



EXECUTIVE BOARD

Meeting to be held in Civic Hall, Leeds on
Wednesday, 20th April, 2016 at 1.00 pm

MEMBERSHIP

Councillors

J Blake (Chair)	A Carter	S Golton
D Coupar		
M Dobson		
R Lewis		
J Lewis		
L Mulherin		
M Rafique		
L Yeadon		

CONFIDENTIAL AND EXEMPT ITEMS

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

9.0 Confidential information – requirement to exclude public access

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

9.2 Confidential information means

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

10.0 Exempt information – discretion to exclude public access

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

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

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

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

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

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

A G E N D A

Item No K=Key Decision	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 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 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, 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 the recommendation is accepted, to formally pass the following resolution:-</p> <p>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 those 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 press and public were present there would be disclosure to them of exempt information.</p>	

Item No K=Key Decision	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>MINUTES</p> <p>To confirm as a correct record the minutes of the meeting held on 9th March 2016</p> <p><u>REGENERATION, TRANSPORT AND PLANNING</u></p>	1 - 10
6 K	City and Hunslet	10.4(3) (Appendix 5 only)	<p>THE FIRST WHITE CLOTH HALL AND LOWER KIRKGATE TOWNSCAPE HERITAGE INITIATIVE</p> <p>To consider the report of the Director of City Development seeking approval to purchase the freehold of the First White Cloth Hall (FWCH) and also to procure a multi-disciplinary design team to develop proposals for the refurbishment of the FWCH. In addition, the report also seeks the Board's support to undertake those regeneration actions as detailed.</p> <p>(Appendix 5 to this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3))</p>	11 - 32

Item No K=Key Decision	Ward	Item Not Open		Page No
7			<p>WHITE PAPER MOTION - LOCALLY-SET BUILDING STANDARDS FOR NEW HOUSING</p> <p>To consider the report of the Director of City Development presented in response to a White Paper Motion relating to the Passivhaus and other similar environmental building standards as approved by full Council in September 2015. Specifically, the report investigates the scope for Passivhaus or similar standards and sets out the key issues in respect of this matter.</p> <p><u>HEALTH, WELLBEING AND ADULTS</u></p>	33 - 52
8			<p>A BUSINESS CASE FOR A LEEDS ACADEMIC HEALTH PARTNERSHIP</p> <p>To consider the joint report of the Director of Public Health and the Director of City Development regarding the proposed establishment of the Leeds Academic Health Partnership. The report provides an explanation and summary of the business case for the Academic Health Partnership, and describes the framework within which the proposed Health Partnership would operate, including its strategic priorities and opportunities, financial and non-financial outcomes, governance funding and fit within other partnership structures. Additionally, the report also advises of the challenges it must address to remain successful between 2016-2020.</p>	53 - 122

Item No K=Key Decision	Ward	Item Not Open		Page No
9 K	Beeston and Holbeck; City and Hunslet		<p><u>CHILDREN AND FAMILIES</u></p> <p>OUTCOME OF CONSULTATIONS TO INCREASE PRIMARY SCHOOL PLACES IN HUNSLET AND BEESTON</p> <p>To consider the joint report of the Director of Children’s Services, the Director of City Development and the Deputy Chief Executive which seeks approval for the publication of a Statutory Notice proposing the expansion of capacity at Low Road Primary School and also to approve the publication of a Statutory Notice proposing the expansion of Cottingley Primary Academy.</p> <p><u>COMMUNITIES</u></p>	123 - 146
10			<p>THE CREATION OF AFFORDABLE ACCOMMODATION TO BUY AND RENT IN LEEDS</p> <p>To consider the joint report of the Director of City Development and the Director of Environment and Housing which providing a response to the White Paper resolution agreed at full council on 13th January 2016. Specifically, the report sets out the actions undertaken by the Government in relation to affordable housing and introduces a proposal to develop a housing for sale programme, through which the Council can help meet the requirements of low income households who want to purchase a home.</p>	147 - 160

Item No K=Key Decision	Ward	Item Not Open		Page No
11	Burmantofts and Richmond Hill; Temple Newsam		<p data-bbox="676 286 1257 360"><u>ENVIRONMENTAL PROTECTION AND COMMUNITY SAFETY</u></p> <p data-bbox="676 427 1278 501">RECYCLING AND ENERGY RECOVERY FACILITY UPDATE</p> <p data-bbox="676 539 1406 904">To consider the report of the Director of Environment and Housing providing an update on the Recycling and Energy Recovery Facility (RERF) being delivered by Veolia ES (Leeds) Ltd under the Council's PFI contract. Specifically, the report provides a summary of progress made since the matter was previously considered by the Board , together with an overview of the key areas of environmental and financial benefit resulting from the project.</p> <p data-bbox="676 1010 1086 1048"><u>ECONOMY AND CULTURE</u></p>	161 - 184
12 K	Armley; Bramley and Stanningley; Calverley and Farsley; City and Hunslet; Horsforth; Kirkstall		<p data-bbox="676 1115 1374 1189">LEEDS (RIVER AIRE) FLOOD ALLEVIATION SCHEME - UPSTREAM OF THE CITY CENTRE</p> <p data-bbox="676 1227 1406 1666">To consider the report of the Director of City Development seeking approval for the Council to lead, and develop with partners, a feasibility study to define the extent, standard of protection and subsequently engineer suitable solutions for a flood alleviation scheme upstream of the city centre. In addition, the report seeks approval to incur expenditure for the resourcing of technical staff, feasibility design, river modelling, ecological surveys, legal and business case work, securing of planning permission and procuring of consultants and contractors for these purposes.</p>	185 - 194

Item No K=Key Decision	Ward	Item Not Open		Page No
13			<p><u>EMPLOYMENT, ENTERPRISE AND OPPORTUNITY</u></p> <p>LEEDS APPRENTICESHIP RECRUITMENT FAIR</p> <p>To consider the report of the Director of Children’s Services providing an update on activity to support young people to access Apprenticeships, in particular, the Leeds Apprenticeship Recruitment Fair held at the First Direct Arena on 14 March 2016 at the beginning of National Apprenticeship Week.</p> <p><u>RESOURCES AND STRATEGY</u></p>	195 - 202
14			<p>FINANCIAL HEALTH MONITORING 2015/16 - PROVISIONAL OUTTURN</p> <p>To consider the report of the Deputy Chief Executive which sets out the Council’s projected financial health position for 2015/16 together with other key financial indicators. Additionally, the report presents the provisional outturn position and also comments on the key issues impacting on the overall achievement of the budget for the current year.</p>	203 - 230
15			<p>CHANGING THE WORKPLACE - PROGRESS AND BUSINESS CASE REFRESH</p> <p>To consider the joint report of the Director of City Development and the Deputy Chief Executive advising of the progress made regarding phase 1 of the Changing the Workplace programme and also of plans in respect of phase 2. In addition, the report provided an update on the savings estimated to be delivered by phase 1.</p>	231 - 246

Item No K=Key Decision	Ward	Item Not Open		Page No
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Third Party Recording

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.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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EXECUTIVE BOARD

WEDNESDAY, 9TH MARCH, 2016

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, D Coupar, M Dobson,
S Golton, J Lewis, L Mulherin, M Rafique
and L Yeadon

APOLOGIES: Councillor R Lewis

144 Declaration of Disclosable Pecuniary Interests

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

145 Minutes

RESOLVED – That the minutes of the meeting held on 10th February 2016 be approved as a correct record.

RESOURCES AND STRATEGY

146 European Structural and Investment Funds Programme 2014-2020 Update

The Director of City Development submitted a report providing an update on the European Structural Investment Fund (ESIF) programme for the Leeds City Region and which provided information on progress made by the Council in developing projects. The report also sought approval to enter into a contract for two early projects currently being considered by the ESIF managing authority, namely the 'Ad:Venture Enterprise Growth Programme' and the 'Digital Enterprise Project', and sought the relevant 'authorisation to spend'.

Responding to an enquiry, assurances were provided that Opposition Groups would be kept informed of any future outline applications for ESIF which were intended to be submitted.

In addition, it was requested that further information be provided to Executive Members detailing the extent to which other organisations and partners across the city had accessed such funding streams.

RESOLVED -

(a) That the summary of the European Structural and Investment Funds (ESIF) programme and the progress made to date in developing projects within the Council, be noted.

(b) That Council expenditure for Ad:Venture Enterprise Growth Programme of £345,000 and for the Digital Enterprise Project of £70,000, a total of £415,000, be authorised.

- (c) That the Director of City Development be authorised to enter into contract with the relevant ESIF Managing Authority for the Ad:Venture Enterprise Growth Programme and the Digital Enterprise Project.
- (d) That it be noted that future outline applications for ESIF projects will be submitted by the relevant Director under their delegated authority and in consultation with the Executive Member, and that Executive Board approval will be sought prior to entering into any contracts for successful ESIF applications.

