priorities and in conjunction with the information and promotion work being currently developed together with Public Health.

3.20 As requested by ward members at the meeting of the Scrutiny Board, an approach has been made to the Department of Work and Pensions (DWP) to enquire about the possibility of a contribution of funding for the delivery of 20 mph schemes in terms of their wider benefits. Unfortunately the only funding available locally within DWP is the Flexible Support Fund (FSF) - a budget managed by District Managers to supplement mainstream services and tailor support to the needs of individuals. This is only payable strictly towards an activity that will move someone into work, for example if there is a gap in provision or a learning need which will move them towards employment. Due to the nature of the budget and the restraints that the department is under when making payments, they would not be able to support the roll out activity for the provision of 20 mph speed limits.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.4 Road traffic accidents and road safety are a major concern for local communities as the greatest impact of an accident are its human costs, borne directly by the members of the community. There is a positive drive from local communities to get involved in reducing road safety risk – this is evidenced by correspondence with ward members, officers, reports to the Police and a number of recent deputations concerning local road safety issues.

4.1.5 Leeds City Council welcomes and facilitates positive community engagement on road safety issues, for example through road safety education delivered in schools, provision of safe pedestrian crossing facilities and by providing physical measures to reduce the likelihood of collisions in response to community concerns and accident data. Twenty miles per hour speed limits are part of this process and through engagement and feedback during the development and implementation of these schemes they generate, in the main, a lot of community support.

4.1.6 Opportunities and initiatives outlined in this report will further strengthen links between different partner organisations and will also help communities to take the full advantage of lower speed limits in their area.

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

4.2.1 An Equality, Diversity Cohesion and Integration Impact Assessment has been prepared for 20 mph speed reduction schemes around schools and residential areas and is attached as an appendix. The assessment identified the following key positive impacts:

- Make it more pleasant and safer to walk and cycle, encouraging a healthier lifestyle
- Improve the quality of life for the local community
- Provide safer passage while crossing the road for all pedestrians, but particularly beneficial for those with a mobility impairment, disabled people, parents supporting pushchairs, and younger and older people

- 4.2.2 No negative impacts were identified for any of the protected equality characteristics. Slight negative impacts were slightly increased journey times and potential impact of traffic calming features if installed incorrectly.
- 4.2.3 An EDCI screening has been conducted for this report. The screening identified equality characteristics where the negative impact of traffic, especially fast moving traffic, would be differential – these included children, older people and people with disabilities. People with these characteristics are more likely to be involved in a traffic accident, especially as a pedestrian, and the impact of the collision is likely to be far greater. Studies also suggest that children living in more deprived communities, and consequently ethnic minorities, are likely to be more exposed to road safety risks as they tend to live, walk and play close to busy roads.

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

- 4.3.1 The Best City ambition is to improve life for the people of Leeds and make our city a better place. Twenty miles-per-hour schemes contribute to this ambition by improving the safety and quality of life of Leeds residents by enabling safe pedestrian and cycling journeys in local communities and reducing traffic collisions to make a specific contribution to the Best City for Communities and Child Friendly City ambitions.
- 4.3.2 Leeds road casualty targets are set within the West Yorkshire Local Transport Plan (LTP3) and reported within the best council plan (Indicator CD12). The target is a 50% reduction of the number of people Killed or Seriously Injured (KSI) in the district roads by 2026.

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

- 4.4.1 The delivery of 20 mph speed limit schemes forms part of the programmes for improving road safety contained in the West Yorkshire Local Transport Plan (WYLTP) and through the planning process as part of considerations for new developments. Such schemes generally show high value for money both for the direct benefits to road safety and their indirect benefits for active travel and health.
- 4.4.2 This report has potential implications for resources in the next phases of the implementation of West Yorkshire Local Transport Plan, depending on the nature of recommendations and the decision of the Scrutiny Board.

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

- 4.5.1 There are no legal implications. The report is not eligible for Call-In.

### **4.6 Risk Management**

- 4.6.1 It is anticipated that the current and planned programmes will deliver 20 mph speed limits across the city in a way which is inclusive and effective in improving road safety. By ensuring effective engagement, careful design which relates to local communities and their needs the risks of objections are minimised and similarly the most effective use of finance is also achieved. A more blanket wide area based approach, such as “Total 20” which has not been used in Leeds, runs

the risk that measures are not always effective and could lead to safety issues being overlooked at locations which actually need features or early improvements for pedestrians and cyclists.

## **5 Conclusions**

- 5.1 The substantial reductions in accidents in areas where 20 mph speed limits and zones have been introduced demonstrate that lower speed limits have an important role to play in improving road safety overall, and in particular in reducing the severity of accidents and the number of accidents among vulnerable road users – pedestrians, cyclists and children. There are also significant cost savings implications of casualty reductions, with the majority of the savings being those in the ‘human costs’ of accidents.
- 5.2 Areas identified future schemes include fewer accidents and therefore their benefits are likely to be more focused on improved opportunities for walking and cycling and improved community cohesion. This will hopefully create opportunities for a multi-agency approach to realise the benefits of future schemes for both road safety, healthy and active lifestyles.

## **6 Recommendations**

- 6.1 Members of the Scrutiny Board (Sustainable Economy and Culture) are requested to:
- i) note and comment on the content of this report; and
  - ii) that having regard to the additional information contained in this report, endorse the strategy approach to expanding 20 mph speed limits in Leeds as set out in the report presented to the Scrutiny Board on 18th November 2014.

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

- 7.1 Executive Board Report  
Equality Impact Assessment

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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 2 - Accident and Casualty impact of 20 mph schemes 2000-2009

Name	Year completed	Accident s pre	Accident s Post	Accidents in the last 5 years	Casualties pre	Casualties post	Reduction in no accidents	Casualty reduction	Ped cas before	Ped cas after	
Harehills East	2007	33	15	<b>14</b>	45	26	-18	-19	6	2	-4
Horsforth Town Street	2007	29	16	<b>12</b>	35	16	-13	-19	17	10	-7
Armley	2007	25	27	<b>25</b>	29	33	2	4	6	7	1
Beeston Hill	2001	60	46	<b>45</b>	75	56	-14	-19	27	20	-7
Malvern Road	2001	10	2	<b>3</b>	15	2	-8	-13	7	0	-7
Richmond Hill 1	2001	10	4	<b>2</b>	13	4	-6	-9	1	3	2
Richmond Hill 2	2001	74	38	<b>29</b>	115	57	-36	-78	20	11	-9
Richmond Hill 3	2001	13	8	<b>8</b>	15	11	-5	-4	5	2	-3
Richmond Hill 4	2002	4	2	<b>2</b>	5	2	-2	-3	1	2	1
Kirkstall	2005	9	8	<b>10</b>	12	11	-1	-1	5	0	-5
Burley Lodge	2004	3	6	<b>1</b>	3	6	3	3	0	3	3
Hyde Park 1	2003	58	28	<b>27</b>	87	43	-30	-44	13	5	-8
Hyde Park 2	2005	44	22	<b>22</b>	63	25	-22	-38	6	5	-1
Chapelton & Harehills 2	2000	40	40	<b>25</b>	47	52	0	5	19	9	-10
Chapelton & Harehills 3	2004	45	12	<b>11</b>	60	16	-33	-44	14	3	-11
Potternewton	2004	37	24	<b>23</b>	46	29	-13	-16	12	10	-2
Ch. Allrtn/ Montreal	2007	3	1	<b>1</b>	3	2	-2	-1	0	0	0
Methleys Home Zone	2001	3	0	<b>0</b>	3	0	-3	-3	0	0	0
Stanks	2002	44	31	<b>36</b>	53	40	-13	-13	13	7	-6
Rawdon/ Littlemoor	2005	0	0	<b>0</b>	0	0	0	0	0	0	0
Amberton Road	2003	0	0	<b>0</b>	0	0	0	0	0	0	0
Gfrth/ Fairburn Dve	2001	12	7	<b>2</b>	16	7	-5	-9	6	1	-5
Harehills West	2007	29	17	<b>19</b>	43	19	-12	-24	8	8	0
Halton West	2007	11	8	<b>11</b>	14	9	-3	-5	2	4	2

Halton East	2007	10	6	<b>7</b>	12	9	-4	-4	3	3	0
Bramley East/ Ganners	2006	19	7	<b>7</b>	23	8	-12	-15	13	4	-11
<b>TOTALS</b>		625	375	342			250	-369			-87





Report author: Ben Middleton

Tel: 0113 247 7817

**Report of the Director of City Development**

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

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

**Subject: Asset Management**

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

**Summary of main issues**

1. The Council is on target to achieve £1.1m asset savings in 2014/15.
2. Over the next 2 financial years (up to March 2017) the Council has identified up to £4.5m asset savings to achieve the target set as by the Budget Review.
3. The Merrion House decant programme has been successfully delivered without the requirement for any new city centre 'leased in' accommodation.
4. The office rationalisation programme is progressing to maximise occupancy capacity in Council owned buildings, therefore reducing 'leased in' office accommodation.
5. The Council is working towards creating a 'Grade A' balanced investment portfolio to provide a long term secure income stream utilising the Council's 'Prudential Borrowing' powers to generate surplus and increasing revenues to assist with the Council's budget pressures.
6. Recommendation

The Sustainable Economy and Culture Scrutiny Board is requested to note the contents of the report.

## **1.0 Purpose of this report**

- 1.1 The purpose of this report is to update Scrutiny Board on the progress of the asset management rationalisation programme as requested at the Board's meeting of 9<sup>th</sup> September 2014.

## **2.0 Background information**

- 2.1 Reports were presented to Scrutiny Board on 22<sup>nd</sup> July 2014 and the 9<sup>th</sup> September 2014 which provided a summary and update of the asset management related work.
- 2.2 On 9<sup>th</sup> September 2014 Scrutiny Board was asked to provide comments on the draft Asset Management Plan.

## **3.0 Main issues**

### **3.1 Asset Management Plan**

- 3.1.1 Following extensive consultation the Asset Management Plan 2014-2017 was approved by Executive Board on the 15<sup>th</sup> October 2014.
- 3.1.2 To support achievement of the objectives set in the Asset Management Plan, including to make better use of the retained estate, a handbook has been produced intended as a quick reference guide for services and staff to ensure that proper processes and decision making are followed when considering and undertaking asset related change. A copy of the draft handbook is attached at appendix 1.

### **3.2 Financial Savings**

- 3.2.1 The asset review programme was set up as part of Budget Plus to identify opportunities to reduce the amount of money the Council spends on its assets by £5m over the 4 year period 2013/14 to 2016/17. A significant amount of work has been undertaken to identify potential asset savings of up to £6.1m within this period.
- 3.2.2 The Council's Medium Term Financial Plan has recently been updated and now has a revised asset savings target of £4.5m over the next 2 financial years (up to March 2017). £4.7m over this period has already been identified.
- 3.2.3 The table below breakdowns the cost savings achieved or identified, as at March 2015, for the 4 year period 2013/14 to 2016/17.

	<b>cashable</b>	<b>non-cashable</b>	<b>Total</b>
Savings achieved 2013/14	£0	£418,000	£418,000
Savings identified 2014/15	£40,000	£1,137,200	£1,177,200
Total net savings already assumed in service budgets			<b>£1,595,200</b>
Savings identified 2015/16	£2,369,000	£720,000	£3,089,000
Savings identified 2016/17	£1,441,000	£39,000	£1,480,000
Total savings 2015/16 and 2016/17	£3,810,000	£759,000	<b>£4,569,000</b>
Deliverable by March 2017 (includes a one off saving of £1.5m from Merrion House being temporarily vacated)			<b>£6,164,200</b>
Deliverable 2017/18 and 2018/19			£4,300,000
<b>Total</b> (Net of the Merrion House £1.5m saving)			<b>£8,964,200</b>

### 3.3 Asset Rationalisation

#### 3.3.1 Merrion House and city centre accommodation

The first stage of Changing the Workplace (CtW) phase 1, which is nearing completion, has seen over 1,600 staff go through New Ways of Working (NWoW), reducing the Council's traditional 1:1 'staff to desk' ratio to 7:10, enabling the decant of Merrion House to allow for its refurbishment, and the rationalisation of the city centre office accommodation estate.

The second stage of CtW phase 1 is due to commence from April 2015, which will see a further 2,000+ staff taken through NWoW by March 2018. Running in parallel with this will be a programme of works to ensure that the city centre retained office accommodation is fit for purpose and supports NWoW. The buildings to be retained and in scope for office accommodation in the city centre, excluding Merrion House, are:

- Civic Hall;
- St George's House; and
- Enterprise House.

To accommodate all city centre based staff within these retained office buildings there is a requirement for them all to be operating on CtW space and desk sharing

standards. Projects to deliver the necessary works across these buildings are currently in development or delivery.

This will result in the surrender of five 'leased in' buildings which were identified as part of the original Merrion House refurbishment business case. These being:

- Belgrave House
- Tribeca House
- Evolution House
- Landmark Court (units 5 & 7)
- Westgate House

Further to the above, refreshed data suggests that an additional three 'leased-in' buildings could be released due to the anticipated capacity of the city centre retained estate these are:

- Navigation House
- Westfield Chambers
- Westfield House

### 3.3.2 Leased in buildings

The Council's default position on 'leased in' properties is that no leases will be renewed except in exceptional circumstances. Every opportunity to exercise break clauses prior to lease expiries will be explored. A list of the 'leased in' office buildings highlighting their expiry dates is attached at appendix 2.

Asset Management are proactively working to source accommodation solutions for services operating from 'leased in' buildings to ensure that break clauses will be exercised and lease expiries met. Progress has already been made to significantly reduce the number of 'leased in' buildings across the city, and specifically within the city centre where 5 properties have already been released and staff relocated within the Council's owned building portfolio.

### 3.3.3 Office Rationalisation

Work is continuing to progress on the office accommodation rationalisation programme. An update is provided below on the projects which have completed in the past 6 months and those due for completion in the next 3-6 months:

- **Kernel House** – The refurbishment of the site completed in December 2014. Children's Services staff relocated from 79 Roundhay Road before Christmas. The building is fully operational and at occupancy capacity (circa 185 staff).
- **Tribeca House** – The remaining vacant 2 floors are currently being refurbished and are due to be occupied with staff from Children's Services and Adult Social

Care by the end of March 2015 to assist with the Merrion House decant. Once complete Tribeca House will be at occupancy capacity (circa 229 staff).

- **Shire View** – The refurbishment of the site is complete. Adult Social Care staff are due to relocate to Shire View from White Rose House and Woodhouse Health Centre by the end of March 2015. This will enable the surrender of the lease at White Rose House and release space for Children’s Services (ISU) at Woodhouse Health Centre to assist with Merrion House decant programme (circa 99 staff).
- **White Rose House** – Adult Social Care staff will relocate to Pudsey Town Hall and Children’s Service staff to Shire View within the next 3 months to enable the surrender of the White Rose House lease.
- **Unit 19 Limewood Road** – Leeds Housing Construction staff will relocate to Seacroft Ring Road depot within the next 3 months. The relevant dilapidation and re-instatement works will be undertaken to allow the surrender of the lease.
- **Unit 1 Acorn Business Park** – The current lease expired in November 2014 and the Council is temporarily holding over until suitable accommodation is found for the occupying services, Adult Social Care and the NHS Joint Care Management Team. Work is ongoing to resolve the situation and find a solution for their requirements.
- **Former Roundhay Road Social Services Site** – This property is vacant. It will be transferred into void management from the 1<sup>st</sup> March 2015 for partial demolition and progression of plans for its future use are underway.
- **Pudsey Town Hall** – Adult Social Care has confirmed the numbers of staff in scope to relocate to Pudsey Town Hall, including the West North West Integrated Health Teams. The project is also linked to the securing of vacant possession and disposal of Micklefield House, Rawdon.
- **Micklefield House** – This building will be vacant July 2015 and is to be marketed in the near future.

In addition to the above properties a further 7 properties on the short term lifespan accommodation list have been declared surplus by services and are now in void management.

A list of all Council buildings closed over the past two financial years is attached to this report at appendix 3.

#### 3.3.4 Community Centres

In November 2014 Executive Board approved the proposal to start consultation on the future of 10 community centres across the city. Led by Citizens and Communities, the 12 week consultation period is due to complete at the end of February 2015. The aim is to provide Executive Board with a follow up report recommending whether the centres should be subject to closure, asset transfer or capital investment. The 10 community centres are:

- St Gabriel's Community Centre, East Ardsley
- Bramley Community Centre, Bramley
- Old Cockburn Sports Hall, Hunslet
- Kippax Youth Centre, Kippax
- Gildersome Youth Club, Gildersome
- Lewisham Park Centre, Morley
- Weston Lane Community Centre, Otley
- Windmill Youth Centre, Rothwell
- Fieldhead Youth and Adult Centre, Whinmoor
- Meanwood Community Centre, Meanwood

### **3.4 Community Hubs**

3.4.1 Following the successful launch of the phase 1 Community Hubs in April 2014 at the Compton Centre, Harehills, St George's Centre, Middleton and Armley One Stop Centre phase 2 plans are currently underway. The proposed phase 2 sites are:

- Dewsbury Road One Stop Centre
- Morley Town Hall
- Horsforth Brownlee Centre
- Osmondthorpe One Stop Centre
- Bramley
- Yeadon Library

3.4.2 The Community Hubs will see the consolidation of Customer Services, Libraries, Jobshops (Employment & Skills) and Housing Leeds 'front of house' staff as a primary offer.

3.4.3 On the 15<sup>th</sup> October 2014 a report was presented to Executive Board. Approval was given for a city-wide Community Hub model, with a network based approach. Executive Board also approved a single front of house delivery team for the Community Hubs to be made up from existing front of house staff in Customer Services, Libraries, Housing Leeds and Employment & Skills. The workforce arrangements will now be taken forward by the Assistant Chief Executive (Citizens and Communities).

### **3.5 One Public Estate (OPE)**

3.5.1 Government Campus

Cabinet Office, through the Government Property Unit (GPU) is considering a move towards a limited number of regional bases, including Leeds, which would see the creation of a government hub site within the city. The Council is currently apprising a number of sites in city which could potentially meet the requirements of GPU.

### 3.5.2 Space sharing with public sector partners

Opportunities are being explored with public sector partners to share space within buildings across organisational portfolios, including Neighbourhood Police Teams having bases within Community Hubs. Specific discussions are taking place with both the Police and Fire Service about significant surplus space both organisations have across their estate, due to restructuring and changes in service delivery, in terms of how this could be utilised by partners to alleviate current and future accommodation pressures.

### 3.5.3 Integrated Health and Social Care

Significant progress has been made in identifying accommodation solutions for the majority of the 13 new Joint Care Management Teams which will bring together approximately 900 staff from across Leeds City Council and Leeds Community Health (LCH). Two sites have already gone 'live', these being Horsforth and Morley, both utilising LCH buildings. Further sites are planned to be delivered on a rolling programme over the coming months.

## **3.6 Council Investment Portfolio**

3.6.1 The Council has a significant asset investment portfolio made up of 829 properties which is currently valued at a capital value circa £90 million which generates an annual income of circa £7.7m per annum. The majority of the portfolio is made up of small/low value properties to tenants with poor financial covenant strength.

3.6.2 The proposal is to build on these investments and reverse the current balance of holdings to have a smaller number of substantial well let properties on long leases to good quality tenants to not only underpin the Council's revenues but also provide strategic land holdings to shape the city's future in the longer term.

3.6.3 The intention is to create a 'Grade A' balanced investment portfolio to provide a long term secure income stream utilising the Council's Prudential Borrowing powers to generate surplus and increasing revenues to assist with the Council's budget pressures. In addition, the Council can use this leverage to stimulate regeneration, bridge the funding gap where the commercial market may be unable to secure funding for speculative development and consolidate its landholdings where appropriate.

3.6.4 The First Direct Arena is one of a number of recent investments made that will increase annual income from the portfolio. Other potential and recently acquired Grade A investments include:

**Merrion House** – As part of the rationalisation of city centre office accommodation for Council staff, an agreement has been completed for the Council to acquire a 50% holding in the Limited Liability Partnership which will own the new Merrion House following its refurbishment and extension, which will decrease the rent payable and add to the Council's property portfolio.

**Harper Street Car Park** – This acquisition completed in December 2014. The car park is located in a strategically important location next to Kirkgate Market and the nearby Victoria Gate development and by purchasing the head leasehold interest in land which the Council already holds the freehold has allowed the Council to strengthen its influence in the area. The car park also generates a significant surplus rental income, which could accrue to £10 million over the length of the NCP lease.

**Enterprise Zone large industrial units** – The Council's commitment to purchase these units should they be unlet following practical completion will stimulate employment opportunities within the Aire Valley Leeds Enterprise Zone, as well as adding good quality property well located to the investment portfolio.

**Leodis Court** – This light industrial estate occupies a strategically important location in Holbeck Urban Village, being adjacent to the Round Foundry Media Centre and directly opposite Temple Mill. The Council purchased the freehold in April 2014 which gives the Council control over the future direction of the site in the long term, while in the short term providing yearly rental income.

### 3.7 Community Asset Transfers

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

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

- The project focusses on the empowerment, improvement and/or cohesion of a particular geographical community in Leeds;
- Where the asset has a negative net value or little capital value and could be used to further social wellbeing in Leeds;
- Where the asset is already mainly used for community purposes;



- Where there is potential for the third sector to raise funds to improve the asset to the benefit of the local community; and
- Where the asset is used to deliver community benefits, and will continue to be used for the same purpose but is a revenue liability on the council.

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

## **4.0 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 Regular engagement takes place with Members regarding general assets in their wards, as well as consultation on specific land and property issues as and when required.

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

4.2.1 Equality Impact Assessment's will be undertaken for each project as they progress and business cases are produced for their development

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

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

4.3.2 Overarching the review programme is the Asset Management Plan 2014-2017, which set its objectives in the context of the Best Council Plan.

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

4.4.1 In disposing of Council land and property best value is always sought, whether that be in monetary terms or delivering against Best Council objectives of supporting housing, regeneration or economic growth, or increasing provision of school places.

4.4.2 The recently restructured Asset Management & Regeneration Division, which includes Land and Property Services is leading on all element of property and land disposal either on the open market or to achieve specific Best Council outcomes. This work is supported by colleagues from relevant services across the Council.

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

4.5.1 None specific to this report.

## **4.6 Risk Management**

4.6.1 There is a risk that the revised revenue savings target of £4.5 million may not be met over the next 2 years. If this is the case, it will become apparent within the next 6 months and then difficult decisions may need to be considered by Executive Members over which services may no longer be delivered by the Council, in order to cut running costs.

## **5.0 Conclusions**

5.1 Work continues to be prioritised and progressed on the asset rationalisation programme. The priority focus is to surrender all 'leased in' accommodation by the lease expiries and exercise any lease break clauses.

5.2 Strategic Asset Management is actively involved in corporate projects and programmes such as Community Hubs, Better Business Management, Integrated Health & Social Care and the Community Centres Review to ensure that the best asset solutions are identified and delivered.

5.3 Close working continues with both public and third sector partners to explore opportunities for making better use of assets across organisational boundaries, to maximise efficiencies and reduce costs for the public purse.

5.4 The Council will continue to source investment opportunities to expand its accommodation portfolio to maximise income/ rental generation.

## **6.0 Recommendation**

6.1 The Sustainable Economy and Culture Scrutiny Board is requested to note the contents of this report.

## **7.0 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.



**Leeds**  
CITY COUNCIL



# Leeds City Council One Council Asset Management Service Handbook



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# One Council Asset Management

Now more than ever it is essential to ensure that the Council is occupying its buildings as efficiently as possible, and using its land and property to maximum effect. Achieving an asset portfolio that provides not only the Council but the citizens of Leeds with value for money will help to maintain frontline services at a time of unprecedented budget pressures.



## The purpose of this guide

Leeds City Council has a large workforce, with an equally large portfolio of property and land which includes: office accommodation; front facing service buildings such as Community Hubs, Children's Centres, Leisure Centres and Libraries; Parks, Waste and Environmental Services depots; and investments ranging from the First Direct Arena to the small industrial unit estate.

This guide is intended as a reference tool, outlining the correct governance and decision making processes when a service is considering a change in accommodation requirements that has asset related implications. It is aimed at assisting those who deal with, manage or occupy space (whether a whole building or part) within the Council's operational buildings. For clarification this covers: all office accommodation and any other buildings delivering front facing services to customers.



Following correct procedures and ensuring early involvement of the Asset Management Service will ensure that Council buildings are occupied as efficiently as possible and that the most appropriate service is occupying the relevant building or land for the benefit of the Council as a whole. It further seeks to minimise the risk of the Council incurring unnecessary additional costs in operating its land and buildings through ineffective strategic planning, prolonged retention of unoccupied and not fit for purpose property, and inefficient use of land and buildings.



### Issues covered within this guide

- Moving into or out of buildings
- Moving or expanding within a building already occupied
- Reconfiguration/refurbishment of a building, or space within
- Use of a Council building or land by a third party
- Occupying third party buildings, or space within
- Declaring land and/or property surplus to requirement
- Acquisition or disposal of land and/or property
- Change of use of any land and/or property
- Use of Council land and/or property to generate income

## Asset Related Council Services

Within the Council there are a number of services whose role it is to primarily work on asset related issues. This basic overview outlines those service areas and the responsibilities they fulfil.

### Strategic Asset Management

The Strategic Asset Management service sits within City Development and is responsible for ensuring that the Council's property and land portfolio is used most effectively to enable delivery of the best services to the citizens of Leeds, whilst achieving operating cost efficiencies.

Strategic Asset Management drafts the Council's Asset Management Plan and oversees its implementation, in partnership with services across the organisation. It works with services to ensure that their property requirements are planned for, challenged where appropriate to do so, cost effective and fit with future strategic asset planning.

For any service or team wishing to move accommodation or undertake a project/programme with asset related implications Strategic Asset Management must be contacted to help inform early discussion and guide on governance and the correct decision making process.

### Civic Enterprise Leeds (CEL)

Established in early 2014, CEL was formed by merging the building maintenance elements of the former Corporate Property Management and Property Maintenance. CEL is the Council's in-house maintenance and buildings work service, which in the majority of cases is responsible for undertaking:

- Planned maintenance;
- Statutory maintenance;
- Responsive repairs; and
- capital works of up to £250,000.

**All non-routine works requested by services, e.g. changes to layout and design, decorating, and refurbishment, should be made via Strategic Asset Management, who will then advise on the appropriate route to raise the capital budget and manage the process of commissioning CEL, ensuring that specifications are agreed and delivered through the works.**

## Directorate Asset Management Boards

A number of Directorates have their own Asset Management Boards which consider and plan for asset related change requirements. These boards include representation from Strategic Asset Management and therefore are a good place to obtain early advice on any asset related matter, prior to escalation up the governance process. Strategic Asset Management will be able to provide a link to the appropriate officer for the boards.

## Governance & Decision Making

It should be noted that under the Council's Financial Regulations that only 'the Director of City Development has the authority to make any decision on property matters including all land and property acquisitions, disposals, leases, and licences.

Therefore all other directors must engage with the Director of City Development in respect of any of the following:

- Acquisition or disposal of land and/or buildings owned/to be owned by the Council;
- Proposals to change the use of any land and/or buildings owned or occupied by the Council;
- Proposals to move staff in or out of buildings owned or occupied by the Council;
- Proposals to move staff into or out of buildings owned by third parties;
- Any potential leases or licences of land and/or buildings; and
- Any proposal to use Council land and/or buildings for the purpose of generating additional revenue.

In relation to the above, the Director of City Development will then advise on the appropriate approval process to be followed taking into account the Council's overall strategic priorities.

Where following such consultation a Director no longer requires the use or occupation of land and/or a building, then the latter should be declared surplus for service delivery purposes without delay to ensure buildings do not remain vacant for an unnecessarily long period of time prior to alternative use/disposal.

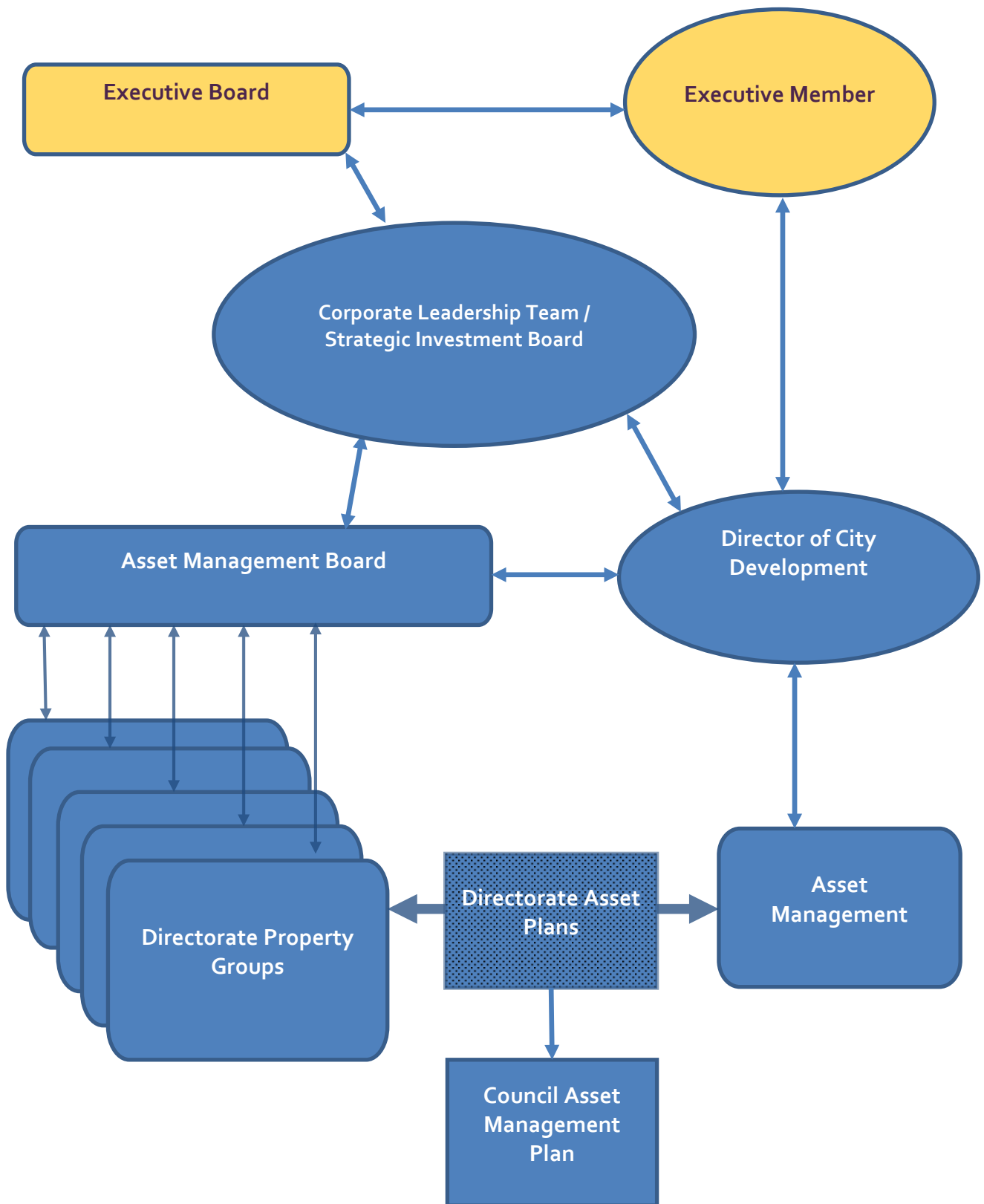
Where a service is vacating a building (or part thereof) then the surplus property handover procedure in the land and buildings toolkit must be adhered to.

Early consideration of any asset proposals by the Council's Asset Management Board and/or Strategic Investment Board, is advised. Ultimate support of the Board to finalised proposal will be required prior to formal approval either by Executive Board or by appropriate City Development officers via the Council's scheme of delegation and sub-delegation.

The diagram on the next page illustrates the governance structure for all property and land decisions.