HEALTH, WELLBEING AND ADULTS

147 Leeds City Council Health Breakthrough Project “Early Intervention to Reduce Health Inequalities”

The Director of Public Health submitted a report outlining the need for an Integrated Healthy Living Service (IHLS) and Locality Community Health Development and Improvement (LCHD/I) services in Leeds. In addition, the report described how related services currently worked and how the commissioning of future services were planned as part of the Health Breakthrough project and as a contribution towards the Best Council Plan. Finally, the report sought the Board’s approval to procure an IHLS and LCHD/I services for Leeds.

Members welcomed the consideration of this matter at Executive Board.

Responding to a specific enquiry, the Board was assured of relevant local Ward Members’ involvement in the consultation exercises associated with any future procurement processes. In addition, it was requested that the relevant Community Committees also be involved in such consultation, as appropriate.

In conclusion, it was requested that regular updates be provided on the progress being made in the delivery of such services.

RESOLVED –

- (a) That the progress being made by the Health Breakthrough project be noted.
- (b) That the Director of Public Health be authorised to procure an Integrated Healthy Living Service for Leeds and Locality Community Health Development/Improvement Services, with contracts to be awarded in April 2017 and September 2016 respectively.

CHILDREN AND FAMILIES

148 The Annual Standards Report 2014-2015

The Director of Children’s Services submitted a report which summarised the achievement of learners at all Key Stages throughout 2014/15. In presenting the achievements and challenges over the course of that academic year, it provided recommendations for the future and outlined the actions being taken

by the Council to support, monitor, challenge and intervene in this area, as necessary.

Responding to a Member's specific enquiry, the Board was provided with information on the attainment levels in Leeds at Key Stage 2 and Key Stage 4 respectively, when compared with other Core Cities.

RESOLVED –

- (a) That the data in the submitted report illustrating the outcomes of Leeds children and young people in 2014 and 2015 be noted.
- (b) That the actions recommended for each priority in order to enable the effective delivery of the Best City for Learning strategy, be supported.
- (c) That in noting the comments made during the meeting, consideration be given to the Board making recommendations, as deemed appropriate, on the future provision of ongoing support, challenge and intervention in Leeds in order to ensure that progress continues to be made.
- (d) That the vision, as presented within the submitted report, as to where the Council wants to be by 2020 in order to further improve learning across Leeds, be approved.
- (e) That it be noted that the Head of Learning Improvement is responsible for the implementation of such matters.

149 The Best City for Learning Strategy

The Director of Children's Services and the Director of City Development submitted a joint report presenting the Best City for Learning Strategy, which looked to outline a 4 year plan to improve learning across Leeds from 2016 - 2020.

Whilst acknowledging the strategic nature of the documents which had been submitted to the Board, Members received details of the range of actions being taken by the Council in collaboration with schools, partners and other local authorities to build upon the progress that was currently being made and also to meet those key priorities, as set out within the strategy. Also, in highlighting the key importance of effective relationships between schools and the Council, Members received information on the actions being taken to continue to develop such relationships.

Furthermore, it was requested that a briefing note be submitted to Executive Board Members which provided details and specific examples of the 'traded' supportive services provided by the Council to schools and the extent to which such services were currently being utilised. In addition, it was requested that the Board be provided with updates in respect of any changes to school funding arrangements, as and when appropriate.

In conclusion, the Board paid tribute to and thanked Paul Brennan, Deputy Director for Learning, Children's Services, for his services to the Council, as this would be the final Board meeting in which he would be in attendance prior to his retirement.

RESOLVED -

- (a) That each of the seven priorities, as detailed within the Strategy, be noted.
- (b) That the implications listed under each priority, together with the vision for success in learning across Leeds, be noted.
- (c) That the actions recommended for each priority in order to enable the effective delivery of the strategy be supported.
- (d) That in noting the comments made during the meeting, consideration be given to the Board making recommendations, as deemed appropriate, on the future provision of ongoing support, challenge and intervention in Leeds in order to ensure that progress continues to be made.
- (e) That it be noted that the Head of Learning Improvement is responsible for the implementation of the strategy.

150 Outcome of statutory notice on proposals to expand primary provision in Pudsey/Swinnow

Further to Minute No. 115, 16th December 2015, the Director of Children's Services submitted a report detailing proposals submitted to meet the local authority's duty to ensure sufficiency of school places. Specifically, this report described the outcome of a statutory notice regarding proposals to expand primary school provision at Greenside Primary School and which sought a final decision on such proposals.

RESOLVED –

- (a) That the expansion of Greenside Primary School from a capacity of 315 pupils to 420 pupils, increasing the admission number from 45 to 60 with effect from September 2017, be approved.
- (b) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

151 Outcome of statutory notice on proposals to expand primary provision and establish SEN provision at Carr Manor Community School

Further to Minute No. 95, 18th November 2015, the Director of Children's Services submitted a report detailing proposals brought forward to meet the Local Authority's duty to ensure sufficiency of both school and Special Educational Needs (SEN) places. Specifically, this report detailed the outcome of a Statutory Notice regarding proposals to increase primary places and establish SEN provision at Carr Manor Community School, and

recommended that Executive Board approved the withdrawal of the proposals at this stage.

RESOLVED –

- (a) That the recommendation to withdraw the proposal to expand Carr Manor Community School and to establish SEN provision at this stage be approved.
- (b) That it be noted that further consultation may be required in order to ensure that the authority meets its duty to provide primary and SEN places in the Meanwood area and that a further report may be submitted to Executive Board.
- (c) That it be noted that the Head of Learning Systems and the Head of Complex Needs are the responsible officers for such matters.

152 Outcome of consultation to increase Primary School Places and establish Special Educational Needs provision at Bramley Primary School

The Director of Children's Services submitted a report detailing proposals brought forward to meet the local authority's duty to ensure sufficiency of both mainstream primary provision and primary aged Special Educational Needs (SEN) places. Specifically, the report described the outcome of the consultation that had taken place regarding proposals to expand primary school provision and establish SEN provision at Bramley Primary School and which sought permission to publish a statutory notice in respect of such proposals.

RESOLVED –

- (a) That approval be given to the publication of a Statutory Notice to expand primary provision at Bramley Primary School from a capacity of 280 pupils to 420 pupils, with an increase in the admission number from 40 to 60, with effect from September 2017, and also to establishing provision for pupils with Complex Communication Difficulties including children who may have a diagnosis of ASC (Autistic Spectrum Condition) for approximately 6 pupils, with effect from September 2017.
- (b) That it be noted that the responsible officers for the implementation of such matters are the Capacity Planning and Sufficiency Lead and the Head of Complex Needs.

153 Outcome of Consultation on a Proposal to cease to provide complex social, emotional and mental health provision under the West Oaks SEN Specialist School and College (Oakwood Lane site) and Providing for these needs under the Wellspring Academy Trust

Further to Minute No. 93, 18th November 2015, the Director of Children's Services submitted a report detailing the outcome of a consultation exercise regarding a proposal to cease to provide complex SEMH (Social, Emotional and Mental Health) provision under the West Oaks SEN (Special Educational

Needs) Specialist School and College (Oakwood Lane site) and providing for those needs under The Wellspring Academy Trust. Furthermore, the report sought permission to publish a statutory notice in respect of such proposals.

RESOLVED –

- (a) That the publication of a Statutory Notice to cease to provide behaviour, emotional and social difficulty (BESD) provision under the governance of the West Oaks SEN Specialist School and College (Oakwood Lane site) from 31 August 2016, be approved. (This is conditional on the conversion of the existing BESD Specialist Inclusive Learning Centre (SILC) into a 4 – 19 SEMH sponsored academy. The provision at the Oakwood Lane site would become part of the new academy from 1 September 2016. If the academy conversion is not in place, then the provision would continue at Oakwood Lane under the governance of West Oaks SEN Specialist School and College).
- (b) That it be noted that the officer responsible for the implementation of such matters is the Head of Learning Systems.

COMMUNITIES

154 Establishing a Council Lettings Agency and the future policy direction for the regulation of the Private Rented Sector

Further to Minute No. 44, 23rd September 2015, the Director of Environment and Housing submitted a report setting out proposals to establish a Council Lettings Agency and also detailing proposals regarding the regulation of the Private Rented Sector (PRS).

In considering the submitted report, Members welcomed the proposals detailed within it.

In conclusion, the Board paid tribute to and thanked John Statham, Head of Housing Partnerships, Environment and Housing, for his services to the Council, as this would be the final Board meeting in which he would be in attendance prior to his retirement.