# The Council's Governance Structure for Property & Land Decision Making



## Asset Management Plan of a Page 2014/17

**Best Council Plan 2013/17**

**Outcome: Achieve the savings and efficiencies required to continue to deliver frontline services**

### Good Asset Management

- Improving efficiency of use
- Co-location with partners
- Accommodation solutions for the Integrated Health & Social Care
- Work with the Third & Private sectors to maximise asset efficiencies

### One Council Approach

- Support to wider organisational objectives & priorities
- Better use of assets & resources
- Informing of strategic decision making
- Achieving equity across all services

### Supporting Regeneration, Economic & Housing Growth

- Strategic disposals, including the packaging of sites where relevant
- Strategic acquisitions
- Supporting the Housing Growth Programme
- Planning briefs for disposal sites

### Ten Key Areas of Focus

#### Asset Review & Rationalisation

- Achieve £5m savings by March 2017

#### Office Accommodation

- 10% reduction in locality office accommodation by March 2017

#### Localities & Citizens@Leeds

- Asset solutions to deliver at least 10 Community Hubs by March 2016

#### Services & Directorates

- Produce a Council wide asset deliver plan for 2015/16

#### Council Project & Programmes

- LeedsTown Hall refurbish grant funding secured
- Asset solutions to deliver Better Business Management

#### Working with Partners

- Establish a Public Estate Board by March 2015
- Asset solutions for Integrated Health & Social Care

#### Making the Council's Portfolio Work Better

- Development & approval of an Investment Strategy for the city by March 2015

#### Careful & Planned Disposal of Property

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

#### Maintaining the Retained Estate

- Achieve a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017

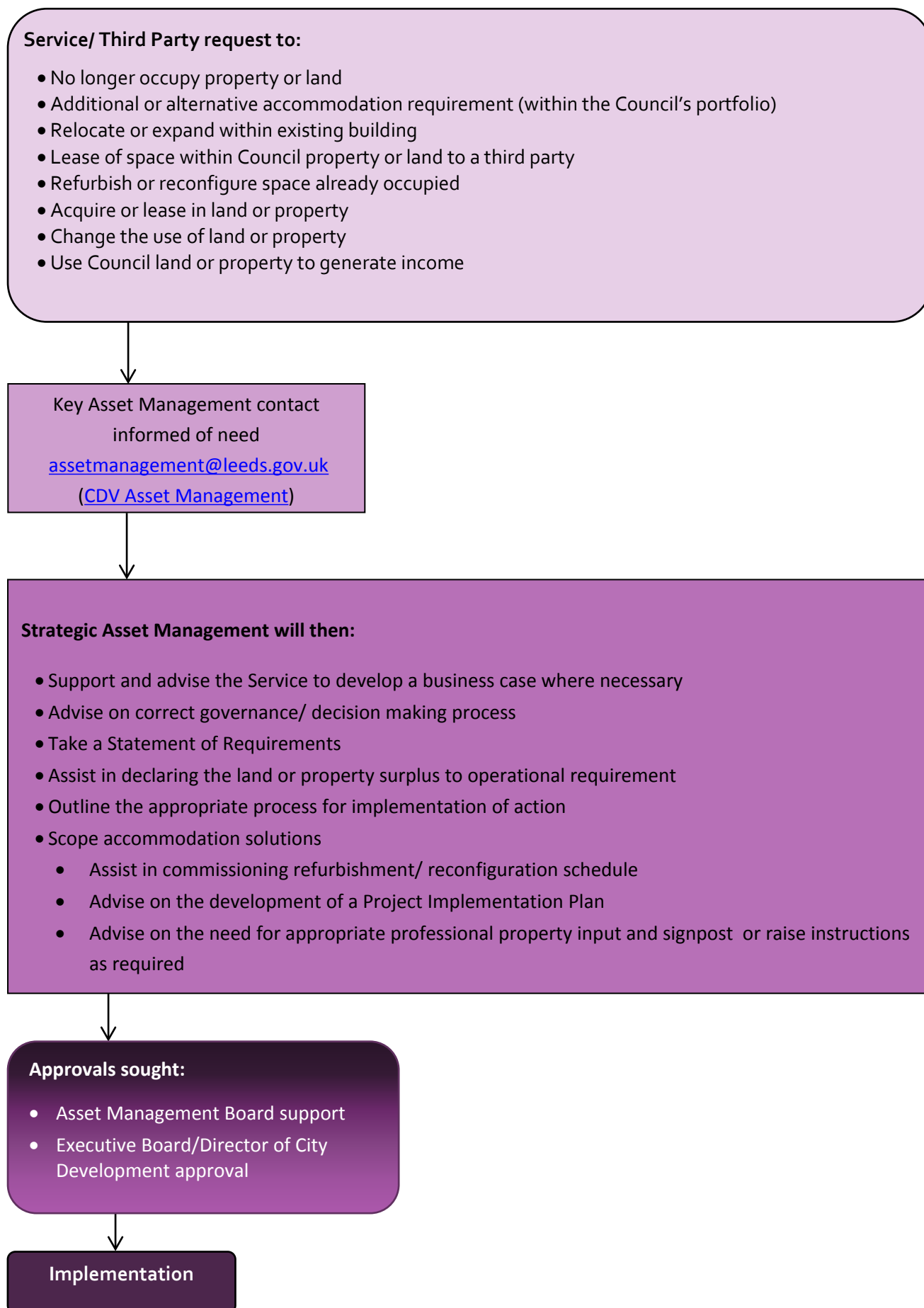
#### Information Management

- Implement a holistic data capture system by March 2017

### Challenges

- Identifying land to support economic and housing growth
- Future use of brownfield land and void properties
- Meeting schools' Basic Need requirement
- Alignment of strategic projects and programmes with asset implications
- Sites to support the renewable energy programme
- Strategic investment to stimulate regeneration
- Delivery of older people's housing
- Management of heritage and listed buildings at risk
- Use land and property to generate new revenue

## Process Diagram for Asset Related Requests



## Key Contacts, Links & Templates

### Head of Asset Management

Ben Middleton  
Tel: (0113) 2477817  
Mobile: (07891) 271626

### Strategic Asset Management Executive Manager

Dayle Lynch  
Mobile: (07891) 271325

### Principal Asset Management Officers

Shelagh Crossley  
Tel: (07412) 600778

Neil Charlesworth  
Tel: (0113) 2477885  
Mobile: (07891) 276490

### Senior Asset Management Officers

Caroline Pickard  
Tel: (07891) 278580

Lisa Thornton  
Tel: (0113) 3957506  
Mobile: (07891) 275629

Michele Kelly  
Tel: (0113) 2243846  
Mobile: (07891) 276300

Generic email: [assetmanagement@leeds.gov.uk](mailto:assetmanagement@leeds.gov.uk) (CDV Asset Management)

### Land & Property Financial Regulations (page 8)

<http://insite.leeds.gov.uk/PoliciesAndProcedures/Documents/Financial%20Regulations.pdf>

### Asset Management Board

Report Template can be found at <U:\AMB\Report Template>.

A list of meeting dates and report deadlines can be found at: <U:\AMB\Meeting Dates and Report Deadlines>

## Routine maintenance or emergency repair

Property maintenance and repair for Leeds City Council are split into three distinct areas:

### 1. All other Council buildings

Civic Enterprise Leeds (CEL) provides repairs and maintenance for the remainder of the Council's building portfolio

Tel: 0113 3783000 (External) or 83000 (Internal)

Email: [CPM.CorporatePropertyManagement@leeds.gov.uk](mailto:CPM.CorporatePropertyManagement@leeds.gov.uk)

### 2. Housing and Estates Shops

Housing Leeds provides repairs and maintenance for social housing tenants. Contact is primarily by telephone or email, although social housing tenants can use their local Housing Management Office.

Tel: 0800 188 4000 or 0113 3760410

Email:

[Housing.South.Enquiries@leeds.gov.uk](mailto:Housing.South.Enquiries@leeds.gov.uk)

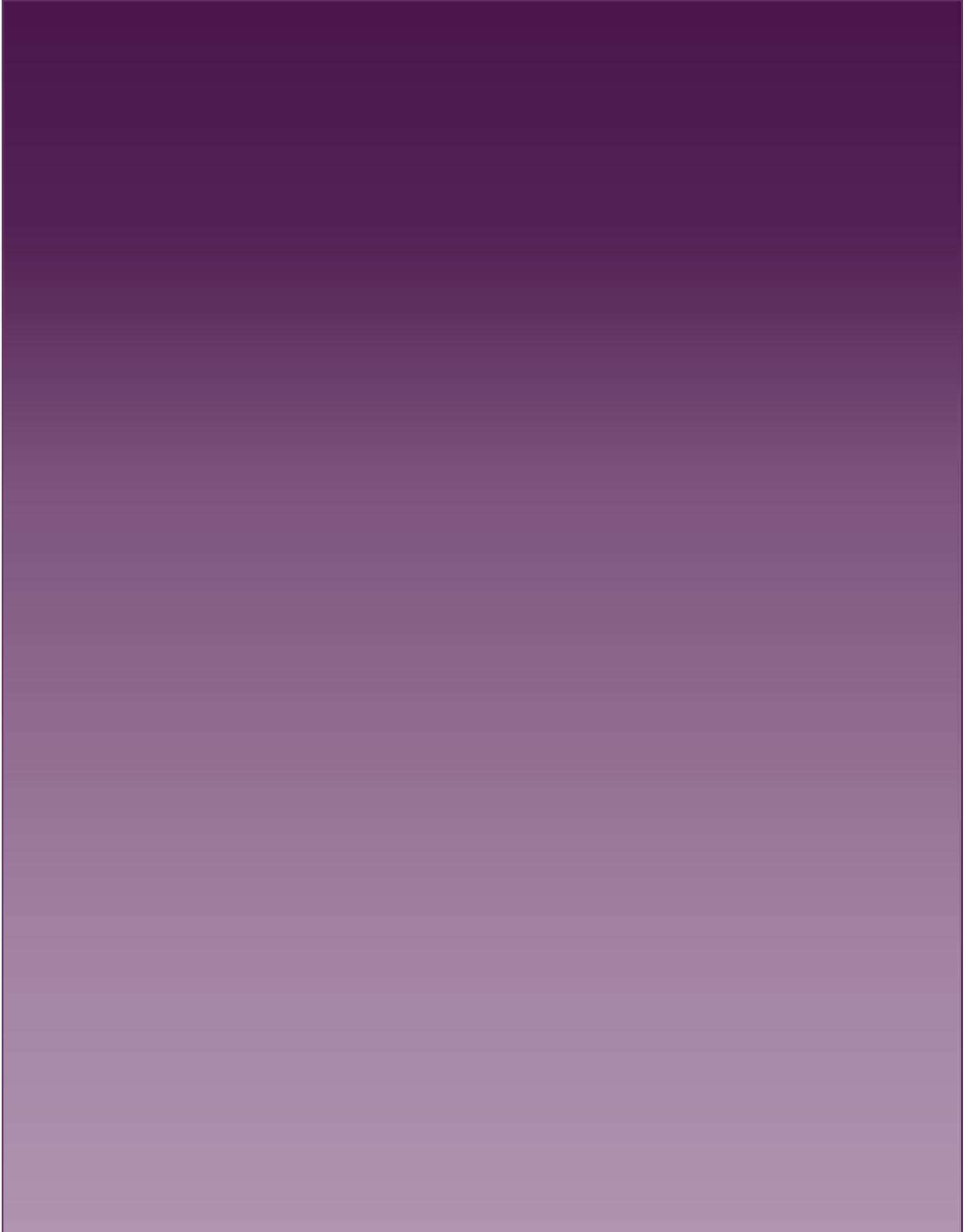
[Housing.East.Enquiries@leeds.gov.uk](mailto:Housing.East.Enquiries@leeds.gov.uk)

[Housing.West.Enquiries@leeds.gov.uk](mailto:Housing.West.Enquiries@leeds.gov.uk)

### 3. Schools

Children's Services Built Environment Team

Email: [cs.builtenvironment@leeds.gov.uk](mailto:cs.builtenvironment@leeds.gov.uk)



Ward	Name	Prop Type/ Use	Lease expiry	Occupying service(s)	Number of Staff (estimate)	Backlog Maint	Asset Management Comments (ARG, Locality and Asset Review Workshop)
Killingbeck & Seacroft	Unit 1 Acorn Business Park, Killingbeck Drive, Killingbeck	Office Accommodation	LEI 03/11/2014	Adult Social Care & LCH	41	NA	DILAPS To hold over for a few months until relocation premises available.
Killingbeck & Seacroft	Limewood Road - Unit 19, Limewood Road, Seacroft	Depot	LEI 31/03/2015	Housing Leeds	70	NA	DILAPS Former ENEALMO depot and offices (Workshop).
City & Hunslet	Westgate Call Centre, Grace Street, Leeds	Ground floor	LEI 17/07/2015	Citizens & Communities	335	NA	Lease renewed with the benefit of a six month 'rolling break clause' effective from September 2017.
		4th Floor	LEI tbc				
		5th Floor					
		6th Floor					
City & Hunslet	Library HQ, Bowcliffe Road, Off Gibraltar Island, Hunslet	Offices	LEI 13/11/2015	Library Services	tbc	£132,700	DILAPS 18/12/2013 Library Services report to AMB for relocation proposal (Belle Isle OAW, Central and Hunslet Library's) due September 2014.
City & Hunslet	Belgrave House, 17 Belgrave Street, Leeds	Offices	LEI 31/01/2017	BSC	186	NA	DILAPS Vacate on lease expiry .
Beeston & Holbeck	Evolution House, Springwell Road, Holbeck	Office	LEI 31.05.2017	ICT	123		DILAPS. Vacate on lease expiry.
City & Hunslet	Navigation House, 8 George Mann Road, Hunslet	Offices	LEI 31/05/2023, but break clause	Housing Leeds	216	NA	DILAPS Vacate on <b>break clause 01/06/2017</b> .
Beeston & Holbeck	Unit 5, Landmark Court, Revie Road, Beeston	Offices, Ground floor Occupational Health	LEI 14.10.2023, but break clause	HR and E&H	31		<b>Break clause 14/10/2017</b> . Vacate on break clause.
Beeston & Holbeck	Unit 7, Landmark Court, Revie Road, Beeston	Offices		Children's Services	109		
City & Hunslet	Tribeca House, Roundhay Road	Office Accommodation	LEI 01/02/2018	Mixed	229	NA	DILAPS Vacate on lease expiry.
Farnley & Wortley	Westfield House, Lower Wortley Road, Lower Wortley	Office Accommodation	LEI 09/01/2018	Housing Leeds	48		DILAPS Vacate on lease expiry.
Farnley & Wortley	Westfield Chambers Unit 2, Westfield Court, Lower Wortley Road, Lower Wortley	Office Accommodation	LEI 09/01/2018	Vacant	0		DILAPS Vacate on lease expiry. <b>02/12/2014 Service preparing to declare operationally surplus (MK)</b>
City & Hunslet	Enterprise House	Offices	LEI	Mixed	198	£33,905	
Hyde Park & Woodhouse	Woodhouse Health Centre, Cambridge Road, Meanwood	Office Accommodation	LEI LIFT	Children's Services	14		
					1600		<b>Totals</b>

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Appendix 3

**Sold/ LEO or in Void Management Monitor**

Ward	Directorate	Name	Prop Type/ Use
<b>2013/14</b>			
Middleton Park	Resources	William Gascoigne Community Centre Acre Road	Community Centre
Alwoodley	Children's Services	Fir Tree School	Former Primary School
Bramley and Stanningley	Environment and Housing	Stanningley Park	Park House (Residential)
Calverley and Farsley	Environment and Housing	Farfield Day Centre	Day Centre and Residential
Chapel Allerton	Resources	180 Chapeltown Road	Offices
Chapel Allerton	Children's Services	Hillcrest Primary School, 5 Hillcrest Avenue	Caretakers House (Former)
Crossgates & Whinmoor	Environment and Housing	Red Hall Playing Fields	Football Changing Room
Farnley & Wortley	Environment and Housing	Farnley Hall Estate	Park: Park Cottage
Farnley & Wortley	Environment and Housing	Farnley Hall Estate	Clock Barn (Brick) (Part within depot area)
Garforth & Swillington	Environment and Housing	Barley Hill Road Public Conveniences	Public Conveniences
Gipton & Harehills	Environment and Housing	265 Roundhay Road	Offices
Headingley	Environment and Housing	Cockroft House, Headingley	Sheltered Housing
Headingley	Children's Services	Wood Lane Children's Home, Headingley, 15 Wood Lane (formerly Keldhome), Headingley	Res Home - Child & Family
Hyde Park & Woodhouse	ASC	Burley Willows HOP and Day Centre	HOP and Day Centre
Hyde Park & Woodhouse	Environment and Housing	Holborn Court, Woodhouse	Sheltered Housing
Hyde Park & Woodhouse	Environment and Housing	Kendal Carr, Woodhouse	Sheltered Housing
Killingbeck & Seacroft	ASC	Fairview Home For Older People Brooklands Avenue Seacroft	Res Home - Older People
Otley & Yeadon	Children's Services	Inglewood Childrens Home	Res Home - Child & Family
Pudsey	Environment and Housing	Pudsey Cemetery	Chapel 1 ( East) (Linked via Spire)
Pudsey	Environment and Housing	Pudsey Cemetery	Chapel 2 ( West) (Linked via Spire)
Rothwell	ASC	Cloverfield House, Quarry Road, Woodlesford	Res Home-Supported Living & Garage
Rothwell	Environment and Housing	Haigh Farm, Rothwell	Farm Buildings (SW part of Rothwell Country Park)
Rothwell	Environment and Housing	Midland Street Public Conveniences, Woodlesford	Public Conveniences
Roundhay	Children's Services	48 Gledhow Lane (Ground Floor)	Residential Flat (Former Kerr Mackie Caretaker Residence)
Roundhay	Children's Services	Allerton Grange Primary	Lodge
Weetwood	Children's Services	West Park Centre	Centre

Ward	Directorate	Name	Prop Type/ Use
<b>2014/15</b>			
Killingbeck & Seacroft	ASC	Irford House, 2 Seacroft Crescent, Seacroft	Offices
Gipton & Harehills	ASC	Amberton Court, Thorn Mount, Gipton	Home for Older People
Hyde Park & Woodhouse	ASC	Burley Willows	Home for Older People
Kirkstall	ASC	Queenswood Drive 244 Queenswood Drive	Day Centre
Pudsey	ASC	Musgrave Court Crawshaw Road, Pudsey	Home for Older People
City & Hunslet	City Development	Hunslet District Centre	Jobshop
City & Hunslet	City Development	Leeds Visitor Centre	Visitor Centre
Chapel Allerton	Children's Services	Roundhay Road Site	Offices
Middleton Park	Children's Services	2 Bodmin Road	Residential Home - Children & Family
Middleton Park	Citizens & Communities	South Leeds Youth Hub Middleton Road, Belle Isle	Community
Chapel Allerton	Citizens & Communities	Palace Project 90-92 Shepherds Lane, Chapletown	Community Centre

**Report of Flood Risk Manager**

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

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

**Subject: Local Flood Risk Management Strategy – Annual Review**

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**

Under the Flood & Water Management Act 2010, Leeds City Council as the Lead Local Flood Authority is required to have a Local Flood Risk Management Strategy.