RESOLVED -

- (a) That the proposal, in principle, to establish a Council Lettings scheme managed by Housing Leeds be approved.
- (b) That the proposal to establish a Leeds Rental Standard, supported by self-regulation, be approved.
- (c) That the proposal to establish a Rogue Landlord Unit be approved.
- (d) That the proposal to commit the Leeds Neighbourhood Approach (LNA) to a longer term multi-agency programme of work within Holbeck be approved.

- (e) That the Director of Environment and Housing be requested to bring forward proposals for a Selective Licensing Scheme.
- (f) That the proposals, as set out within the submitted report, to implement a range of charging proposals, be approved.
- (g) That the implementation of all of the resolutions, as detailed above, be delegated to the Director of Environment and Housing.

155 Leeds Social Value Charter

The Assistant Chief Executive (Citizens and Communities) submitted a report which sought endorsement of the Leeds Social Value Charter and requested that Council directorates seek to enhance existing activities in order to promote social responsibility, build social capital, deliver social value and maximise the social return on the Council's investment in all aspects of policy and practice.

Members highlighted the importance of ensuring that appropriate structures were in place within the Council and across the city to enable the third, private and public sectors to work alongside each other and local communities, for the overall benefit of Leeds. In response, emphasis was placed upon how the Council's role in this area had developed, with the aim that it would continue to do so in order to maximise the impact of social value in Leeds.

In conclusion, it was requested that Executive Members and also relevant local Ward Members receive updates on the development of new initiatives in this area.

RESOLVED -

- (a) That the contents of the submitted report be noted.
- (b) That the Leeds Social Value Charter be endorsed, that the establishment of the cross-sector implementation group be supported and that the Council's directorates be encouraged to explore opportunities to deliver on the social value ambitions.
- (c) That the Assistant Chief Executive (Citizens and Communities) be requested to maintain an overview of Charter developments and implement its principles within the Council and across the city.

ENVIRONMENTAL PROTECTION AND COMMUNITY SAFETY

156 Police Community Safety Officers (PCSOs)

The Director of Environment and Housing submitted a report providing Executive Board with details of the outcome of discussions which had been undertaken with the Police and Crime Commissioner (PCC) about Police Community Safety Officers (PCSO) numbers, funding and allocation in Leeds. In addition, the Board was invited to determine the future distribution of Leeds City Council funded PCSO posts from 2016/17.

In considering the submitted report, the crucial role played by PCSOs in communities across Leeds was highlighted. In acknowledging that although the submitted proposals would mean that there would be changes to the way in which PCSOs were allocated, it was highlighted that there would be an increase of 20 PCSOs in Leeds funded by the PCC and the Council, compared to the current number in post.

In response, concern was raised, with specific reference made to the fact that under such proposals, the current minimum allocation of 5 PCSOs per Ward would be reduced to 3.

With regard to the proposals on the revised allocation arrangements, it was requested that regular updates be provided on such matters, as and when appropriate.

RESOLVED – That the future distribution of Leeds City Council funded PCSO posts from 2016/17 be approved on the basis of equal distribution of two PCSOs per ward.

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

ECONOMY AND CULTURE

157 Storm Eva - Recovery Plan Update

Further to Minute No. 120, 20th January 2016, the Assistant Chief Executive (Citizens and Communities) submitted a report which provided an update on the impact of Storm Eva in Leeds, specifically with regard to the recovery response and developments regarding flood alleviation proposals for the city.

Members received an update on several issues including:

- the current position regarding the establishment of flood defence measures, with specific reference to the scoping exercise which continued to be undertaken, whilst it was also noted that currently there was no funding arrangements in place for the associated feasibility study;
- the actions being taken by the Council to pursue the issue of insurance provision for affected properties and businesses;
- the recent announcement regarding the closure of the Thyssenkrupp Woodhead factory was highlighted.

In noting that as regular dialogue with Government continued and the fact that the Secretary of State for Environment, Food and Rural Affairs had confirmed that Leeds would receive the flood defences it required, it was agreed that a letter, jointly signed by those Group Leaders on Executive Board, be submitted to Government which outlines the Council's commitment to pursue

the funding required for Leeds to establish appropriate flood alleviation measures in the short term and appropriate flood defences in the longer term.

With regard to the establishment of appropriate flood defences, emphasis was placed upon the importance of ensuring that such measures covered the entirety of the affected areas.

Responding to an enquiry, Members received clarification on the statistics regarding the number of flats which had been flooded as a consequence of Storm Eva.

RESOLVED –

- (a) That the updates, as detailed within the submitted report be noted, including the update on the progress made against the resolutions from the 20th January 2016 Executive Board meeting (as detailed at annex 1), together with the ongoing progress made on the citywide Strategic Recovery Plan (as detailed at annex 2).
- (b) That a further update be provided to Members of the Executive Board in June 2016.

EMPLOYMENT, ENTERPRISE AND OPPORTUNITY

158 Equality Framework

Further to Minute No. 69, 21st October 2015, the Assistant Chief Executive (Citizens and Communities) submitted a report setting out the outcome of the Council's reaccreditation against the Equality Framework for Local Government at the level of 'excellent'.

RESOLVED –

- (a) That the reaccreditation of the Council as an 'Excellent' local authority in the Equality Framework for Local Government, be noted.
- (b) That the development of an Equality Framework Improvement Plan be noted, with the delivery of the plan being overseen by the Assistant Chief Executive (Citizens and Communities) with support from the Equality and Diversity Board and the Member Champions Equality Group.

REGENERATION, TRANSPORT AND PLANNING

159 Leeds District Heating Network Local Development Order (LDO 3)

Further to Minute No. 141, 10th February 2016, the Director of City Development submitted a report which set out for the purposes of adoption and subsequent submission to the Secretary of State for Communities and Local Government a proposed Local Development Order (LDO) in respect of the Leeds District Heating Network.

RESOLVED –

- (a) That the adoption of the Leeds District Heating Network Local Development Order (LDO3), as set out in Appendix 1 to the submitted report, be approved.
- (b) That approval be given for the Chief Planning Officer to submit a copy of the Leeds District Heating Network Local Development Order (LDO3), together with the statement of reasons, to the Secretary of State for Communities and Local Government.

160 Holbeck Urban Village, South Bank Supplementary Planning Document

Further to Minute No. 81, 18th November 2015, the Director of City Development submitted a report which sought approval to undertake consultation upon a draft Supplementary Planning Document (SPD) to replace and update the Holbeck Urban Village Revised Planning Framework (2006). This was in the light of major inward investment proposals, substantial changes to the national and local Planning Policy context since 2006, the emergence of the vision for the South Bank, the opening of Leeds Station Southern Entrance, the post global recession market place, the completion of a number of successful developments in the area and the worsening condition of the Grade I listed and 'at risk' Temple Works.

RESOLVED –

- (a) That the Chief Planning Officer be authorised to undertake a 6 week public consultation exercise in order to seek views on the draft Supplementary Planning Document to inform development proposals in the Holbeck Urban Village.
- (b) That once the consultation is complete and comments addressed, the Chief Planning Officer be requested to report back to the Executive Board in the summer of 2016 in order to enable the Board to consider the formal adoption of the SPD.

DATE OF PUBLICATION: FRIDAY, 11TH MARCH 2016

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 18TH MARCH 2016

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 21st March 2016)

Draft minutes to be approved at the meeting
to be held on Wednesday, 20th April, 2016



Report author: Franklin Riley
Tel: 247 8138

Report of the Director City Development

Report to Executive Board

Date: 20 April 2016

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

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): City and Hunslet	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: 10.4(3) Appendix number: 5	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Summary of main issues

1. Lower Kirkgate is Leeds' first street and home to the iconic First White Cloth Hall (see Appendix 1). However, Kirkgate (west of Vicar Lane) requires significant investment. To address this the Council bid to the Heritage Lottery Fund which awarded £1.505m to undertake conservation standard repair and restoration works to the FWCH and other properties in the area as part of the Lower Kirkgate Lower Kirkgate Townscape Heritage Initiative (THI).

2. The introduction of the THI has led to the refurbishment of 92 Kirkgate and several owners have secured planning permission in the lead up to applying for grant aid. However, there are still impediments to achieving the council's regeneration aims, most notably the restoration of the FWCH. On 25th June 2014 Executive Board gave authority to enter into a 300 year lease with the owner, City Fusion, as part of the Council's plans to secure the future of the building. However, it has not been possible to secure a lease agreement with the owner on terms that are acceptable to both parties. Given the state of the FWCH and the time limited grant funding it is now imperative that the building's future is secured hence the need to acquire the freehold and to commence the design process so that its repair is not delayed. If acquisition cannot be achieved through negotiation the council is prepared to use its compulsory purchase powers to acquire the property and to secure the regeneration of Kirkgate as envisaged by the THI and the adopted Lower Kirkgate Planning Statement.