The Strategy, for Leeds, was adopted by Full Council on 26<sup>th</sup> March 2014.

At their meeting on 21<sup>st</sup> January 2014 this Scrutiny Board considered the Council's draft Local Flood Risk Management Strategy and it was agreed that they would review the Strategy on an annual basis

This report examines the implementation of the Strategy over the last 12 months.

**Recommendations**

That the Board reviews the progress made with regard to the Strategy and makes comments.

## **1 Purpose of this report**

- 1.1 Allow for the scrutiny of the Council's Flood Risk Management Strategy.

## **2 Background information**

- 2.1 Following major floods during 2007, Government set up the Pitt Review to look into the way flood risk management agencies dealt with such a major event. This review came up with 93 recommendations, which Government accepted.
- 2.2 A number of these recommendations needed legislation to give the agencies the powers or duties necessary and hence the introduction of the Flood & Water Management Act 2010 (F&WMA). One of these duties was for all Lead Local Flood Authorities (Leeds City Council for this area) to prepare a Local Flood Risk Management Strategy (LFRMS).
- 2.3 Following this Boards review of the draft Strategy, on 21<sup>st</sup> January 2014, it was adopted by the Full Council on 26<sup>th</sup> March 2014.

## **3 Main issues**

### **3.1 Leeds Local Flood Risk Management Strategy**

The Strategy is intended to outline the approach the Council and other agencies will take with regard to flood risk management. The Strategy contains:

- a. The Objectives for managing flood risk.
- b. The measures proposed to achieve those objectives.
- c. Timeframe for any measures.
- d. Costs and benefits of the measures and how they are to be funded.

The specific measures are contained in Appendix C of the Strategy, which is to be updated regularly to ensure it is reactive to latest priorities.

Progress against priority measures identified in Appendix C of the Strategy for 2014/15 is included in Appendix 1.

Other actions that have been taken and continue to be taken are

- Ongoing maintenance of watercourses and flood alleviation features
- Partnership working with other key agencies
- Close working with Flood Groups – increase awareness of flood risk
- Develop and maintain a comprehensive Register of flood risk features
- Manage flood risk generally
- Investigate flooding events – where necessary producing a Section 19 Report

- Promote sustainable development – particularly with regard to Sustainable Drainage Systems (SuDS)
- Support Planning with determining the impact of development on flood risk

The eight monitoring indicators, included within chapter 7 and Appendix c (iii) of the LFRMS, will be utilised during the 6 year review process and not the annual review

### **3.2 South East Leeds Flooding – August 2014**

Unfortunately during early August two weather systems hit the SE of Leeds, causing major flooding (in excess of 100 properties were internally flooded and around 300 other were at imminent threat of flooding).

The rainfall on the 8<sup>th</sup> August was extreme with only a 0.5% chance of occurring in any year, which overwhelmed all drainage systems in the area.

The residents in this area have suffered several events of flooding over the last 15 years and therefore they feel more should be done to reduce their risk of further flooding.

Flood Risk Management has successfully bid for funds from the Environment Agency to commence an assessment of the issues that led to such extreme flooding.

Initial assessment of the key locations has shown that the likely cost of addressing these issues could be around £3.6m – these schemes will be assessed and prioritised in accordance with the Strategy.

### **3.3 Measures being Examined**

Following the August 2014 floods a number of meetings have been held to discuss the actions the Council is currently taking and additional measures that could be taken, the following are some of the issues that came out of those discussions:

- Planning Allocations and Decisions – should take account of flood risk and developments should be required to provide new/improved drainage infrastructure. Furthermore Government have announced new guidance for Planning Authorities from 6<sup>th</sup> April 2015 regarding the implementation of SuDS for major developments
- Emergency Contacts – Emergency Planning are making sure that contact details are made more clear for Members and the public
- Sand Bags – there were concerns regarding the availability and provision of sand bags. Leeds has an existing policy on the issue of sand bags which gives priority in order of vulnerability of the resident. A review of the policy is being undertaken which will also consider the merits of having Community Stores for the storage of sand bags.

- Closer Working with other Agencies – there has been an increase in closer working relationships with the Environment Agency, Yorkshire Water and Flood Groups. These are a combination of regular planned meetings and day to day contact on specific issues.
- Gulley Maintenance – the best location for the delivery of this service was raised. . A review was undertaken previously and E&N are introducing significant changes to the delivery of this service as a result of this review. Part of these changes includes some collocated working with H&T to identify risks and priorities.
- Ramsden St, Kippax Flood Alleviation Scheme – there has been issues which have delayed its implementation, but these have now been resolved. It is currently programmed to commence on site in June 2015 but this is subject to securing planning approval, third party land and funding from the Environment Agency.

### **3.4 Proposed Capital Works on Flood Alleviation**

Appendix C – The List of Measures in the Strategy (included as Appendix 2 in this report) has been updated on the progress made and to include new priorities identified following the flooding event on 8<sup>th</sup> August 2014.

Also these Measures are being used to form the Medium Term Programme, for bids to the Environment Agency for Grant in Aid.

Having a Leeds Capital Budget for these works would assist in that bidding process, as it is important that we have partnership/match funding.

A bid has been made for LCC Capital and at the time of preparing, allocations of £150k for 2015/16 and £350k have been included in the Council's Capital Programme.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 A wide consultation was carried out for the adoption of the Strategy. Further local consultation will be undertaken on individual schemes.

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

- 4.2.1 An EDCI screening (Appendix 3) has been completed and indicated that an Equality Impact Assessment is not required for what is being proposed.

It should be noted that by carrying out flood alleviation works the Council will be ensuring the safety of the local community and particularly those residents that have children and members of the families have a disability, where these benefits will be greater – as currently these individuals may struggle to get to safety if flooding occurred.

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

4.3.1 The approach to flood risk management is in keeping with Council Policies and City Priorities - to reduce the risk of flooding to various communities, industrial premises and the environment.

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

4.4.1 The implementation of the LFRMs will potentially have an impact in the Council's budgets but the Strategy will ensure that any expenditure is prioritised. Furthermore it will allow stronger cases to be built for future Grant applications

4.4.2 A bid has been made for LCC Capital funding towards flooding issues across the District, the allocation at present is for £150k in 2015/16 and £350k in 2016/17.

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

4.5.1 The F&WM Act places a requirement on Leeds to prepare and manage the LFRMs.

4.5.2 The Act requires Scrutiny of the Council's activities in this area

### **4.6 Risk Management**

4.6.1 The Strategy allows the Council to prioritise its work on Flood Risk and lead to reduced overall risk of flooding.

## **5 Conclusions**

5.1 Flood Risk is a key threat to the wellbeing of the residents across the District and in order to ensure action is taken it is important that Council continues a proactive approach to mitigating the impact of flooding.

5.2 There has been progress in the delivery of projects identified in the Strategy in 2014, but the priorities will need to be reviewed following an evaluation of the works identified from the assessment study following the flooding events on 8<sup>th</sup> August 2014.

5.3 Allocating a Capital budget will assist in achieving the proposed aims set down in the Strategy.

## **6 Recommendations**

6.1 That the Board reviews the progress made with regard to the Strategy and make comments.

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

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website,

7.1 None

## **8 Appendices**

8.1 Appendix 1 - Progress on LFRMS Appendix C (i) Schemes (2014)

8.2 Appendix 2 – Updated version LFRMS Appendix C (i) Schemes (2015)

8.3 Appendix 3 – Updated version LFRMS Appendix C (ii) Measures (2015)



**APPENDIX 1  
PROGRESS ON LOCAL FRM STRATEGY APPENDIX C (2014)**

<b>ID</b>	<b>Priority</b>	<b>Scheduled Completion</b>	<b>Measure</b>	<b>Progress</b>	<b>Comment</b>
<b>S1</b>	Design Stage	2014	Lowther Road, Garforth - Culvert Improvements	Completed	The design was finished and the new culvert has been completed on site.
<b>S2</b>	Design Stage	2014	Ramsden Street, Kippax, Flood Alleviation Scheme	Ongoing	The design has been completed. Seeking approval for funding from the EA and planning approval to deliver the works during 2015.
<b>S3</b>	Design Stage	2016	Leeds City Flood Alleviation Scheme, River Aire	Ongoing	Design work completed and contracts awarded. Defence works at Woodlesford were completed in 2014. Works in the City Centre are to start Summer 2015.
<b>S4</b>	HIGH (1)	2014	Wellhouse Drive Flood Alleviation Scheme, Gledhow	Completed	Culvert and Headwall completed
<b>S5</b>	HIGH (2)	2014	Barnsdale Road Property Level Protection Scheme, Allerton Bywater	Ongoing	Funding has been secured with survey works ongoing to deliver protection works in 2015.
<b>S6 &amp; S9</b>	HIGH (3)	2015	Flood Alleviation Scheme, Mickletown	Ongoing	Agreement reached with developer for major contribution towards flood alleviation for Mickletown
<b>S7</b>	HIGH (4)	2015	Culvert Headwall Repair Scheme, Otley	Completed	Works to build a new headwall have been completed.
<b>S8</b>	HIGH (5)	2015	Cotton Mill Beck Culvert Replacement, Valley Road, Morley	Ongoing	Investigation works have discovered a blockage which is currently being repaired. Further investigation works will be required after the removal of this blockage.

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APPENDIX C - Leeds Local Flood Risk Management Strategy - List of Measures

ID	Priority	Scheduled Completion Date	Measure	PF % Score	Location (if applicable)	Category	Relevant Objective from LFRMS	Progress/Comments (reference other sources of information)	Benefits/ Outcome	Costs/ Resource Implications	Lead Organisation	Support Organisation	Measure Owner	Last Updated
<b>SCHEMES &amp; FEASIBILITY STUDIES</b>														
S2	Design Stage	2015	Ramsden Street, Kippax, Flood Alleviation Scheme - (Local Levy & FDGiA)	105.0%	Kippax	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme has been scoped and detailed design of setback flood embankment is progressing.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S3	Design/ Construction Stage	2016	Leeds City Flood Alleviation Scheme, River Aire	100.0%	River Aire - Newlay to Woodlesford	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Phase 1 of the Leeds FAS is underway, this covers the central section of the River Aire where it passes through the City. Initial works have been completed in Woodlesford and the main works are due to commence during Summer 2015	Reduce flood risk from River Aire	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Highways Design	27/01/15
S29	Design	2015	Queen Street Culvert		Allerton Bywater	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme design is currently being developed	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S8	Assessment	2015	Cotton Mill Beck Culvert, Valley Road	139.0%	Morley	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Culverted watercourse surcharges causing flooding to Morley Rail Station and the Transpennine railway - scheme being scoped. Blockage found, further works to determine scale of issue.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S5	Design	2015	Barnsdale Road Property Level Protection Scheme	114.0%	Allerton Bywater	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Surface water flooding to properties. Install property level protection measures - flood barriers and doors to reduce flood risk to residential properties on Barnsdale Road. Funding has now been made available from Local Levy and LCC	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S9	Feasibility	2016	Mickletown set back flood defences	107.0%	Mickletown	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Assessment of a proposed setback bank is being Carried out, funding from FCRM GiA and Developer Contribution. This scheme will include works under S6	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S30	Feasibility	2016	Wyke Beck Catchment Assessment		Communities along Wyke Beck	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Continuation of work carried out by both LCC & EA within the Dunhills	Reduced risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S31	Feasibility	2016	Lin Dyke Catchment Assessment		Kippax & Garforth	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Continuation of work included in Section 19 Report, regarding flooding of the SE Leeds area in August 2014	Reduced risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S32	Feasibility	2016	Hawthorn Terrace Flood Alleviation Scheme		Garforth	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Outline scheme design has been completed and local levy funding secured to progress the detailed design and construction.	Reduced risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S6	HIGH (3)	2016	Victoria Place Flood Alleviation Scheme	138.0%	Mickletown	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Flooding to residential land. Construct flood embankment and install pumping station to remove accumulated surface water. Being taken forward as part of S9	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S10	MEDIUM	2016	Thornor Beck Flood Alleviation Scheme	101.0%	Thornor	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Restricted capacity of existing culverts causing overland flooding. Improve Culvert capacity.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
S11	MEDIUM	2016	Victoria Road Surface Water Flood Alleviation Scheme	100.0%	Guiseley	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Surface water flooding to properties. Install attenuation and pumping station to remove flood water to adjacent culverted watercourse.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
S12	MEDIUM	2017	Potternewton Surface Water Flood Alleviation Scheme	152.8%	Potternewton	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Surface water flooding. Install attenuation and pumping station to remove flood water to adjacent culverted watercourse.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
S13	LOW	2016	Wakefield Road Flood Alleviation Scheme	72.0%	Garforth	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Restricted culvert and surface water flow. Install new culvert and widen highway ditch.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
S14	LOW	2018	Carry out flood warning feasibility studies for Wortley Beck and Meanwood Beck and implement findings.	TBC	Wortley Beck and Meanwood Beck	1. Flood awareness, response and recovery	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2015.	Establish the potential for advanced warning of flooding. Develop more accurate flood warnings for tributaries of the River Aire which will result in reduction of economic damages and improve community safety.	EA staff time and capital resource	Environment Agency	Leeds City Council	Environment Agency	20/08/13
S15	LOW	2019	Wyke Beck Flood Alleviation Scheme	TBC	Halton Moor	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Flooding to residential area from Wyke Beck. Work in partnership with the EA to complete a fluvial flood alleviation scheme to improve the standard of flood protection along Wyke Beck. This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2015.	The risk of flooding will be managed	Staff time and capital resource	Environment Agency	Leeds City Council	Environment Agency	20/08/13
S16	LOW	2019	Farnley Wood Beck Flood Alleviation Scheme	TBC	Cottingley	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Flood risk to residential areas, long term issue - scheme being scoped	Reduce flood risk from Farnley Wood Beck	Staff time and capital resource	Environment Agency	Leeds City Council	Environment Agency	20/08/13
S17	LOW	2019	Wortley Beck Flood Alleviation Scheme	TBC	Wortley Beck	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Flooding to residential area and outer ring road. Work in partnership with the EA to develop a detailed flood alleviation scheme that integrates with all sources of flooding. This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2015.	The risk of flooding will be reduced from all sources and take into account the implications of climate change.	Staff time and capital resource	Environment Agency	Leeds City Council	Environment Agency	20/08/13
S18	LOW	2020	Sheepsca: evaluate the condition of formal and informal flood defences along the Sheepsca Beck which were recently breached to identify potential remedial works required.	TBC	Sheepsca	4. Asset management and maintenance	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Evaluate flood defence improvement works required.	Helps ensure that problems or new works are identified to prevent recurrence of flooding.	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
S19	LOW	2020	Develop and implement feasibility studies for fluvial flood alleviation schemes to improve the standard of protection along Meanwood Beck, Bagley Beck and Farnley Wood Beck - integrating with all sources of flooding.	TBC	Meanwood Beck, Bagley Beck & Farnley Wood Beck	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2030.	Helps ensure that areas with proven flood risk are provided with an appropriate flood defence scheme at the earliest possible opportunity and that the Council supports the EA in developing any flood alleviation scheme in the longer-term.	Staff time and capital resource	Environment Agency	Leeds City Council & Yorkshire Water Services	Environment Agency	20/08/13
S20	LOW	2020	Investigate the interaction between the Leeds and Liverpool Canal and the River Aire.	TBC	River Aire and Liverpool Canal	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	This study should identify the potential for managing this interaction to ensure that flood risk is managed effectively. This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2030.	Investigate this relationship to improve knowledge of the risk of flooding posed by the Leeds & Liverpool canal	EA staff time and capital resource	Environment Agency	Canal & River Trust	Environment Agency	20/08/13
S21	Ongoing	-	LCC Significant Maintenance	-	Across the District	4. Asset management and maintenance	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Continuation of regular maintenance of Watercourses and Hot-Spots	Reduced risk of flooding	Staff time and revenue resource	Leeds City Council	Yorkshire Water Services & Environment Agency	LCC Flood Risk Management	27/01/15