Recommendation

3. Executive Board is recommended to:

- (i) Authorise the Director of City Development to purchase the freehold of the First White Cloth Hall;
- (ii) Authorise the Director of City Development to progress the procurement of a multi-disciplinary design team to develop proposals for the refurbishment of the First White Cloth Hall by a mini competition for firms within Lot 4 (Architecture) of the Fusion 21 Framework and, that the evaluation criteria to be used to assess the suitability of bidder's to undertake the commission is split 60% quality and 40% price;
- (iii) Authorise the Director of City Development, in liaison with the Executive Member (Regeneration, Transport and Planning), to take the actions recommended in the Appendix 5 should a Compulsory Purchase Order (CPO) be the only alternative to acquire the building and to secure the proper restoration of the First White Cloth Hall and surrounding land within Lower Kirkgate ; and
- (iv) Note that the Programme Manager (Major Projects) will be responsible for Implementation.

1 Purpose of this report

- 1.1 This report seeks approval to purchase the freehold of the First White Cloth Hall (FWCH) and to procure a multi-disciplinary design team to develop proposals for the refurbishment of the FWCH. The report also seeks support to take the regeneration actions as recommended in Appendix 5 (confidential under the Access to Information Procedure Rule 10.4(3)).

2 Background information

- 2.1 In April 2013, the Heritage Lottery Fund (HLF) awarded the Council a new Townscape Heritage Initiative (THI) for the Lower Kirkgate area of the city centre. The THI consists of a time limited programme of capital investment in commercial properties, backed by grant aid and private sector match funding. The amount awarded by the HLF was £1.505m, match funded by £668k from the capital programme. A further £250k has been earmarked for the FWCH from Historic England and the THI as a whole is expected to attract some £1.5m in private match funding.
- 2.2 The FWCH is owned by City Fusion and is in derelict state with approximately one half of the building having been demolished in 2011, following the collapse of the neighbouring 101 Kirkgate. It is a grade II* listed building which is also on Historic England's 'Buildings at Risk Register' and is assessed as an "extreme risk", its highest priority category. The property is in a fragile condition and requires significant investment which the owners have not been able to provide. Council officers have spent over 12 months seeking to negotiate a 300 year lease of the building with the owner but it has not been possible to reach agreement. In parallel with these negotiations the council has sought to minimise the rate of deterioration of the FWCH and in August 2015 an urgent works notice was served on the owners to compel them to undertake repairs to the building. These repairs have now been undertaken. However, the FWCH remains in a fragile state and requires significant investment in the next few years to ensure its long term survival. In addition the council has procured designers and engineers a feasibility of the building to guide the design and management of the restoration works needed to secure the building for the long term.
- 2.3 Given the lack of agreement in securing a long term lease, the council instigated negotiations to acquire the freehold of the property by private treaty in December 2015. Should these fail the council will need to consider the use of its statutory powers given the condition of the building and its importance historically. The powers available to the local council should negotiation by private treaty fail are outlined in paras. 4.5.1 to 4.5.3. Following acquisition of the property, the Council considers that the building can be restored and a financially viable use found for it that would also allow users to experience this important historic building.
- 2.4 With its professional design advisors the council has carried out investigative works comprising surveys to determine the condition of the building and produced an option appraisal of potential uses that the building could be put to. The next stage is to appoint a design team to develop the option appraisal into a scheme proposal sufficient to submit for planning permission and listed building consent, equating to taking the scheme from RIBA Stage 2 (Concept Design) to RIBA Stage 7 (In use). The design team's initial appointment will be to completion of RIBA Stage 3

(Developed Design), sufficient to apply for planning and listed building consent and then, thereafter, their ongoing appointment and the form of such appointment will be subject to receiving the necessary consents, acquiring the property, their performance to completion of RIBA Stage 3 and, the approach to the appointment of the contractor being agreed.

3 Main issues

3.1 The Planning Statement for Lower Kirkgate was adopted in 2011 following an extensive consultation with the public, local businesses and several amenity bodies. The Statement's vision was to secure the future of the historic fabric of Kirkgate and to start a process of sustainable and long lasting regeneration by:

- (a) working collaboratively with key stakeholders and involving the local community;
- (b) reinforcing, preserving and enhancing the strong identity, character and distinctiveness of the area and its buildings;
- (c) investing effectively in good sustainable design;
- (d) re-connecting and restoring confidence in Kirkgate as a place at the heart of City Centre activity;
- (e) acting as a catalyst to close the gap between neighbouring areas within the City Centre, and also to those on its edge.

3.2 Central to the achievement of these objectives is firstly to consider how best to achieve the future of the First White Cloth Hall and secondly how to ensure that the regeneration of the wider Kirkgate area is secured before the existing grant aid expires in March 2020.

First White Cloth Hall

3.3 The iconic structure within the THI is the grade II* listed First White Cloth Hall (FWCH) which set the scene for the city's rapid mercantile expansion from the 1700s. The owner City Fusion has been unable to bring forward a refurbishment scheme for the FWCH and it has not been possible to agree the long term lease to facilitate its repair. Notwithstanding the action that City Fusion has undertaken in response to the urgent works notice served in August 2015, any further uncertainty or the prospect of further delay is not acceptable to the council given its condition and the need to commit grant funding in a timely manner. Due to the historical significance of the building, it is recommended that the Council acquires the freehold of the building to secure its future and to bring about its refurbishment and reuse. The capital programme has £2.6m earmarked for the FWCH as such the Council now has a fully funded restoration scheme based on an extensive outline design and feasibility process which has had the support of Historic England. In addition to securing the freehold, the next stage of the project will involve the production of a detailed design of the repair and restoration works required for the FWCH through an OJEU tender framework, Fusion 21, to ensure that appropriately qualified and experience designers are appointed.

3.4 Given the time constraints faced and need to ensure that the designers have particular skills and experience in restoring heritage buildings it is proposed to use the Fusion 21 Framework in compliance with the Public Contract Regulations 2006 (as amended) via a two stage selection process offers (amongst other services) the

provision of architectural consultants (Lot 4). The timescale to appoint the design team under this Framework, using a mini competition, is around 3 months whereas option 3, OJEU European procurement restricted procedure option would take 6-7 months. Discussions have been held with Historic England and they have advised they would have no objections to the use of this Framework to appoint the design team. Similarly HLF have advised it is acceptable to use this framework for the appointment of the design team.

Wider Regeneration and Other Kirkgate Properties

- 3.5 Kirkgate includes 14 buildings apart from the FWCH. Whilst they are not listed they make an important contribution to the conservation area in that part of the city. However, at present there are 10 (66%) vacant properties in addition to upper floor vacancies or low level storage uses across most of the occupied properties. The THI aims to return 2971m² floorspace back into productive use by generating increased commercial vitality through the introduction of new uses attracted by the areas visible improvements. Depending on the configuration of uses it is estimated that this could increase employment within the Kirkgate frontage by 28-80 people.
- 3.6 So far the THI grant has been used to restore 92 Kirkgate and has introduced a new independent café/ bakery / bar use called Wapentake (see Appendix 3). The owner has recently acquired another property and it is hoped that this along with another two properties will commence onsite this financial year. Whilst 92 Kirkgate provides proof of the potential of Kirkgate to regenerate there are other properties where the development programme is less certain despite the availability of grant thus posing a risk to the comprehensive regeneration envisaged by the THI and the adopted Planning Statement and to the character of this part of the conservation area. The recent fire at 103/104 Kirkgate, which follows the collapse of 101 Kirkgate (which brought down the west wing of the FWCH) in 2010, highlights the vulnerability of Leeds's first street (see Appendix 3a) and the need to take the opportunity to arrest its decline following a careful consideration of the statutory powers available to the Council.

4 Corporate Considerations Consultation and Engagement

- 4.1.1 The Executive Member (Regeneration, Transport and Planning), Legal Services and Development Management have also been consulted on the report along with the Lower Kirkgate Project Board, chaired by the Director of City Development.
- 4.1.2 Ward Members and a range of heritage organisations including Historic England, Leeds Civic Trust, Victorian Society and the West Yorkshire Archaeological Advisory Service (WYAAS) have also been consulted on the general THI proposals, along with property owners within the THI area.
- 4.1.3 The Councils Procurement Unit has been consulted to identify the appropriate procurement route. The Unit has also reviewed the terms and conditions of the Fusion 21 Framework and confirmed they are suitable for use from a legal perspective.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Giving due regard to equality, the proposals in this report has been subject to an Equality Screening, which is appended to this report (Appendix 4). The grant application process will involve monitoring to retrospectively evaluate the performance of applications from different groups. However, the THI was subject to an equality screening and this concluded that the training and awareness raising will potentially give rise to equality impacts in terms of the selection of candidates.

4.3 Council Policies and Best Council Plan

4.3.1 The project will support the Council Policies and Best Council Plan 2013-17 objectives which support economic growth and access to economic opportunities and also the Breakthrough Project of 'World class events and a vibrant city centre that all can benefit from'. It will do this by providing grant aid and development expertise to help address market failure in marginal and heritage rich buildings on the edge of the city. Without this intervention it is possible that some of the built environmental that helped to make Leeds a regional centre will be lost or that vacant spaces that could be used by new enterprises remain unavailable losing an opportunity to create a distinctive independent commercial offer to complement existing city centre businesses.

4.4 Resources and value for money

4.4.1 The project will bring investment to the city in the region of £3.3m, most of which would not otherwise occur. The restored buildings will create space for between 28-80 employees and will assist in promoting better energy efficiency and building maintenance practices within the THI and beyond through promotional activity. As such the project represents good value for money for Leeds residents and businesses. The level of match funding required to support the initiative is already part of the Council's capital programme.

4.4.2 Except for officer time, it is not envisaged that there will be any costs associated with the procurement of the design team to develop the scheme proposals for the proposed refurbishment of the FWCH. The capital funding required to restore the FWCH has been secured, in addition to capital grant support to repair other properties.

4.5 Legal Implications, Access to Information and Call In

4.5.1 Under s48 of the Planning (Listed Building and Conservation Areas) Act 1990 the Council has legal powers to serve a notice setting out the repairs needs for the proper preservation of a listed building. If the building is not repaired within the requisite period then Council may then serve a Compulsory Purchase Order under Section 47 of the above Act and, if the Order is confirmed by the Secretary of State, proceed to acquire the building in accordance with the Acquisition of Land Act 1981.

4.5.2 Alternatively, the Town and Country Planning Act Section 226(i)(a) contains powers to acquire land to facilitate the carrying out of development. Section 226(1)(b) authorises the compulsory acquisition of land for the proper planning of the area. If the Council proceeds under (a) it must also demonstrate that the development is likely to contribute to the promotion or improvement of the economic, social or environment well-being of their area. In order to be successful in securing a compulsory purchase order under the Planning Acts, the Council would have to satisfy the Secretary of State:

- that it had made reasonable efforts to acquire all the order land by negotiation;
- that it had funding available to ensure there was a reasonable prospect of the Scheme going ahead;
- that there were no planning impediments to the delivery of the Scheme

4.5.3 Government Guidance on Compulsory Purchase Process and The Crichel Down Rules October 2015 states that CPO's should only be made where there is a compelling case in the public interest. An acquiring authority should be sure that the purpose for which the CPO is made justify interfering with the human rights of those with an interest in the land effected. Particular consideration should be given to the provisions of Article 1 of the First Protocol of the European Convention on Human Rights.

4.5.4 The Council acknowledge that all consultant appointments need to comply with all applicable current public procurement legislation, namely Public Contract Regulations 2015 (PCR 2015), when purchasing any goods or services for the proposed capital project.

4.5.5 There are a large number of enabling powers for the purpose of which land can be acquired. The purpose for which an acquiring authority seeks to acquire land will determine the statutory power under which compulsory purchase is sought.

4.5.6 The Council also has the power to promote regeneration such as those encompassed within the Lower Kirkgate THI under its well-being powers within Section 1 of the Localism Act 2011 which allows local authorities to "do that individuals generally may do", unless explicitly prohibited elsewhere in law.

4.5.7 The restoration of the FWCH can be undertaken using powers under Section 2 of the Local Authorities (Land) Act 1963 which permit the Council to "erect any building and construct or carry out works on land" (not just our own land) where this is for "the benefit or improvement" of the city. THI schemes are compatible with the Grant Block Exemptions Regulations 2014-2020 (aid for culture and heritage conservation), specifically NN 11/2002 which applies to the National Heritage Memorial Fund, of which the THI is a part.

4.5.8 The information in Appendix 5 of this report has been identified as exempt because it contains information which relates to City Fusion Ltd and other businesses within the THI area and its release may prejudice their commercial interests and withholding the information is considered to outweigh the public interest benefit or its release. Further risks, in addition to those outlined in section 4.6, are identified in the confidential Appendix 5 attached to this report which relate to the financial or business affairs of the Council. Disclosure of those risks would be prejudicial to the interests of the Council. It is considered that the public interest in treating this information as confidential outweighs the public interest in disclosing it and that these elements of the report should be treated as exempt under Rule 10.4(3) of the Access to Information Procedure Rules. The report is subject to call in.

4.6 Risk Management

4.6.1 A separate risk log has been prepared and is regularly updated. The main risks are as follows:-

- Design Risk - There is a risk that the Council will not acquire an interest in the FWCH which could lead to the loss of some or all of the design costs. However, the urgency of the need to secure the FWCH and potential to lose £750k in grant means that on balance the risk is worth taking.
- Critical Project (FWCH) - all THI projects carry the risk that should the critical properties fail to be delivered then HLF could clawback all or some of the funding. This action can be mitigated by demonstrating that all reasonable steps have been taken to secure development and participation by owners and occupiers. The additional measures outlined in this report pertaining to the FWCH will help to reduce these risks.
- Non-delivery - If the THI does not succeed there will be a risk to the special architectural and historic character of the conservation area and the listed FWCH. In particular there is a risk that without further investment the FWCH could be lost due to building collapse.
- Costs - There is a risk that the fee proposal arising from the procurement process may exceed the allowance for such fees contained within the project cost plan and, that this will only become apparent once the preferred bidder has been identified. If such a position were to arise, it may be necessary to review the scope of service required of the design team in order to ensure compliance with the existing budget provision.

5 Conclusions

5.1 Securing the successful rejuvenation of an area which has suffered market failure is complex. However, the funding opportunities available until 2020 are unlikely to be repeated in the near future. During that time the fabric of Leeds' first street is likely to have deteriorated further even with the use of the Council's planning and building regulations powers and the support of some owners. Hence the need for the Council's statutory powers, including compulsory purchase powers, being considered – the details of which are discussed in Appendix 5 (confidential under the Access to Information Procedure Rule 10.4(3)). The restoration of the First White Cloth Hall would secure Leeds' most important building at risk. As importantly the opportunity to help create a critical mass of independent retailing and to revitalise vacant floorspace for the benefit of the local economy would send a positive signal about the resolve of the Council and its partners to support economic prosperity despite the challenges posed.

6 Recommendation

6.1 Executive Board is recommended to:

- (i) Authorise the Director of City Development to purchase the freehold of the First White Cloth Hall;
- (ii) Authorise the Director of City Development to progress the procurement of a multi-disciplinary design team to develop proposals for the refurbishment of the First White Cloth Hall by a mini competition for firms within Lot 4 (Architecture) of the Fusion 21 Framework and, that the evaluation criteria to

- be used to assess the suitability of bidder's to undertake the commission is split 60% quality and 40% price;
- (iii) Authorise the Director of City Development, in liaison with the Executive Member (Regeneration, Transport and Planning), to take the actions recommended in the Appendix 5 should a Compulsory Purchase Order (CPO) be the only alternative to acquire the building and to secure the proper restoration of the First White Cloth Hall and surrounding land within Lower Kirkgate; and
 - (iv) Note that the Programme Manager (Major Projects) will be responsible for Implementation.