APPENDIX C - Leeds Local Flood Risk Management Strategy - List of Measures

COMPLETED SCHEMES AND FEASIBILITY STUDIES - SINCE 2011														
S22	Completed	2011	Flood Alleviation Scheme - Leeds Road (Allerton Bywater) pumping station (local levy)		Allerton Bywater	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme Completed	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	04/07/12
S23	Completed	2011	Newton Road property protection and resilience scheme		Newton Road, Pottemewton	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme Installed	Improve flood resistance and resilience of properties	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	04/07/12
S24	Completed	2011	Lower Wortley - property protection and resilience scheme		Lower Wortley	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme Installed	Improve flood resistance and resilience of properties	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	04/07/12
S25	Completed	2011	Church Lane, Bardsey - property protection and resilience scheme		Bardsey	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme Installed	Improve flood resistance and resilience of properties	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	04/07/12
S26	Completed	2011	Dean Park Drive, Drighlington - property protection and resilience scheme		Drighlington	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Scheme Installed	Improve flood resistance and resilience of properties	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	04/07/12
S27	Completed	2012	Barley Hill Recreation Ground - (Local Levy)	N/A	West Garforth	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Construction Stage	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Parks and Countryside	05/07/13
S28	Completed	2013	Oakdene, Watercourse Improvements	21%	Swillington	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Surface water runoff causing flooding. Improve culverts and widen ditches to reduce risk of flooding.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	05/07/13
S1	Completed	2014	Lowther Road, Garforth - Culvert Improvements	121.3%	Garforth	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Restricted culvert, bypass culvert proposed - Scheme has been scoped and detailed design completed. Will go out to tender shortly.	Improve flood resistance and resilience of properties	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S4	Completed	2014	Wellhouse Drive Flood Alleviation Scheme	114.0%	Gledhow	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Constrained Channel, Channel Improvements.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15
S7	Completed	2014	Culvert Headwall Repair Scheme - (Local Levy)	113.5%	Otley	3. Studies, schemes, assessments and plans	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	Urgent works to repair collapsing culvert. Clear debris from channel and rebuild headwall. LCC have already undertaken emergency works.	Reduce risk of flooding	Staff time and capital resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	27/01/15

APPENDIX C - Leeds Local Flood Risk Management Strategy - List of Measures

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ID	Priority	Scheduled Review/Completion Date	Measure	Location (if applicable)	Category	Relevant Objective from LFRMS	Progress/Comments (reference other sources of information)	Benefits/ Outcome	Costs/ Resource Implications	Lead Organisation	Support Organisation	Measure Owner	Last Updated
<b>POLICIES</b>													
P3	HIGH	On-going	Develop register of structures and features which are likely to have a significant effect on flood risk.	City wide	4. Asset management and maintenance	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	This is a requirement under Section 21 of the Flood and Water Management Act (2010). LCC are progressing this and have purchased new software "FloodVu" which will assist with the recording of asset information. This software links directly with the LCC's	Improve knowledge of existing infrastructure and conditions and promote a sustainable approach to asset management and maintenance.	Staff resource	Leeds City Council	Environment Agency & Yorkshire Water Services	LCC Flood Risk Management	20/01/15
P4	HIGH	On-going	Identify locations where culverts can be removed or improved through redevelopment	City wide	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2015.	Improve knowledge of existing infrastructure and conditions and promote a sustainable approach to asset management and maintenance. Redevelopment plans will include consideration of the removal of problem culverts	Staff resource	Environment Agency	Leeds City Council	Environment Agency	20/01/15
P5	HIGH	On-going	Watercourse and beck condition surveys	City wide	4. Asset management and maintenance	6. Improve understanding of local flood risk and seek to decrease local flood risk through implementation of affordable, high quality measures to alleviate flooding where practicable.	TBC	Improve knowledge of existing infrastructure and conditions and promote a sustainable approach to asset management and maintenance.	Staff resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
P6	HIGH	On-going	Improve communications, engagement and coordination of activities with internal and external partners (including RMA's): Leeds City Council Flood Risk Management Group; Technical Standards and Guidance; Planning and Flood Risk; Yorkshire and Humber Learning Alliance, Metro (transport network).	-	1. Flood awareness, response and recovery	1. Improve co-operation between LLFA and other RMA's, in terms of procedure, to meet the requirements of new legislation and achieve holistic (catchment wide) solutions to identified risks and problems – emergency planning;	Engagement and consultation is under way as part of LFRMS. Regular meetings required to share knowledge, review policy, strategy documents, list of measures...etc.	Formalise and improve cooperation between RMA's on FRM	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P7	MEDIUM	On-going	Pump operation - carbon reduction	City wide	4. Asset management and maintenance	2. Promote sustainable flood risk management through: WFD compliance, climate change adaptation (UKCIP), land management, habitat protection and creation;	TBC	Reduce carbon emissions and improve energy efficiency	Staff resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
P8	MEDIUM	Apr-15	Implement SuDS through Planning	City wide	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	This has replaced the SuDS Regulations, under Flood & Water Management Act 2010, that would have set up SABs	Development control - ensure new drainage systems incorporate SuDS measures to reduce runoff rates and therefore flood risk.	Staff resource	Leeds City Council	Environment Agency	LCC Forward Planning & Implementation, Sustainable Development Unit, Flood Risk	20/01/15
P9	MEDIUM	6 Monthly	Provide regular feedback to senior officers and elected members on FRM progress: working groups, strategies, list of measures...etc - Director of City Development (quarterly) - City Development (annually) - Other key officers as needs arise - City Development Scrutiny Board (annually) - All Area Committees (two-yearly)	-	1. Flood awareness, response and recovery	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	TBC	Ensures that there is ownership and awareness of on-going FRM work at appropriate levels of accountability.	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P10	MEDIUM	Annually	Review and update Emergency Handbook, Generic Flooding Plan, Community Flood Action Plans, West Yorkshire Major Flood Incident Plan, Reservoir Emergency Plan	-	1. Flood awareness, response and recovery	1. Improve co-operation between LLFA and other RMA's, in terms of procedure, to meet the requirements of new legislation and achieve holistic (catchment wide) solutions to identified risks and problems – emergency planning;	Plans need to be updated with latest contact details, departments and processes. SG/HH have discussed with Paul Seddon in Peacetime Emergency Planning Unit and he is progressing this. This measure is listed in the Aire CFMP for the Leeds Policy Unit.	Ensures plans for coordination of FRM activities in the event of a flood are up to date and consequences and disruption of flooding are minimised.	Staff resource	Leeds City Council	Environment Agency & West Yorkshire Authorities	Peacetime Emergency Planning Unit	20/08/13
P11	MEDIUM	On-going	Engagement and communication with public on FRM issues - Targeted 'flood fairs' held in at-risk locations highlighting flood protection products; - Wider public information campaigns for at-risk households drawing attention to useful resources; - Engage with local flood action groups (EA and PEPU).	-	1. Flood awareness, response and recovery	5. Increase community awareness of flood risk and the work of the LLFA in managing this risk; engage with local communities and involve them in decision making – localism agenda;	Engagement and consultation has begun as part of LFRMS - Graham Lindsey and Paul Seddon are points of contact for flood action groups	Involve communities in decisions - localism agenda	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management & Peacetime Emergency Planning Unit	20/08/13
P12	MEDIUM	On-going	Leeds City Council to increase their flood risk management capacity, knowledge and skills (as Lead Local Flood Authority) in order to deliver their new responsibilities as conferred under the Flood and Water Management Act 2010.	-	1. Flood awareness, response and recovery	4. Increase internal skills and ultimately capacity for flood risk management;	In accordance with Defra guidance on capacity building. Improve understanding of flood risk in the city and expertise to better manage consequences.	Increases local authority capacity and skills in flood risk management	Staff resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
P13	MEDIUM	On-going	Significantly increase the percentage take-up of properties registered for flood warnings in flood warning areas across city. City wide campaign as current take-up is low.	City wide	1. Flood awareness, response and recovery	5. Increase community awareness of flood risk and the work of the LLFA in managing this risk; engage with local communities and involve them in decision making – localism agenda;	This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2030.	The consequences of flooding will be reduced through the increased potential for effective action to take place following receipt of a flood warning	Staff resource	Environment Agency	Leeds City Council	Environment Agency	20/08/13
P14	LOW	2018	Review Local Flood Risk Management Strategy (LFRMS)	-	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	The LFRMS will be reviewed once every 6 years. This will link the LFRMS review with the cycles for reviewing the PFRA as outlined in the FRR. The first review is scheduled to be completed by October 2018.	Ensures LFRMS is updated with relevant information to reflect any changes in FRM	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P15	LOW	Annually	Review LFRMS List of Measures	-	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	Review scheduled to take place at least annually to assess progress with current measures and add or remove measures as appropriate. First review scheduled for 1 year after the strategy is published.	Will assess progress with List of Measures and ensure continuous improvement	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P16	LOW	6 Monthly	Review Council Policy on FRM - e.g. 'Maintaining Water Resources and Responding to Flood Incidents' approved by Exec Board on 17 May 2006 to ensure that it conforms to the requirements of the FWMA that local authorities should lead on the management of local flood risk, with the support of the relevant organisations.	-	2. Spatial planning and development control	1. Improve co-operation between LLFA and other RMA's, in terms of procedure, to meet the requirements of new legislation and achieve holistic (catchment wide) solutions to identified risks and problems – emergency planning;	The Policy should be reviewed in light of the publication of the FWMA.	Ensures clarity around Council's legal roles and responsibilities and that work programmes have a sound foundation.	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P17	LOW	Annually	Maintain internet and intranet web pages to provide comprehensive information to all stakeholders on: - The sources of flooding and who is responsible for what; - How to prepare for flooding emergencies; - What to do when flooding occurs and who to report this to; - How flood risk is treated within the planning process.	-	1. Flood awareness, response and recovery	5. Increase community awareness of flood risk and the work of the LLFA in managing this risk; engage with local communities and involve them in decision making – localism agenda;	Internet and intranet pages in place and launched. Further feedback required from services on-going basis.	Ensures that there is a single consistent source of information on flood risk management.	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13
P18	LOW	On-going	Promote the use of sustainable design principles in all future developments to ensure that the risk of flooding and climate change are fully taken into account e.g. - Promoting use of SuDS - Incorporating policies and recommendations within Leeds LDF - Developer contributions in Core Strategy - Biodiversity and local amenity - Climate Change Adaptation	City wide	2. Spatial planning and development control	2. Promote sustainable flood risk management through: WFD compliance, climate change adaptation (UKCIP), land management, habitat protection and creation;	This measure is listed in the Aire CFMP for the Leeds Policy Unit - to be progressed by 2015.	By embedding the requirements for SuDS and urban design principles within local policy we will be able to improve the management of the water environment in all new developments.	Staff resource	Leeds City Council	Environment Agency & Yorkshire Water Services	LCC Forward Planning and Implementation & Sustainable Development Unit	20/08/13
P19	LOW	Six Yearly	Review and update as appropriate the Strategic Flood Risk Assessment (SFRA) produced by Jacobs in October 2007.	-	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	24/04/12 - SG had meeting with DF to discuss this. DF indicated that the EA have published data updates online - document as a whole is broadly up to date.	Helps ensure there is a more complete understanding of flood risk at a high-level which takes account of YWS's network and other lessons learned or gaps.	Staff resource	Environment Agency	Leeds City Council	LCC Flood Risk Management & Forward Planning and Implementation	20/08/13
<b>COMPLETED POLICIES SINCE 2011</b>													
P20	Completed	October 2012	Undertake Strategic Environmental Assessment (SEA) for LFRMS	-	2. Spatial planning and development control	2. Promote sustainable flood risk management through: WFD compliance, climate change adaptation (UKCIP), land management, habitat protection and creation;	This is part of process of producing LFRMS. SEA Workshop planned for July 2012 to appraise the objectives and measures in the LFRMS - see 19	Will ensure LFRMS is sustainable and workable and also secure buy in from stakeholders	Staff resource	Leeds City Council	Environment Agency	LCC Sustainable Development Unit & Flood Risk Management	20/08/13
P1	Completed	Mar-14	Publish Local Flood Risk Management Strategy	-	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	Draft strategy currently being developed in parallel with an SEA.	Will raise awareness of the LFRMS and FRM issues in the city	Staff resource	Leeds City Council	Environment Agency	LCC Flood Risk Management	20/08/13
P2	Completed	Mar-14	Publish LFRMS List of Measures	-	2. Spatial planning and development control	3. Develop a consistent, affordable and sustainable approach to planning and investment in flood risk management: land allocation, SuDS, SABs;	List of measures currently being developed.	Will assess progress with List of Measures and ensure continuous improvement	Staff resource	Leeds City Council	Internal LCC departments and external stakeholders	LCC Flood Risk Management	20/08/13

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**Report of the Director of City Development and the Director of Resources**

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

**Date: 17 March 2015**

**Subject: Delivering employment and training opportunities through the Council's procurement and planning functions**

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**

Actions taken following the Scrutiny Board inquiry undertaken in 2012/13 into Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities have assisted in strengthening the Council's approach to securing employment, skills and supply chain opportunities for local people and businesses.

The delivery of employment and skills obligations through procurement and planning contribute to the achievement of Best Council Plan objectives to promote sustainable and inclusive economic growth by helping people into jobs and supporting business growth through access to supply chain opportunities and addressing workforce development needs.

The inquiry recommendations required that an annual review and update report on implementation be provided to Scrutiny Board. 891 local residents secured employment during the period September 2012 to December 2013. This second annual report identifies that a further 505 local residents have secured employment as a result of obligations placed on developers and contractors working with the Council in the 12 months period January from 2014 to January 2015.

The More Jobs, Better Jobs research programme supported by a partnership between Joseph Rowntree Foundation, Leeds City Region Enterprise Partnership and the Council includes work to identify and review best practice on connecting disadvantaged communities to training and jobs through this route. This will report in May 2015 and further inform this work.

**Recommendations**

Members of Scrutiny Board are asked to:-

- note the continuing work to secure and deliver employment and skills obligations
- note the ongoing work of the More Jobs, Better Jobs partnership

## **1.0 Purpose of this report**

- 1.1 This report provides an update on outputs delivered through employment and skills obligations applied through the Council's procurement and planning processes for the period of January 2014 to January 2015.
- 1.2 The report also notes refinements to the process to ensure that resources are deployed efficiently to maximise benefits for local residents, and the ongoing work with the More Jobs, Better Jobs partnership to learn from best practice elsewhere.

## **2.0 Background information**

- 2.1 In 2011, the Scrutiny Board established an inquiry into how the Council uses its procurement and planning functions as an enabler of locally driven, sustainable economic growth that benefits both local people and businesses. The inquiry recommendations were approved on 28 June 2012.
- 2.2 Progress on implementing the recommendations has been reported periodically to Scrutiny Board with the last report submitted to the Board's meeting on 18 March 2014. The recommendations included provision for an annual review to detail the progress made, and the opportunity to review the approach to ensure that it continues to contribute to the achievement of the Council's policy objectives.
- 2.3 The Council, in partnership with the Leeds City Region Enterprise Partnership and the Joseph Rowntree Foundation (JRF), has commissioned two pieces of research which are of relevance to the Council's approach. One project, which is being delivered by the University of Sheffield and Sheffield Hallam University, seeks to better understand how to connect the employment opportunities generated through major development and infrastructure projects to households in disadvantaged communities. This research will examine existing approaches across the city region and elsewhere to identify best practice and recommend action where required. The research outputs will be reported in May 2015.
- 2.4 The second project, being delivered by Leeds Beckett University in partnership with York St John University, is working with anchor institutions (defined as large organisations with a stake in a particular place) to identify and develop innovative approaches to workforce development and procurement which can improve productivity and performance and also make a difference to the city region's prosperity through more and better paid jobs. The research outputs will be reported in late 2015.
- 2.4 Given that these pieces of work have a strong bearing on our approach to using planning and procurement functions to enable locally driven, sustainable economic growth, a light-touch review of our current processes has been undertaken through dialogue with key stakeholders, and a number of the issues raised are being actioned. It is noted that further action may be required as a result of the JRF research findings, particularly those relating to the first project on connecting the employment opportunities generated through major development and infrastructure projects to households in disadvantaged communities. These will be presented to the relevant Executive Members and Scrutiny Board for discussion prior to consideration of any further changes.



### 3.0 Key Issues

#### 3.1 Output performance

3.1.1 In the period January 2014 to January 2015, the inclusion of employment and skills obligation in the Council's Planning and Procurement processes has enabled 456 local residents to secure jobs and 49 young people to benefit from apprenticeships.

3.1.2 Appendix 1, Table 1 details the total outputs delivered in this monitoring period by electoral ward. Table 2 details those outputs delivered as a result of S106 Planning Agreements and Table 3 details those delivered through contractual obligation. 402 of the outcomes were generated through 29 planning applications and 54 outcomes were generated through procurement contracts.

#### 3.2 S106 Planning Agreements

3.2.1 Employment and skills obligations are applied only on those schemes with the potential to provide a significant impact for entry level employment and training opportunities during construction or in end uses without placing an unnecessary burden on the developer. The following thresholds apply and ensure a consistent approach:-

- Retail developments of over 2,000m<sup>2</sup>
- Residential developments of over 100 units
- Construction sites over 10,000m<sup>2</sup>

3.2.2 A larger number of opportunities have been generated with end users particularly where there is a high volume of entry level roles in retail, hospitality, customer service and warehousing. End users of new retail and leisure outlets with a potential local customer base are often invested in recruiting from the surrounding locality and will largely support a targeted approach and engage with the community engagement outreach provision provided by the Employment and Skills service to support and enable local recruitment.