7 Background documents¹

7.1 None.

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

Appendix 1: FWCH images now and a restored option



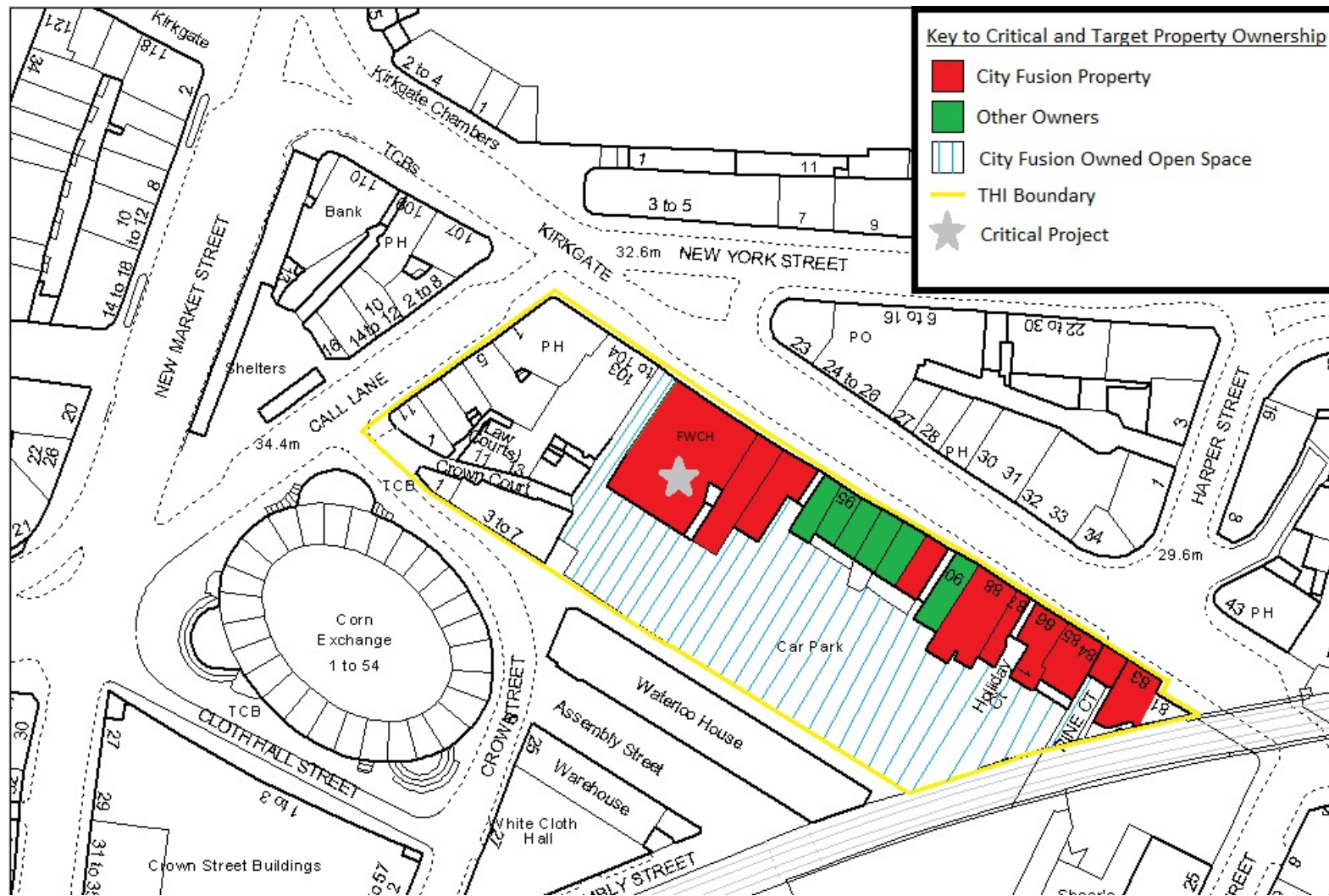
Image A - FWCH



First White Cloth Hall | Kirkgate

Buttress

Image B - FWCH (a restored option; image courtesy of Buttress Architects)



Appendix 2: THI Boundary and Ownerships

Appendix 3: 92 Kirkgate (before and after)



Appendix 3a: Examples of unrepaired properties on Kirkgate



APPENDIX 4: Equality, Diversity, Cohesion and Integration Screening



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Regeneration
Lead person: Franklin Riley	Contact number: 247 8138

1. Title: The First White Cloth Hall
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
<p>The Lower Kirkgate THI provides capital grants to help property owners address the market failure within Leeds’ oldest street. This failure has resulted in valuable floorspace remaining vacant and employment potential unfulfilled especially for new independents operators. The most important building within the THI is the grade II* First White Cloth Hall (FWCH). The main focus of the report is the repair and restoration of the FWCH the main parties to which are known. The wider beneficiaries of the scheme will derive support through the ancillary training and awareness raising being provided by the project. This aspect was the subject of equality screening on 9th May 2014 and reported to Executive Board on 25th June 2014.</p> <p>The project will raise awareness of local heritage amongst local communities, construction companies and property professionals. This will include the provision of short courses to fill discrete heritage construction skills gaps of construction SMEs</p>

based in the city. This work will complement the Re-Making Leeds scheme that was subject to Equality Screening in May 2014.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related

information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected.

The main beneficiaries' of the capital grants will be the building themselves as the owners will have to contribute any increase in property value as match funding. Whilst there are only six owners all applicants will be asked to provide equalities information which will be retrospectively monitored to help safeguard against unfairness.

The marginal location of Lower Kirkgate and the rental levels that it is likely to attract will be of particular importance to emerging independent retailers who might otherwise be priced out of other more expensive parts of the city centre. Whilst the Council cannot guarantee that rental is likely to remain low, its location is a strong indicator that in relative terms this will remain the case. The grant scheme is also encouraging the re-use of upper floor accommodation that often remains vacant or underused within commercial areas. This space could be used flexibly to provide workshop and low cost city centre living accommodation to artists and others needing to be located centrally.

In practice the main equality considerations surround the beneficiaries of any training or awareness raising provided by the project and this is the focus of the following narrative. The report and the training opportunities it seeks to create will affect two main groups, local communities and those involved in the construction industry. Firstly, the THI will provide awareness raising courses and events for local communities. Secondly, Construction SMEs and construction professionals will be recruited to take up awareness raising events and short courses to fill discrete training gaps in their organisations.

Consultation was carried out in January 2013, to see if local SMEs supported the training project and the overwhelming majority did so. Public consultation was also carried out in 2011 which showed Leeds residents support for heritage based training, especially aimed at the young. There is limited equalities information on the heritage construction sector. However, information on the general construction industry suggests that BAME communities and in particular women are underrepresented. Whilst there is anecdotal evidence that there has been some progress in recruiting women to plumbing, painting and decorating and management skills they represent only 11% of the Leeds construction sector. BAME communities make up 7.1% of the Leeds total.

The project is working with the Re-Making Leeds initiative to promote heritage and construction to groups such as women and ethnic minorities who tend to be under-represented in these professions.

- **Key findings**

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

Opportunities

Kirkgate provides an accessible example of how history and culture have shaped the city. Bringing communities in Richmond Hill, Holbeck and elsewhere to celebrate a shared built heritage will help to promote community cohesion through shared experiences and the ability to connect with the past through a range of local activities and promotions,

including hands on craft events. This awareness raising will also help to increase the diversity of the pool of trainees for this and the Re-Making Leeds project.

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

The work mentioned above is designed to increase the diversity of the pool of trainees and provide a progression recruit to scheme offering formal qualifications in heritage construction such as Re-Making Leeds.

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

Date to scope and plan your impact assessment:	N/A
Date to complete your impact assessment	N/A
Lead person for your impact assessment (Include name and job title)	N/A

6. Governance, ownership and approval
Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Martin Farrington	Director City Development	23 March 2016

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

Please send a copy to the Equality Team for publishing

Date screening completed	22 March 2016
Date sent to Equality Team	
Date published (To be completed by the Equality Team)	

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Report author: Nasreen Yunis
Tel: 0113 2478133

Report of: Director of City Development

Report to: Executive Board

Date: 20 April 2016

Subject: White Paper Motion - Locally-set Building Standards for new housing

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

Summary of main issues

1. Meeting Leeds' housing needs forms part of the 'Vision for Leeds' and the aspiration to be the 'best city in the UK', and is also an integral component of the adopted Core Strategy. The Council's ambition of being a strong economy and compassionate city is reflected in the Best Council Plan, which promotes living in decent, affordable homes within clean and well cared for places, improving the economic wellbeing of local people. Underpinning this outcome is the priority to provide enough homes of a high standard in all sectors. The Best Council Plan also has a focus on providing housing as the city grows and generating income for the Council and identifies the breakthrough project of Housing Growth delivering high standards in all sectors.
2. A White Paper Motion relating to the Passivhaus and other similar environmental building standards was approved at full Council in September 2015 (and is attached as Appendix 1). The action from this is that:

"the Council therefore requests that officers investigate the need for even more challenging, locally set building standards, whilst also promoting and supporting self builders, community-builders who will seek to build to Passivhaus or similar standard. Council requests that Executive Board receive a report on this within the current municipal year."
3. This report sets out the issues and progress to date in relation to this Motion.

Recommendations

4. Executive Board is recommended to agree to the preparation of a Development Plan Document for space and access standards according to the timetable set out in para 4.5.

1 Purpose of this report

- 1.1 The purpose of this report is to investigate the scope for Passivhaus or similar standards and to set out the key issues as a result of the related White Paper Motion approved at Council in September 2015.

2 Background information

- 2.1 A White Paper Motion relating to the Passivhaus and other similar environmental building standards was approved at full Council in September 2015 (and is attached as Appendix 1). The action from this is that:

“the Council therefore requests that officers investigate the need for even more challenging, locally set building standards, whilst also promoting and supporting self builders, community-builders who will seek to build to Passivhaus or similar standard. Council requests that Executive Board receive a report on this within the current municipal year.”

- 2.2 The term ‘Passivhaus’ refers to an advanced low energy construction standard for buildings providing comfortable living conditions - being both cool in summer and warm in winter with minimal heating or cooling requirements. Passivhaus buildings are designed for long life and high performance. Passivhaus is a software application, which allows modelling of walls, roof, floors, windows and all other elements of a house to ensure that the design is efficient and also that the house is orientated properly in order to maximise energy efficiency.
- 2.3 Passivhaus may be difficult to apply on all sites as it is largely reliant on local context and orientation; for example to achieve energy efficiency a south facing aspect is generally a requirement. This cannot be achieved in all cases. Passivhaus would need to be balanced with the planning constraints of a site such as local context/ orientation/ height, for example in terms of windows and/or roofscape.
- 2.4 In September 2014, Executive Board approved the Leeds Standard to support quality housing growth in the city. As Members will recall, the Standard has three elements:
- Design Quality and Liveability;
 - Space Standards; and
 - Sustainable Design and Construction.

3 Main issues

- 3.1 In order to investigate the applicability of Passivhaus or similar standards, it is important to firstly set out the context of the Core Strategy (Nov 2014), to understand the implications of the recent Housing Standards Review by the Government, and to frame any future action against the existing Leeds Standard.

- 3.2 **Energy Efficiency Policies in the Local Development Framework.** The Core Strategy contains adopted policies which are intended to help Leeds mitigate the impacts of climate change and meet housing need whilst delivering quality houses. The relevant policies are:
- EN1: Climate Change – Carbon Dioxide Reduction;
- EN2: Sustainable Design and Construction; and
- EN4: District Heating.
- 3.3 Following the Plan's Adoption in 2014, the Government's introduction of the National Housing Standards has implications for parts of some of these policies. However, Leeds will still retain its ability to ensure that we can ask for major development to be built to a high standard of energy efficiency
- 3.4 **The Government's Housing Standards Review.** The Ministerial statement (25th March 2015 - <https://www.gov.uk/government/speeches/planning-update-march-2015>) provides a new approach for setting technical standards for new housing. The new standards include new optional Building Regulations, new Building Regulations (and Approved Documents) and a nationally described space standard. The Government has made it clear that the only standards which are permitted are those which are set by the Housing Standards Review. No other standards can be applied to market housing. The intention of the Government is to ensure consistency in the setting of standards nationally, and to avoid different Local Authorities having different standards. Furthermore, in order to apply these standards, they must be supported by evidence of need, undergo a local viability appraisal, and be tested through the formal Development Plan process before adoption. The new approach came into effect from the 1st October 2015.
- 3.5 The Code for Sustainable Homes (CSH) was withdrawn as part of the Housing Standards Review. This has had the impact that the CSH can no longer be applied in determining planning applications for new housing, except in relation to water efficiency and energy standards as prescribed by the Government. As Leeds has an adopted Policy referencing CSH it can still implement energy and water efficiency requirements up to CSH level 4, subject to these policies being 'passported across' via an exceptional procedure that is endorsed by Central Government.
- 3.6 **Water efficiency standards.** The optional elements on water are equivalent to CSH level 4 and can be required by planning permission. All new homes already have to meet the mandatory national standard set out in the Building Regulations (of 125 litres/person/day). Local Planning Authorities can ask for an optional standard of 110 litres/person/day).
- 3.7 **Energy standards.** The Government has stated that the energy performance requirements in Building Regulations will be set at a level equivalent to the former CSH level 4. The Housing Standards Review only affects the energy efficiency elements of Policy EN1, and therefore the 'Merton Rule' part of the Policy that seeks 10% of the energy needs of the development to be sourced from renewable energy can still be applied

- 3.8 The implication for Leeds is that Core Strategy Policies EN1 and EN2 can only be applied up to the equivalent of the former CSH level 4. Anything more than this can no longer be required, irrespective of any adopted or informal local planning policies for new housing, through the planning system. However this does not preclude the Council building to higher standards on its own stock, using the Leeds Standard.
- 3.9 **The Leeds Standard.** In summary, the details of the elements included within the 2014 Executive Board report are:
- Design Quality and Liveability – along with the sustainability elements of the Core Strategy, the Neighbourhoods for Living SPG has been updated
 - Space Standards – the Homes and Communities Agency’s level 1 benchmark space standards were utilised in addition to BS9266 “Design of accessible and adaptable general needs housing code of practice” in respect of accessibility standards
 - Sustainability – includes provision for solar PV where appropriate, a ‘fabric first’ approach to achieve high levels of insulation, air tightness with an aim to achieve 1 air change per hour or less with MVHR to provide the correct ventilation and air quality. This seeks to produce comfort and lower running costs for occupants and is similar to the Passivhaus standard.
- 3.10 As the Standard has been applied in connection to new build through the Council Housing Growth Programme, further refinements have been made and are set out below:
- Thermal comfort - improvements to the MVHR standards and thermal modelling to mitigate against overheating;
 - Connectivity - specification has been updated to include additional ducting to support either fibre or superfast broadband
 - Building Information Management – utilising BIM and using the programme to inform its wider application.
- 3.11 The application of the Leeds Standard (LS) takes several routes. It is primarily focused on providing an ambitious specification for the Council’s new build programme. In addition it has been applied where the Council is providing grant support through the Right to Buy Replacement programme to Registered Providers and other affordable housing providers. Finally, it was intended to be used to influence market delivery, largely through the update and application of the principles within the updated “Neighbourhoods for Living” document when the Council is considering planning applications. The Leeds Standard is as a general rule of thumb 30% better than current Building Regulations, so it already represents a positive and challenging environmental, comfort and design standard which has been set locally.

4 The Way Forward

- 4.1 The Government has made it clear that for new housing the only standards which can be applied in determining planning consents are those which are set out in the Housing Standards Review.
- 4.2 Inevitably, this cuts across the locally adopted Leeds Standard, as the two overlap in terms of scope and target audience and – whilst they are very similar - do not exactly match in terms of the levels of quality being expected. There is in this an unfortunate potential for confusion around terminology and application and it is important that this is resolved in a practical fashion.
- 4.3 In response to the issues outlined above and the approach advocated by Central Government, it is suggested that the Council promulgates a Development Plan Document (DPD) in relation to minimum space standards, and accessible housing requirements as set out in the Housing Standards Review.
- 4.4 As part of the Local Plan process, the DPD will be subject to public consultation, Examination and adoption before it can then be implemented and to be found sound it will require justification on the basis of need and viability. However it will then provide the necessary clarity and certainty to be used as a basis for considering all developments through the planning application process. This could then become the new baseline Leeds Standard, along with the adopted guidance in “Neighbourhoods for Living” as supplemented by the 2015 Explanatory Memorandum.
- 4.5 The DPD is required to progress through various formal stages, to include evidence gathering for need, viability testing, Issues and Options Stage, consultation, analysis of Issues, Examination and Adoption. It is intended to get the DPD adopted by Summer 2017 subject to the outcome of the consultation process, the need for further technical work and the submissions / examinations date.
- The main DPD stages are set out below;
 - Evidence gathering, scoping and early consultation: Spring 2016,
 - Drafting the Plan for Publication: Summer 2016
 - Formal consultation (6 weeks) and assessment of comments: Autumn 2016
 - Submission with any necessary modifications: Winter 2016/17
 - Examination: Spring 2017
 - Adoption Summer 2017(subject to receipt of Inspector’s report)
- 4.6 The current Leeds Standard, continuously developed by the Council through experience and practice, could then become badged and recognised as a Leeds Plus or Leeds Gold Standard – focused on higher environmental performance - as

a positive marketing outcome for those developers who choose to use it and for the Council's own new build programme.