3.2.3 To ensure that the impact of targeted approaches are maximised the service has realigned staff resources to support increased outreach activity to raise awareness of the opportunities, engage local residents, provide skills training where appropriate and advise on recruitment processes. The development of the ASDA supermarket store in Middleton Park has been a good example of the end user working in close collaboration with the Community Committee Champion and ward members; this revised approach enabled 39 briefing and ICT support sessions to be delivered to 1,090 local residents applying for the 300 jobs at the store.

#### **ASDA Middleton Park**

##### Outputs

- 222 local residents into jobs
- 149 residents from the adjacent target ward into jobs

##### Support Provided:

- 39 job information sessions
- 1,090 job seekers attended the recruitment information sessions

### 3.3 Procurement

3.3.1 Contracts with an estimated value of over £100,000 are subject to an option appraisal to determine whether the inclusion of employment and skills obligations in the contract is appropriate. The minimum number and type of outputs to be delivered are then detailed in the specification. Tender evaluation then includes a weighted scoring of these measures.

#### **Housing Regeneration Programme Beeston Hill and Holbeck**

- 71 people supported into jobs, 28 from target wards, 22 from the city and 21 from the region
- 41 Apprenticeships on site (35 new)
- 86 jobs safeguarded
- 14 local businesses engaged

3.3.2 The contract for the Housing Regeneration Programme in Holbeck, Beeston and Little London has delivered the highest volume of outputs to date. The scale and longer duration of the PFI contract has enabled the main contractor to invest in delivering an increased number of apprenticeship opportunities with 41 apprenticeships generated to date (35 new and 6 existing).

3.3.3 The number of outputs delivered to date through contractual obligations has been low relative to S106 Agreements, and we discuss some of the reasons for this in section 3.4. However, positive outcomes for local residents are expected to increase through contracts such as, the Leeds / Bradford Cycle Superhighway, the Leeds Flood Alleviation Scheme and the refurbishment of Kirkgate Market. Outputs will be reflective of the scale, nature and financial value of the contract.

### 3.4 Process Issues

3.4.1 Effective systems and ways of working are critical to the effective implementation of the framework for delivering employment and skills obligations. Automated notifications, guidance and toolkits to support options appraisals and robust monitoring systems are in place and there has been increased contact and dialogue and joint working between the relevant services.

3.4.2 A key objective of the approach has been to target opportunities to specific localities that may be adversely affected during the development phase and or to ensure that residents from disadvantaged communities have priority access to the employment opportunities. This is achieved by targeting opportunities to named geographies i.e. localities / wards/ parliamentary constituencies.

3.4.3 The targeted approach differs across development sites and contracts and reflects both the number and type of job roles available. For example the target area for customer service roles in a medium size retail supermarket will include adjacent wards whereas supervisory retail roles for a larger retail development on the scale of Victoria Gate in the city centre will be promoted city wide. The distribution of job outputs secured across wards reflects both the existing workforce base of businesses as well as targeted interventions to recruit new employees.

3.4.4 A number of the planning consents and S106 agreements were determined prior to the Scrutiny Board's inquiry and did not take account of employment opportunities with end users of the development. For example the Trinity Leeds

development included S106 obligations on the construction phase only. The format and content of the agreements have since been strengthened along with requirements for developers to submit an Employment Strategy that details how they will work with the Council during both the construction phase and with the end occupiers of the development. This approach has been adopted for both the development of Victoria Gate and White Rose.

- 3.4.5 Employment opportunities generated during the construction phase can be limited by the fact that the construction industry is characterised by high impact activity over the short term delivered through a highly mobile workforce. Construction contractors often employ specialist teams where a high skill level is required for a short duration to complete individual aspects of a development. In addition, changes in the use of materials, technology and the increasing trend to off- site fabrication of structures reduces the construction period and workforce size required. These trends make sustainable jobs difficult to achieve on a site by site basis. This is a trend that the JRF research on linking major development and infrastructure to local employment opportunities is seeking to explore in more detail to inform our future approach.
- 3.4.6 A high number of contracts that meet the threshold for appraisal have been assessed as not suitable for the inclusion of employment and skills obligations. Factors determining this outcome have included the specialist nature of the work and the higher skill levels required, but have largely been due to the length of the contract. This is a key determinant of the ability of the contractor to achieve employment and skills outcomes without impacting contract costs. As a result, contracts with a duration that is less than 12 months are only considered appropriate for the implementation of obligations where a strong business case can be made for the practical delivery of outputs.
- 3.4.7 Further work is ongoing with Procurement colleagues to identify key gateway criteria or thresholds, in addition to contract value, that can be consistently applied to make best use of resources. The nature and size of the services and activities being procured have the potential to deliver very different volumes of opportunities and should be balanced against the need to complete a resource intensive assessment process if obligations are to be delivered without significant additional cost to the Council.
- 3.4.8 In addition, we have already identified a number of process improvements to be implemented, including sharing of the calendar of projected contract renewals above the qualifying financial threshold between Procurement and Employment and Skills colleagues, to improve forward planning; attendance by Employment and Skills representatives at pre-contract meetings and quarterly contract review meetings; and a further presentation to the Corporate Commissioning Group (which consists of both Procurement colleagues and commissioning managers from across the Council) to ensure a consistent understanding of the approach.
- 3.4.7 The city's ambition to realise 70,000 (net) new homes by 2028 through the Housing Growth Programme including the provision of new social housing provides further opportunities for employment and skills outputs through both planning and procurement frameworks. The programme approach established through the Council's breakthrough project on Housing Growth and Jobs will enable the planning and delivery of aligned skills provision to provide a pool of apprentices that work across sites within the programme to the completion of their

framework and will support a greater number of apprenticeship opportunities than a site by site approach.

### **3.5 More Jobs, Better Jobs Partnership**

3.5.1 The More Jobs, Better Jobs Partnership was established by the Joseph Rowntree Foundation, Leeds City Council and the Leeds City Region Enterprise Partnership. This research programme has a number of strands and sits at the heart of JRF's Cities, growth and poverty research programme. It builds on the findings of the Commission on the Future of Local Government's commitment to pursuing 'good growth'.

3.5.2 The Infrastructure and Planning workstream is supported by the University of Sheffield and Sheffield Hallam University and the Chief Officer Employment and Skills. It aims to better understand how employment opportunities gained through major infrastructure and development projects can be better connected to households in poverty. It will:

- review best practice and help to directly support the adoption of best practice across Leeds City Region through working with local practitioners and stakeholders;
- identify how and to what extent 'local labour projects' can help those experiencing deprivation and multiple barriers to work;
- address the local and national policy barriers to linking development to those in poverty and how can we ensure that schemes put in place before development happens actually translate into good quality job opportunities for people that most need them; and
- Explore Section 106 agreements be used more effectively.

3.5.3 To achieve the above aims, the project team will:

- identify a range of case studies of recent major development projects in the Leeds City Region, looking at examples of both best practice and poor practice and exploring what lessons can be learnt from them;
- conduct a range of interviews with stakeholders; and
- examine a comparator city region, to identify how programmes, resources and outcomes may vary.

3.5.4 The team will aim to apply the learning to future developments by identifying both opportunities and constraints, addressing key aspects of the process such as section 106 agreements, with the potential for providing support to specific key developments. It is anticipated that team will report in May 2015.

3.5.5 A further project, being delivered by Leeds Beckett University in partnership with York St John University, is working with anchor institutions (defined as large organisations with a stake in a particular place) to identify and develop innovative approaches to workforce development and procurement which can improve productivity and performance and also make a difference to the city region's prosperity through more and better paid jobs. The research outputs will be reported in late 2015.

## **4.0 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Key stakeholders including contractors, developers and their end users where applicable, the Planning and Procurement services and commissioning officers across the Council, Construction and Housing Yorkshire continue to engage in dialogue and contribute to refinement of the assessment, negotiation and implementation phases relating to the obligations.
- 4.1.2 The More Jobs, Better Jobs partnership commissioned research will examine the implementation of similar approaches to connecting local people to opportunities arising from development and contracted services. This offers the opportunity for dialogue with other local authorities and agencies and learning from their experience.

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

- 4.2.1 An Equality Impact Assessment screening was undertaken in 2012 to inform the revisions to the Council's procurement policy. Increases in unemployment through the recession disproportionately impacted on those neighbourhoods with the highest levels of claimants. Obligations include minimum levels to be achieved and are increasingly targeted to specific communities and claimant groups as well as cohorts of young people engaged in employability and skills programmes. Achievement against these targets will be monitored and reported and continue to inform implementation.

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

- 4.3.1 The activity and benefits arising from this approach contribute to the achievement of objectives in the Best Council Plan to promote sustainable and inclusive economic growth by helping local residents into jobs and supporting local businesses to access supply chain opportunities. The heads of terms of S106 employment and skills obligations are reported to and agreed by Plans Panels prior to the determination of any planning applications.

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

- 4.4.1 The inquiry recommendations have been implemented within existing resources and have delivered additional benefits to local residents and local businesses that may not have otherwise happened. Support offered to developers and contractors to implement their obligations has included access to a range of existing publicly funded employability and skills programmes.
- 4.4.2 It is anticipated that the findings of the More Jobs, Better Jobs research will assist the Council to maximise the outputs delivered by this approach whilst maintaining efficient practices and value for money.

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

- 4.5.1 There are no specific legal implications arising from this monitoring report
- 4.5.2 All revisions to processes to deliver employment and skills obligations must be compliant with regulations and guidance. In the case of procurement, activity must comply with the Public Contract Regulations 2015 and must not contravene the

legislative framework and in case of planning obligations, these must comply with the guidance issued by the Secretary of State.

## **4.6 Risk Management**

4.6.1 The impact of introducing employment and skills obligations on developers will continue to be considered over the short, medium and long term and in the context of prevailing economic conditions; the strength of targeted sectors within the economy; and the need to balance any gains with the need to encourage continued investment in Leeds. These issues will be monitored and kept under review. It is envisaged that the outputs of the More Jobs, Better Jobs research will provide further guidance for mitigating risks.

## **5.0 Conclusions**

5.1 It should be noted that the inclusion of employment and skills obligations is the first step in a process that can play out over a considerable period of time. The lead time from the grant of planning consent to development starting on site can be up to 3 years and can be longer and the process of developing a tender specification, seeking and evaluating tenders on high value contracts will usually take more than 6 months.

5.2 The current approach, employed since September 2012, has enabled 1,709 local residents to access employment and safeguarded the jobs of over 400 residents. These numbers are expected to increase as the economy recovers and with the increased number of S106 Agreements and contracts in the pipeline with high volumes of jobs such as Victoria Gate, the White Rose Centre and the Housing Growth Programme.

5.3 Work will continue to refine and more effectively target the approach to those developments with significant employment generating potential during construction and in end users. This approach of continuous review and evolution of the framework, alongside the findings of the JRF research, will enable the Council and key stakeholders to assess continued effectiveness and take appropriate action to enhance it to meet changing circumstances and needs.

## **6.0 Recommendations**

6.1 Members of Scrutiny Board are asked to

- note the continuing work to secure and deliver employment and skills obligations
- note the ongoing work of the More Jobs, Better Jobs partnership

## **7.0 Background documents**

7.1 None

## Appendix 1

### Table 1: Planning and Procurement

Period: January 2014 – January 2015

Wards	Sept 12 – Dec 13	January 2014 to January 2015					
	People into jobs	People into Jobs	Jobs Safeguarded	People into Apprenticeships	Apprentices safeguarded	Total by Wards	%
Adel and Wharfedale	14	3	0	1	0	4	0.8%
Alwoodley	14	5	0	0	0	5	1.0%
Ardsley and Robin Hood	13	10	0	2	0	12	2.4%
Armley	37	19	0	1	0	20	4.0%
Beeston and Holbeck	33	46	0	4	0	50	9.9%
Bramley and Stanningley	31	18	0	0	0	18	3.6%
Burmantofts and Richmond Hill	39	25	0	3	0	28	5.5%
Calverley and Farsley	16	5	0	0	0	5	1.0%
Chapel Allerton	27	8	0	1	0	9	1.8%
City and Hunslet	71	50	0	5	0	55	10.9%
Cross Gates and Whinmoor	27	11	0	1	0	12	2.4%
Farnley and Wortley	31	7	0	2	0	9	1.8%
Garforth and Swillington	10	2	0	3	0	5	1.0%
Gipton and Harehills	34	14	0	1	0	15	3.0%
Guiseley and Rawdon	58	3	0	2	0	5	1.0%
Harewood	8	4	0	0	0	4	0.8%
Headingley	32	17	0	0	0	17	3.4%
Horsforth	15	3	0	0	0	3	0.6%
Hyde Park and Woodhouse	46	16	0	1	0	17	3.4%
Killingbeck and Seacroft	34	12	0	3	0	15	3.0%
Kippax and Methley	14	3	0	3	0	6	1.2%
Kirkstall	41	12	0	1	0	13	2.6%
Middleton Park	75	102	0	4	0	106	21.0%
Moortown	27	2	0	0	0	2	0.4%
Morley North	11	6	0	1	0	7	1.4%
Morley South	14	13	0	2	0	15	3.0%
Otley and Yeadon	32	3	0	1	0	4	0.8%
Pudsey	19	5	0	2	0	7	1.4%
Rothwell	17	20	0	0	0	20	4.0%
Roundhay	19	2	0	0	0	2	0.4%
Temple Newsam	13	4	0	2	0	6	1.2%
Weetwood	16	4	0	3	0	7	1.4%
Wetherby	3	2	0	0	0	2	0.4%
<b>Totals</b>	<b>891</b>	<b>456</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>505</b>	<b>100.0%</b>

## Appendix 1

### Table 2: Planning

Period: January 2014 – January 2015

	Sept 2012 – Dec 2013	January 2014 to January 2015					
Wards	People into Jobs	People into Jobs	Jobs Safeguarded	People into Apprenticeships	Apprenticesh ips safeguarded	Totals by Wards	%
Adel and Wharfedale	7	3	0	1	0	4	1.0%
Alwoodley	12	4	0	0	0	4	1.0%
Ardley and Robin Hood	6	10	0	0	0	10	2.4%
Armley	30	17	0	0	0	17	4.1%
Beeston and Holbeck	25	42	0	1	0	43	10.4 %
Bramley and Stanningley	23	16	0	0	0	16	3.9%
Burmantofts and Richmond Hill	28	22	0	0	0	22	5.3%
Calverley and Farsley	13	4	0	0	0	4	1.0%
Chapel Allerton	13	4	0	0	0	4	1.0%
City and Hunslet	48	49	0	4	0	53	12.8 %
Cross Gates and Whinmoor	18	9	0	1	0	10	2.4%
Farnley and Wortley	14	3	0	0	0	3	0.7%
Garforth and Swillington	9	2	0	0	0	2	0.5%
Gipton and Harehills	19	10	0	0	0	10	2.4%
Guiseley and Rawdon	56	2	0	1	0	3	0.7%
Harewood	7	2	0	0	0	2	0.5%
Headingley	21	16	0	0	0	16	3.9%
Horsforth	11	3	0	0	0	3	0.7%
Hyde Park and Woodhouse	14	14	0	0	0	14	3.4%
Killingbeck and Seacroft	21	7	0	0	0	7	1.7%
Kippax and Methley	12	1	0	1	0	2	0.5%
Kirkstall	30	10	0	0	0	10	2.4%
Middleton Park	55	100	0	0	0	100	24.2 %
Moortown	16	2	0	0	0	2	0.5%
Morley North	9	5	0	1	0	6	1.4%
Morley South	7	12	0	0	0	12	2.9%
Otley and Yeadon	27	2	0	0	0	2	0.5%
Pudsey	16	5	0	0	0	5	1.2%
Rothwell	11	18	0	0	0	18	4.3%
Roundhay	11	1	0	0	0	1	0.2%
Temple Newsam	7	3	0	0	0	3	0.7%
Weetwood	12	2	0	2	0	4	1.0%
Wetherby	3	2	0	0	0	2	0.5%
<b>Totals</b>	<b>611</b>	<b>402</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>414</b>	<b>100.0 %</b>



## Appendix 1

### Table 3: Procurement

Period: January 2014 – January 2015

Wards	Sept 12 – Jan 14	January 2014 – January 2015					
	People into Jobs	People into Jobs	Jobs Safeguarded	People into Apprenticeships	Apprentices safeguarded	Total by Wards	%
Adel and Wharfedale	7	0	0	0	0	0	0.0%
Alwoodley	2	1	0	0	0	1	1.1%
Ardsley and Robin Hood	7	0	0	2	0	2	2.2%
Armley	7	2	0	1	0	3	3.3%
Beeston and Holbeck	8	4	0	3	0	7	7.7%
Bramley and Stanningley	8	2	0	0	0	2	2.2%
Burmantofts and Richmond Hill	11	3	0	3	0	6	6.6%
Calverley and Farsley	3	1	0	0	0	1	1.1%
Chapel Allerton	14	4	0	1	0	5	5.5%
City and Hunslet	23	1	0	1	0	2	2.2%
Cross Gates and Whinmoor	9	2	0	0	0	2	2.2%
Farnley and Wortley	17	4	0	2	0	6	6.6%
Garforth and Swillington	1	0	0	3	0	3	3.3%
Gipton and Harehills	15	4	0	1	0	5	5.5%
Guiseley and Rawdon	2	1	0	1	0	2	2.2%
Harewood	1	2	0	0	0	2	2.2%
Headingley	11	1	0	0	0	1	1.1%
Horsforth	4	0	0	0	0	0	0.0%
Hyde Park and Woodhouse	32	2	0	1	0	3	3.3%
Killingbeck and Seacroft	13	5	0	3	0	8	8.8%
Kippax and Methley	2	2	0	2	0	4	4.4%
Kirkstall	11	2	0	1	0	3	3.3%
Middleton Park	20	2	0	4	0	6	6.6%
Moortown	11	0	0	0	0	0	0.0%
Morley North	2	1	0	0	0	1	1.1%
Morley South	7	1	0	2	0	3	3.3%
Otley and Yeadon	5	1	0	1	0	2	2.2%
Pudsey	3	0	0	2	0	2	2.2%
Rothwell	6	2	0	0	0	2	2.2%
Roundhay	8	1	0	0	0	1	1.1%
Temple Newsam	6	1	0	2	0	3	3.3%
Weetwood	4	2	0	1	0	3	3.3%
Wetherby	0	0	0	0	0	0	0.0%
<b>Totals</b>	<b>280</b>	<b>54</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>91</b>	<b>100.0%</b>

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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 March 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 February 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 11 February 2015, for the Board's information.

### **Recommendations**

3. 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
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
<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)

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
<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>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 SB 14/4/15
<b>Recommendation Tracking</b>		Young People’s engagement in culture SB 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

Commissioning Support for Leeds Sport and Active Lifestyles – June/July 2015  
 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)  
 European Capital of Culture Bid progress report – subject to confirmation of bidding (agreed February 2015) – February 2016  
 Site Allocations DPD and Aire Valley Action Plan – timing TBC

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

WG – Working Group Meeting



## EXECUTIVE BOARD

WEDNESDAY, 11TH FEBRUARY, 2015

**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

**140 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 A and Appendix F to the report entitled, 'Approval to Proceed with Proposal to Develop a Social Enterprise in the form of a Staff led Mutual to Deliver the Learning Disability Community Support Service', referred to in Minute No. 145 are designated as exempt from publication, with Appendix A being exempted in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and Appendix F being exempted in accordance with paragraph 10.4(5) of the same schedule. Such resolutions are on the grounds that they contain commercially sensitive financial information and information about business affairs, and (in relation to Appendix F) information relating to consultations or negotiations in connection with labour relations matters arising between the Council and its employees. It is suggested that the publication of this information would or would be likely to prejudice the commercial interests of the Social Enterprise, and of the Council. It is acknowledged that there is always a strong public interest in transparency and accountability in relation to contracts entered into by the Council, and also that there is a strong public interest in the public understanding the new arrangements for the Learning Disability Community Support Service. However, there is also a strong public interest in the new Social Enterprise being placed on a "level playing field" with potential competitors. In addition, the new Social Enterprise and its subsidiary will be subject to statutory requirements for the publication of certain financial and business information in the same way as all other Community Benefit Societies, and private companies. It is therefore deemed that in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- (b) Appendix 1 to the report entitled, 'East Leeds Leisure Centre, Neville Road, Halton, Leeds 15', referred to in Minute No. 154 is designated as exempt from publication 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 submitted appendix relates to the financial or business affairs of a particular person or organisation, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (c) Appendix 6 to the report entitled, 'Site Allocations Plan and Aire Valley Leeds Area Action Plan: Site Allocation Proposals', referred to in Minute No. 144 is designated as exempt from publication in accordance with paragraph 10.4(5) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. It is considered that the public interest in maintaining the content of Appendix 6 as exempt outweighs the public interest in disclosing the information.
- (d) Appendix B to the report entitled, 'Grand Theatre and Opera House Ltd. – Future Operation and Governance Options Appraisal' referred to in Minute No. 159 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that 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 B as exempt from publication outweighs the public interest in disclosing the information as this appendix contains soft-market testing.

#### **141 Late Items**

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Final Local Government Finance Settlement 2015/16'. This report had been submitted as a late item of business, as there was not the opportunity to include this latest information within the related report, as detailed elsewhere on the agenda papers for this meeting, given that the final

local government settlement was not published until 3<sup>rd</sup> February 2015. However, given that the Board was scheduled to consider the proposals for the Council's 2015/16 Revenue Budget at this meeting, it was deemed essential for the Board to be informed of the final settlement figures at the earliest opportunity (Minute No. 149 refers).

In addition, Appendix 2 to item 17 entitled, 'The Leeds Community Infrastructure Levy: Strategic and Neighbourhood Spending' which detailed the related comments and recommendations of the Scrutiny Board (Sustainable Economy and Culture) had been circulated to Board Members for their consideration prior to the meeting. This information was not circulated with the agenda agenda papers due to the fact that the Scrutiny Board did not meet to consider such matters until 3<sup>rd</sup> February 2015 (Minute No. 156 refers).

**142 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Grand Theatre and Opera House Ltd. – Future Operation and Governance Options Appraisal Outcomes', Councillor Yeadon drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management and clarified that her participation in the above report at today's meeting was in her capacity as Executive Member for Digital and Creative Technologies, Culture and Skills (Minute No. 159 refers).

**143 Minutes**

**RESOLVED** – That the minutes of the meeting held on 17<sup>th</sup> December 2014 be approved as a correct record.

**NEIGHBOURHOODS, PLANNING AND PERSONNEL**

**144 Site Allocations Plan and Aire Valley Leeds Area Action Plan: Site Allocation Proposals**

The Chief Planning Officer submitted a report which sought the Board's agreement to the site allocations proposals, as presented, as the basis on which to prepare the Site Allocations Plan and the Aire Valley Leeds Area Action Plan Publication Draft Plans, for consideration by the Development Plan Panel and approval of the Executive Board prior to deposit for the purposes of public consultation in 2015. The report also sought agreement to the areas identified for further work, whilst noting that further refinement to the proposed allocations may be necessary in the light of the work on plan preparation and further evidence coming forward. Finally, the report also invited the Board to agree to withdraw the Council's Interim Protected Areas of Search (PAS) Policy with immediate effect.

In introducing the report, the Executive Member for Neighbourhoods, Planning and Personnel outlined the extent of the work and consultation which had been undertaken to date in the development of the draft plans. In addition, he highlighted the key areas of infrastructure, employment, green space, retail and housing to which the proposed allocations related, identified those matters as detailed within the report which remained outstanding as they

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required further deliberation, and in making reference to the range of correspondence on the proposals which had been received to date, emphasised that such correspondence would be taken into consideration as appropriate.

In considering the submitted report and appendices, the following key points were raised:-

- Whilst acknowledging the key importance of ensuring a thorough and robust consultation process continued, a Member highlighted the need to ensure that any period of uncertainty for residents of Leeds was minimised;
- Members discussed the population forecasting data which had been used as a basis for the submitted proposals and it was highlighted that related Government statistics would be taken into consideration once they had been released;
- The Board considered the approach which had been proposed regarding the phasing of sites allocated for housing, and also the proposed approach regarding the development of brownfield land, and the factors which affected such respective approaches;
- Discussion took place on specific matters relating to several individual sites, as detailed within the draft proposals;
- Clarification was provided around the proposed scheduling of the matter being re-submitted to the Board for further consideration, and also in relation to the proposed next steps, with emphasis being placed upon the opportunity that remained for members of the public to submit their views on such matters;
- The Board's attention was drawn to the fact that over 70 items of correspondence had been received since Development Plan Panel met to consider such matters on 13<sup>th</sup> January 2015, and it was noted that this correspondence largely related to sites in Aireborough, Weetwood and Scarcroft.

For the purposes of clarification, the Board was advised of several corrections which were to be made to the published documentation on this item. Also, in a proposed amendment to the published report, in respect of site 1143B (Old Thorpe Lane, Tingley), it was proposed that no decision be taken in respect of this site until further work had been undertaken.

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

#### **RESOLVED –**

- (a) That subject to the corrections to be made as reported at the meeting and also subject to the inclusion of site 1143B (Old Thorpe Lane, Tingley) in the 'Outstanding Matters' category, the site allocations proposals, as set out in the submitted report and its appendices, be agreed as the basis on which to prepare the Site Allocations Plan and the Aire Valley Leeds Area Action Plan Publication Draft Plans, for

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consideration by the Development Plan Panel and also for approval by Executive Board prior to being placed upon deposit for the purposes of public consultation in 2015;

- (b) That the areas identified within the submitted report for further work be agreed, subject to the inclusion of site 1143B (Old Thorpe Lane, Tingley) in this category, and that it be noted that further refinement to the proposed allocations may be necessary in the light of the work on plan preparation and further evidence coming forward;
- (c) That approval be given to withdraw the Council's Interim PAS Policy with immediate effect.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the matters referred to within this minute, whilst under the same provisions, Councillor Golton required it to be recorded that he abstained from voting on resolutions (a) and (b) above)

(In accordance with the Council's Executive and Decision Making Procedure Rules, the matters referred to within this minute were not eligible for Call In as the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules, which includes the resolutions above)

### **ADULT SOCIAL CARE**

#### **145 Approval to Proceed with proposal to develop a Social Enterprise in the form of a staff led mutual to deliver the Learning Disability Community Support Service**

Further to Minute No. 176, 14<sup>th</sup> February 2014, the Director of Adult Social Services submitted a report which sought approval to complete all outstanding work including specifications and supporting documentation in order to enable the creation of an independent Social Enterprise in the form of a staff-led public service mutual, from the Council's current in house Learning Disability Community Support Service; the transfer of business to that Social Enterprise and the awarding of a contract for the delivery of services for a 5 year period, subject to the value of the contract in the first year not exceeding £21.454m per annum.

The Board welcomed the proposals detailed within the submitted report, specifically the innovative and creative approach which was being taken towards meeting the increased demand for such services at a time of limited resource.

Following consideration of Appendices A and F to the submitted report, being designated as exempt from publication under the provisions of Access to Information Procedure Rules 10.4(3) and 10.4(5) respectively, which were considered in private at the conclusion of the meeting, it was

## RESOLVED –

- (a) That the following be noted:-
- (i) The significant progress which has been made to date (including obtaining staff support), in relation to the creation of a Social Enterprise for the Learning Disability Community Support Service;
  - (ii) The creation of Aspire Community Benefit Society Limited as a separate legal entity as the Social Enterprise;
  - (iii) The revised social enterprise organisational structure and contractual arrangements as detailed in section 3.6 of this report;
  - (iv) The requirement to complete all outstanding work required to:
    - finalise all necessary supporting agreements required for the enterprise to function, including those relating to the transfer of the business including staff and non-buildings based assets, provision of support services by the Council and those relating to the occupation / use of property by the Social Enterprise;
    - award a contract for the delivery of services to the newly formed Community Benefit Society or its subsidiary, as detailed in paragraph 3.6 of the submitted report;
    - complete formal consultation with staff and trade unions in relation to the TUPE transfer of all staff defined as 'in scope' for this service.
- (b) That approval be given to the Council's participation in Aspire via the nomination of 3 Elected Members, as approved by Member Management Committee, to join the board of directors of Aspire, and (if so nominated by the Aspire board), the board of directors of Aspire Services (Leeds) Ltd.
- (c) That subject to the satisfactory completion of the tasks identified in the resolutions above, it be noted that the (Interim) Director of Adult Social Services will:
- (i) approve the award of the contract for services to the newly formed Social Enterprise;
  - (ii) approve the detail of any necessary documentation to complete the transfer of business and contract for services to the Social Enterprise, subject to the value of the contract in the first year not exceeding £21.454M per annum (which in turn is less than the cost of provision had the service remained within the Council);
  - (iii) In relation to pensions, agree that the Council will act as a guarantor to the Social Enterprise's admitted body status to the West Yorkshire Pension Fund, as detailed in sections 3.5.7 to 3.5.9 of the submitted report.
- (d) That approval be given for the Director of City Development to enter into negotiations with the Social Enterprise in order to agree the necessary leases/licences (co-terminus with the Services Agreement) to document the occupation of premises to be utilised for the provision of the service and to agree details of rent/service charges to be paid;

- (e) That the following key next steps be noted:-
  - (i) February/March 2015 - Finalise and award contract;
  - (ii) February - May 2015 – Mobilisation;
  - (iii) 1 June 2015 - Full service commencement.
- (f) That it be noted that the Interim Director, Adult Social Care is the lead officer on such matters.

**146 Even Better Lives Lived - Leeds Local Account of Adult Social Care 2014/15**

The Director of Adult Social Services submitted a report which introduced the 2014/2015 Leeds Local Account of Adult Social Care Services for its citizens. The report provided an explanation of the new responsibilities placed upon Councils and the Local Account's contribution towards enhancing local accountability to the public, whilst also acting as a tool to support sector led service improvement. Finally, the report presented a summary of the key areas of achievement of Adult Social Care and indicated those areas of service identified within the Leeds Local Account as requiring further development in order to sustain or improve performance.

The Board welcomed the contents of the Local Account for Leeds, and noted the co-ordinated work which was being undertaken with the Health and Wellbeing Board in a number of areas.

**RESOLVED –**

- (a) That the contents of the submitted report, together with the appended Local Account for Leeds, entitled “Even Better Lives Lived”, be noted;
- (b) That those areas for improvement, as identified within the submitted Local Account, be referred to the Scrutiny Board (Health and Wellbeing and Adult Social Care) for the purposes of overseeing performance in those specified areas.

**FINANCE AND INEQUALITY**

**147 Financial Health Monitoring 2014/15 - Month 10**

The Deputy Chief Executive submitted a report presenting the Council's projected financial position for 2014/15 after ten months of the financial year. In addition, the report also highlighted the key issues impacting upon the overall achievement of the budget for the current year.

The Board noted the improved position with regard to the Council's financial health projection, given that at month 10 of the financial year, an underspend of £0.2m was projected.

Responding to an enquiry, the Board received an update on the work being undertaken to address the level of disrepair claims being made against the Council and also received further information on the Council's programme of annual tenancy visits.

**RESOLVED** – That the projected financial position of the authority after ten months of 2014/2015 be noted.

**148 Revenue Budget Proposals and Capital Programme**

**(A) Leeds City Council Revenue Budget and Council Tax 2015/2016**

Further to Minute No. 128, 17<sup>th</sup> December 2014, the Deputy Chief Executive submitted a report regarding the proposals for the City Council's Revenue Budget for 2015/2016 and the Leeds element of the Council Tax to be levied in 2015/2016.

The Board was advised that the budget proposals which would be submitted to Council for determination would include details of the recently announced final local government finance settlement and also the £4.85m which had been awarded to the Council from the Department for Education's (DFE) Innovation Fund. In noting this information, the Chair outlined details, which would be submitted to Council for determination, of proposals regarding the allocation of the £1.151m which had been received by Leeds as part of the final local government finance settlement.

Emphasis was placed upon the unprecedented financial challenges that the Council continued to face, and the pressures which were being placed upon Local Authorities with regard to ensuring the delivery of key public services.

In response to an enquiry, the Board was provided with details of how much money the Council had received from New Homes Bonus to date and how much it expected to receive over the coming year. Also, officers undertook to provide specific figures to the Member in question on this matter in due course.

**RESOLVED –**

- (a) That Council be recommended to approve the Revenue Budget for 2015/2016, totalling £522.632m, as detailed and explained in the submitted report and accompanying papers, with a 1.99% increase in the Leeds' element of the Council Tax for 2015/2016, subject to the following increases: £300k in respect of local welfare support; £250k in respect of Children's Services and £601k in respect of Adult Social Care, together with the inclusion of associated expenditure and income in respect of £4.85m grant which has been awarded from the DFE's Innovation Fund;
- (b) That Council be recommended to approve the allocation of grants totalling £92k to Parishes, as detailed in paragraph 6.18.3 of the submitted report;
- (c) That in respect of the Housing Revenue Account, Council be recommended to:-
  - (i) approve the budget, with an average rent increase figure of 2.88%;
  - (ii) approve that the charge for garage rents be increased to £7.39 per week (based on 52 rent weeks);



- (iii) approve that service charges of £1 per week be introduced for low/medium rise properties in receipt of additional services;
  - (iv) approve that service charges for multi-storey flats are increased by £1 per week to £1.86p;
  - (v) approve that the earmarked reserve for Welfare Change is reduced by £1,303k.
- (d) That Executive Board approval be given to transitional relief for business properties with rateable values up to and including £50,000 being added to the Local Scheme of Reliefs approved by Executive Board on 14th February 2014.

**(B) Capital Programme Update 2015-2018**

The Deputy Chief Executive submitted a report setting out the proposed Capital Programme for the period 2015-2018, which included details of forecast resources for that period. In addition, the report also provided a review of 2014/2015 scheme spend.

Members discussed in detail the importance of fiscal devolution, and the key benefits which could be realised by such freedoms. Specific examples were provided of how fiscal devolution could assist the city and city region, with Members highlighting the need to continue to raise such matters with the Government.

**RESOLVED –**

- (a) That the following be recommended to Council:-
- (i) That the capital programme, as presented in Appendix G to the submitted report, be approved;
  - (ii) That the revised Minimum Revenue Provision (MRP) policy for 2014/2015, as set out in Appendix D to the submitted report be approved;
  - (iii) That the proposed MRP policies for 2015/2016, as set out in Appendix E to the submitted report, be approved.
- (b) That Executive Board approval be given to the list of land and property sites, as shown in Appendix B to the submitted report, being disposed of in order to generate capital receipts for use in accordance with the MRP policy.

**(C) Treasury Management Strategy 2015/2016**

The Deputy Chief Executive submitted a report setting out the Treasury Management Policy and Strategy for 2015/2016, together with the revised affordable borrowing limits under the prudential framework. In addition, the report also provided a review of strategy and operations in 2014/15.

Responding to an enquiry, the Board received further detail regarding the Council's borrowing strategy.

**RESOLVED –**

- (a) That Executive Board approval be given to the initial treasury strategy for 2015/2016, as set out within Section 3.3 of the submitted report, and that the review of the 2014/2015 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That Council be recommended to set the borrowing limits for 2014/15, 2015/16, 2016/17 and 2017/18, as detailed in section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits (both have been reduced for borrowing, whilst both have been increased for other long term liabilities reflecting new PFI schemes);
- (c) That Council be recommended to set the treasury management indicators for 2014/15, 2015/16, 2016/17 and 2017/18 as detailed in section 3.5 of the submitted report;
- (d) That Council be recommended to set the investment limits for 2014/15, 2015/16, 2016/17 and 2017/18 as detailed in section 3.6 of the submitted report;
- (e) That Council be recommended to adopt the revised Treasury Management Policy Statement.

(The matters referred to in Minute Nos. 148(A)(a)-148(A)(c)(v), 148(B)(a)(i) – 148(B)(a)(iii) and 148(C)(b) - 148(C)(e) being matters reserved to Council, were not eligible for Call In)

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

**149 Final Local Government Finance Settlement**

The Deputy Chief Executive submitted a report which provided details of the final local government finance settlement which was announced on 3<sup>rd</sup> February 2015.

The submitted report was circulated to Board Members prior to the meeting for their consideration. There was not the opportunity to include this latest information within the overarching revenue budget proposals report, found elsewhere within the agenda papers for this meeting, due to the publication timeframe of the final local government settlement.

**RESOLVED –**

- (a) That the outcome of the final local government settlement, as announced on 3<sup>rd</sup> February 2015, particularly that £1.151 million of extra funding is to be allocated to Leeds for 2015-16, be noted;

- (b) That it be noted that the Referendum Principles which would require a referendum to be held for a Council Tax increase of 2.0% or greater remain unchanged for 2015/16.

**150 Covenant between Religion or Belief Organisations and Leeds City Council**

The Assistant Chief Executive (Citizens and Communities) submitted a report which set out the background and context to the proposal to sign a covenant for engagement between the Council and Religion or Belief organisations in Leeds. The report informed of the work that had been undertaken with Leeds University over the last three years to give due regard to religion or belief equality in terms of the delivery of the Council's services. It also presented proposals for ongoing support to, and engagement with the Religion or Belief Third Sector via the Third Sector Partnership.

**RESOLVED –**

- (a) That the work being undertaken to deliver the recommendations from the report entitled, 'Leeds City Council – Taking Religion or Belief Seriously', be noted;
- (b) That approval be given for the Assistant Chief Executive (Citizens and Communities) to make arrangements for the City Council to formally sign the covenant, as appended to the submitted report, between the Council and Religion or Belief organisations in the city.

**HEALTH AND WELLBEING**

**151 Best Start Programme**

The Director of Public Health and the Director of Children's Services submitted a joint report highlighting the Leeds Best Start Programme, in order to emphasise the importance of this priority in relation to longer-term outcomes for children, families and future generations in the city. In addition, the report also provided details of the innovative work which was already being driven forward under this priority, including the essential work done by the integrated Early Start Service (Health Visiting working with Children's Centres).

Members welcomed the contents of the submitted report and the benefits to children and families which were being realised by the work of the Best Start programme.

**RESOLVED –**

- (a) That the Best Start Priority and Plan be noted, and that support be given to the important and exciting programme of work to be developed by the Best Start Strategy Group, co-chaired by the Consultant in Public Health (Children and Maternity) and the Chief Officer Children's Services (Partnership Development and Business Support);
- (b) That the transfer of commissioning responsibility for 0-5 Children's Public Health Services to the Council from 1<sup>st</sup> October 2015 which will

be led by the Office of the Director of Public Health, be noted, together with the importance of the integrated Early Start Service (Health Visiting integrated with Children's Centres) to this agenda;

- (c) That the evidence which illustrates that investing in the early years yields the highest return on investment, be noted.

**152 Contract Award for Drug and Alcohol Treatment and Recovery Service**

Further to Minute No. 120, 6<sup>th</sup> November 2013, the Directors of Public Health, Children's Services, Environment and Housing and Adult Social Services submitted a joint report regarding the recent decision to award the contract for drug and alcohol treatment and recovery services. In addition, the report highlighted the anticipated contribution that the service would make towards meeting key strategic priorities for the Council, and the benefits that would be realised as a consequence of this contract award.

Members welcomed the contents of the submitted report, together with the joined up and inclusive approach which had been taken towards the re-procurement of the service. The Board conveyed its thanks to all of those who had been involved in this process.

**RESOLVED –**

- (a) That the recent contract award for drug and alcohol treatment and recovery services, be noted;
- (b) That the inclusive way in which service users have been involved in the re-procurement of the service, be noted;
- (c) That the contribution that the service will make towards meeting key strategic priorities for the Council and the benefits that will be realised as a consequence of this contract, be noted.

**153 Contract Award on Integrated Sexual Health Services**

The Director of Public Health submitted a report which provided details on the recent decision to award the contract for the provision of Integrated Sexual Health services. In addition, the report highlighted the anticipated contribution that the service would make towards meeting key public health priorities for the Council.

The Board welcomed the contents of the submitted report and conveyed its thanks to all of those who had been involved in this process.

**RESOLVED –**

- (a) That the recent contract award for integrated sexual health services be noted;
- (b) That the inclusive way in which service users have been involved in the re-procurement of this service, be noted;

- (c) That the contribution that the service will make towards meeting strategic public health priorities, be noted.

## **TRANSPORT AND THE ECONOMY**

### **154 East Leeds Leisure Centre, Neville Road, Halton, Leeds 15**

The Director of City Development and the Director of Children's Services submitted a joint report which sought approval of the sale of the subject site on the terms as detailed within the exempt appendix to the submitted report.

The Board noted a point of clarification that the proposal was to sell the site to the Temple Learning Foundation, and not the Temple Newsam Partnership, as detailed within the submitted report.

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 sale of the subject site to the Temple Learning Foundation for development as a new school and on the terms as detailed within the exempt appendix to the submitted report, be approved;
- (b) That it be noted that the Head of Land and Property will be responsible for the implementation of such matters, as outlined within the submitted report.

(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 timetabling for the proposed opening of the first phase of the school is September 2015, creating a very tight deadline in which to finalise legal work associated with the sale, obtaining planning consent, works procurement and completion of the conversion of the leisure centre)

## **CHILDREN AND FAMILIES**

### **155 Transforming Children's Social Work in Leeds: Progress and Further Developments**

The Director of Children's Services submitted a report providing an update on the progress made in services for children, young people and families in Leeds with a particular focus placed upon the ongoing transformation of children's social work services. The report highlighted Leeds' success in being awarded £4.85 million from the Department for Education's (DfE) Innovation Fund and the work taking place as a result of this. Also, the report outlined further improvements planned across the service that would sit alongside the innovation fund to create system-change throughout the city.

The Board welcomed the contents of the submitted report, specifically the fact that the Council had successfully been awarded £4.85m from the Department for Education's Innovation Fund. Further to this, it was proposed that cross-group support was obtained in order to seek greater flexibility around the timescales by which such funding needed to be spent.

**RESOLVED –**

- (a) That the success of the Leeds Innovation Fund bid be noted, and that the activity as a result of the fund which will signal a step-change in the use of restorative approaches for working with vulnerable families in Leeds be supported;
- (b) That the wider work planned to develop children's social work in Leeds as part of our ambitions to make Leeds the best city for children and young people to grow up in, be endorsed, and that in particular, the proposals to enhance the role of the corporate carers group, be noted.

**NEIGHBOURHOODS, PLANNING AND PERSONNEL**

**156 The Leeds Community Infrastructure Levy - Strategic and Neighbourhood Spending**

Further to Minute No. 66, 17<sup>th</sup> September 2014, the Director of City Development and the Deputy Chief Executive submitted a joint report which proposed the key parameters for the spending of the Community Infrastructure Levy (CIL) income across Leeds, including the proportion given to local communities, governance and engagement arrangements for that proportion, together with strategic spending principles.

Appendix 2 to the submitted report which contained the comments and recommendations of the Scrutiny Board (Sustainable Economy and Culture) was circulated to Executive Board Members prior to the meeting. The Scrutiny Board met on 3<sup>rd</sup> February 2015 to consider such matters. In considering Appendix 2, the Scrutiny Board was thanked for its work on this subject, and it was noted that such recommendations would be taken into consideration.

Responding to enquiries, the Board received further information on the following:-

- The consultation and engagement procedures which would be undertaken by the Council with Parish and Town Councils and those community organisations with Neighbourhood Plans throughout the CIL process;
- The proposed timeframes by which neighbourhood funding would be allocated;
- The respective roles envisaged for Ward Members and for Community Committees when considering the allocation of the neighbourhood fund;
- The ways in which the retained element of the CIL would be utilised by the Council.

In acknowledging the complex nature of the arrangements for spending local CIL funds, it was requested that a further report be submitted to Executive Board providing further detail on such matters.

**RESOLVED –**

- (a) That the following be agreed:-
- (i) The Council will retain 5% of the CIL to cover administration and implementation costs;
  - (ii) 15% of CIL income to be the neighbourhood fund, subject to the cap set in national Regulations, or 25% in areas with an adopted neighbourhood plan;
  - (iii) To retain the default timetable in the CIL Regulations for transferring the neighbourhood fund: 1st October to 31st March transferred by 28th April, and 1<sup>st</sup> April to 30th September transferred by 28th October each year.
  - (iv) To continue to work closely with Parish Councils and other community groups and infrastructure providers, including through the Site Allocations Plan and maximising use of CIL resources;
  - (v) To use existing Community Committee structures to direct spending of the neighbourhood fund;
  - (vi) For guidance/protocols to be established to ensure a consistent approach to defining the locality for spending and consultation purposes. Community Committees may then publish their own parameters for the spending of the neighbourhood fund in their area. This will need to include consultation and joint working with adjoining Committees to determine the approach to CIL spending from development that may occur on or near Committee boundaries, and with Parish Councils in recognising the control parishes have over the neighbourhood fund for their own parish;
  - (vii) That priorities for strategic CIL spend are decided on an annual basis as part of the Council's budget setting process, in line with the Regulation 123 List, and taking into account the impact of specific and cumulative infrastructure needs arising from new development.
- (b) That it be noted that the following steps will be undertaken in order to deliver the resolutions of the Board:-
- (i) The appropriate internal procedures will be put in place to set the necessary systems for collection, distribution, and monitoring of the CIL Income;
  - (ii) The timescales for the implementation of the decisions are that Leeds City Council will start charging the CIL from 6th April 2015 and so the necessary procedures will be in place from that date and ongoing;
  - (iii) The Chief Planning Officer will be the officer responsible for the implementation of such matters.
- (c) That a further report be submitted to Executive Board providing further detail on the arrangements for spending the local CIL funds (15% or 25%), particularly in those areas without a parish or town council.

**157 Changing The Workplace: progress report to end of 2014**

Further to Minute No. 38, 17<sup>th</sup> July 2013, the Deputy Chief Executive and the Director of City Development submitted a joint report providing an overview of Phase 1 of the Changing the Workplace (CTW) scheme, presenting the benefits delivered to date and the opportunities available for further savings to be delivered. In addition, the report also looked to consider moving forward on phase 2 in the localities, linking in with the community hubs and asset rationalisation agendas.

In receiving the update, Members noted the financial savings which were being realised by the initiative and the ways in which CTW was promoting new and innovative ways of working across the Council.

**RESOLVED –**

- (a) That the progress made to date, together with the anticipated additional benefits including potential to release further buildings on completion of phase 1 of the CTW programme, be noted;
- (b) That the linkages to ‘How We Work’ and other cross-Council activities, such as those recently considered by Executive Board namely; asset rationalisation and community hubs, be noted;
- (c) That a further report be submitted to the Board by the Deputy Chief Executive and the Director of City Development in mid-2015 showing the refreshed financial costs and savings to be delivered in Phase 1, together with costs and opportunities for a phase 2 business case.

**158 City-wide Housing Repairs and Maintenance Procurement Strategy 2016**

The Director of Environment and Housing submitted a report providing an overview of the proposed strategy for key strategic procurement exercises that Housing Leeds would conduct between 2015 and 2020. In addition, the report also outlined the approach proposed to be taken in respect of future contracts or internal arrangements regarding the delivery of a number of key services.

**RESOLVED –**

- (a) That the overall strategy and direction of travel, as set out within the submitted report, be approved;
- (b) That the proposed extensions to the Mears Contracts be noted;
- (c) That the Director of Environment and Housing be authorised to implement the strategy following Executive Board approval under existing powers within the Director’s scheme of delegation.



## **DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS**

### **159 Grand Theatre and Opera House Ltd. - Future Operation and Governance Options Appraisal Outcomes**

Further to Minute No. 44, 16<sup>th</sup> July 2014, the Director of City Development submitted a report which sought approval for the next phase in the development of the Leeds Grand Theatre and Opera House (LGTOH).

In receiving the report, the Board emphasised the vital contribution that all three venues made to the city's cultural offer. As such, it was highlighted that the key objective of the submitted report was to ensure that the venues remained sustainable and were allowed to prosper in the future.

The Board paid tribute to the work which had been undertaken by the staff of the venues, Trustees of the Leeds Grand Theatre and Opera House, Scrutiny Board (Sustainable Economy and Culture), Council officers and the consultants, who had undertaken a piece of work as part of the review, all of whom had made valued contributions towards the progress which had been achieved to date.

Following consideration of Appendix B 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 it be recommended to the LGTOH Board that it restructures to become a fully independent charitable trust;
- (b) That it be noted, that once established, the fully independent charitable trust may decide to contract a commercial operator to run Leeds Grand Theatre and/or City Varieties, (subject to agreement to any requirements imposed upon it by Arts Council England, The National Heritage Memorial Fund or the Charity Commission) or may decide to retain this function in-house;
- (c) That the reduction of Member representation on the new board to a maximum of 3 be approved, which would be a condition of any future grants to the new trust, and/or a condition of any other financial contribution to the operation of LGTOH that the Council may make;
- (d) That support be given to the principle that the Board of LGTOH moves immediately to appoint an interim full-time Chief Executive to lead the process of change and development that will flow from the changes to governance, including the responsibility for managing the recruitment of an independent chair, to continue the progress made in turning around the current deficit-generating business model and developing a capital refurbishment plan with other stakeholders as per paragraph 3.7.3 of the submitted report;

- (e) That approval be given for any rental income, net of costs, from The Swan public house from 1 April 2015 is formally hypothecated from City Development to the benefit of City Varieties in recognition that the existence of The Swan significantly limits City Varieties capacity to raise income from secondary spend;
- (f) That it be agreed that any decision to separate governance arrangements for the Hyde Park Picture House be held in abeyance for further consideration by the independent trust in consultation with the Council, the local community and 'friends' groups;
- (g) That the Board convey its thanks to the staff, Trustees of LGTOH and the council officers involved for their work in improving the financial performance of the company, and that the Director of City Development and the Deputy Chief Executive be authorised to take the lead on behalf of the Council in the implementation of these changes under their respective schemes of delegation;
- (h) That the Director of City Development, on behalf of the Council, be authorised to enter into discussions and agree necessary documentation with Arts Council England and the National Heritage Memorial Fund with regard to necessary changes to the existing arrangements which would enable LGTOH to become a fully independent charitable trust.

**DATE OF PUBLICATION:** FRIDAY, 13<sup>TH</sup> FEBRUARY 2015

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00PM, FRIDAY, 20<sup>TH</sup> FEBRUARY 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 23<sup>rd</sup> February 2015)