- 4.7 The City has seen the growth of a number of developers who specialise in sustainable approaches to construction in addition to a number of self-build groups who are adopting innovative approaches to design and construction methodologies. An example of the latter is LILAC (Low Impact Living Affordable Community), a community co-housing scheme in the west of the city which utilised straw bale construction techniques and is an exemplar project in low carbon construction. Additionally, officers in Housing and Regeneration are working with local and national firms to investigate how offsite modular manufacturing techniques can assist in developing highly energy efficient solutions which can be quality assured, and assessing the potential for these to be used in the Council's own programme in future.
- 4.8 The Council is currently working closely with the development company CITU on Hunslet Riverside, where it is planning to undertake modular manufacturing in an existing factory unit to supply its forthcoming housing development at Low Fold, on the east bank of the Aire. In addition it is seeking planning permission for further housing on the opposite bank, on the former Hydro site between the existing Yarn Street development (constructed by Miller Homes) and Leeds Dock, in support of the emerging Hunslet Riverside Regeneration Framework. High environmental performance and community development underpin CITU's aims for both developments, including Passivhaus on the Hydro site, a footbridge connecting the developments into the wider neighbourhood, and a focus on family-oriented housing as well as smaller apartments.
- 4.9 This is an excellent example of how the Council can act as landowner (having sold on part of the Hydro site and with significant adjoining landholdings); as planning authority to ensure that high quality, environmentally sustainable housing is brought forward by willing developers; and as regeneration agency in promoting wider masterplanning and engaging with other landowners and occupiers to promote place-making.
- 4.10 The Council also already works with community groups and individuals who are developing custom and self-build approaches including through disposing of land for this purpose. This forms part of a wider approach to supporting custom and self-build which is a key sector in driving forward innovative approaches to low energy and low carbon housing. Additionally, it is likely that the Council will be required to maintain a register of sites suitable for custom and self-build as part of the provisions of the Housing and Planning Bill now going through Parliament.
- 4.11 For many Council owned sites Passivhaus will be difficult to achieve, given site orientation and other issues. There is also a cost attached to Passivhaus as it must be certified and be modelled. Windows, doors and ventilation systems etc. need to be Passivhaus certified which would increase cost and potentially restrict choice. Orientation is key to Passivhaus as solar gains are a major part of the dwelling, and so building to Passivhaus design standards may decrease the number of units the site may accommodate.

4.12 The Council has been finalising its budget proposals for 2016/17. As part of this process the Council has agreed to bring forward additional capital receipts as an important part of the Council's budget strategy. The recent approvals at both Executive Board and Full Council in February 2016 included a schedule of sites to be sold in forthcoming years. If the level of receipts are not realised then this would leave a shortfall that would have to be accommodated elsewhere through other sources of income or reductions in spending. Therefore careful consideration needs to be given as to any requirement for minimum building standards across all City Council owned sites as this would have an impact on the level of the capital receipts obtained from the disposal of residential development sites.

4.13 One way for the Council to promote the provision of higher environmental standards would be to adopt a similar approach to that adopted through the Older People Housing Prospectus, where a small number of suitable, exemplar sites, potentially aimed at self-builders or specialist providers, have been identified and are now being promoted.

It is suggested that further work in these areas on developing the Leeds Standard to incorporate elements of Passivhaus or similar approaches should be overseen by the existing Cross-party Environment and Climate Change Working Group (currently chaired by Cllr Sobel). Progress would be reported to the Housing Growth Board and to the wider Housing Growth Breakthrough Member group.

5 Corporate Considerations

5.1 Consultation and Engagement

5.1.1 The Housing Standards set out in the Housing Standards Review, will be the subject of consultation as part of a Development Plan Document.

5.2 Equality and Diversity / Cohesion and Integration

5.2.1 An equality impact assessment (EIA) screening has been undertaken as part of this report. Equality considerations have been given due regard. This report does not have a direct impact on the protected characteristics, however the improvement of housing standards generally will impact all to the same extent.

5.3 Council policies and Best Council Plan

5.3.1 Meeting Leeds' housing needs also forms part of the Vision for Leeds and the aspiration to the 'the best city in the UK'. The Best Council Plan promotes sustainable and inclusive economic growth improving the economic wellbeing of local people and businesses.

5.4 Resources and value for money

5.4.1 Progression of Passivhaus or similar standard above the existing Leeds Standard will have implications in terms of resources and potentially an impact on Capital Receipts if disposals are below the best consideration. There is currently no specific resource identified for the implementation of Passivhaus.

5.5 Legal Implications, Access to Information and Call In

5.5.1 The DPD will follow the statutory Development Plan process.

5.6 Risk Management

5.6.1 There is a potential for confusion due to differences in quality standards, terminology and application. National Guidance makes it clear that housing standards cannot be imposed other than those set out in 'The Housing Standards Review' for market housing. If Passivhaus or other standard is proposed then this can only apply to the Council's own build/ sites and would need to be adequately resourced; this would have an impact on capital receipts (see para 4.6). With regard to preparing the housing standards DPD there is a risk that larger dwellings may impact on site capacities and affect housing growth. This will need to be carefully evaluated in the viability assessment before setting policy requirements.

6 Conclusions

- 6.1 There is a need to ensure that all relevant factors are considered in giving adequate consideration to the way forward. The existing and current Leeds Standard is as a general rule of thumb 30% better than current Building Regulations, so it already presents a positive and challenging standard and may be adequate as an influencing tool. The introduction of a DPD improving space and access standards will further improve and drive up the quality of housing stock in Leeds.
- 6.2 Passivhaus or similar standard would need to be achievable and assessed on a site by site basis taking into consideration viability, site disposal and resources.
- 6.3 The report sets out the overlapping and complex issues which need to be considered.

7 Recommendations

7.1 Executive Board is recommended to agree to the preparation of a DPD for space and access standards according to the timetable set out in para 4.5.

8 Background documents¹

8.1 None.

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

Appendix 1 - White Paper Motion (September 2015)

Resolved "That this Council notes:

- The Government cancelling the introduction of Zero Carbon Home Standards in 2016.
- The negative impact this will have on householders at risk of fuel poverty in new housing.
- The missed opportunity to reduce carbon emissions in new developments.
- The loss of income to the local economy as a result of these lower energy efficiency standards, as householders' income is spent paying energy bills rather than in local shops and on local services.
- From January 2016 the Government have proposed the lowest feed in tariff rate will be just 1.63p per kWh - as opposed to the current 12.47p for the smallest producers, usually single homes. This has the potential to devastate the domestic solar renewable market and cause a drastic drop in solar photovoltaic retrofitting in both private and social housing.

This Council believes:

- That under the principle of 'localism' councils can determine their own standards on land that they own if those standards comply with UK Building Regulations.
- That the internationally recognised 'Passivhaus Standard' offers an alternative to the UK's diminished energy efficiency ambitions for new-build housing.
- That the Passivhaus Standard complies with UK Building Regulations and can deliver heating bills of less than £100/year for the average three bedroom terrace house.

This Council also notes that the Leeds Standard for Housing aims to improve the quality of building, with energy efficiency as a central component of these changes. This approach has emphasised the needs for all housing -whether on Council land or not- to meet high quality energy efficiency standards.

Given Central Government's clear movement away from policies designed to improve energy efficiency, the Council resolves to ensure practical action takes place at a local level to secure a sustainable future.

Council therefore requests that officers investigate the need for even more challenging, locally set building standards, whilst also promoting and supporting self-builders, community-builders and developers who will seek to build to Passivhaus or similar standards. Council requests that Executive Board receive a report on this within the current municipal year."

Appendix 2 – Ministerial Statement (March 2015)

Planning update March 2015

From: [Department for Communities and Local Government](#) and [The Rt Hon Sir Eric Pickles MP](#)

Delivered on: 25 March 2015

Location: House of Commons

First published: 25 March 2015

Part of: [Energy efficiency in buildings](#) and [Planning system](#)

This speech was published under the 2010 to 2015 Conservative and Liberal Democrat coalition government

Steps the government are taking to streamline the planning system, protect the environment, support economic growth and assist locally-led decision-making.

Housing standards: streamlining the system

New homes need to be high quality, accessible and sustainable. To achieve this, the government has created a new approach for the setting of technical standards for new housing. This rationalises the many differing existing standards into a simpler, streamlined system which will reduce burdens and help bring forward much needed new homes.

The new system will comprise new additional optional Building Regulations on water and access, and a new national space standard (hereafter referred to as “the new national technical standards”). This system complements the existing set of Building Regulations, which are mandatory.

To implement this new regime, this written ministerial statement sets out the government’s new national planning policy on the setting of technical standards for new dwellings. This statement should be taken into account in applying the National Planning Policy Framework, and in particular the policies on local standards or requirements at paragraphs 95, 174, and 177, in both plan making and decision-taking

Plan making

From the date the [Deregulation Bill 2015](#) is given Royal Assent, local planning authorities and qualifying bodies preparing neighbourhood plans should not set in their emerging Local Plans, neighbourhood plans, or supplementary planning documents, any additional local technical standards or requirements relating to the construction, internal layout or performance of new dwellings. This includes any policy requiring any level of the [Code for Sustainable Homes](#) to be achieved by new development; the government has now withdrawn the code, aside from the management of legacy cases. Particular standards or requirements for energy performance are considered later in this statement.

Local planning authorities and qualifying bodies preparing neighbourhood plans should consider their existing plan policies on technical housing standards or requirements and update them as appropriate, for example through a partial Local Plan review, or a full neighbourhood plan replacement in due course. Local planning authorities may also need to review their local information requirements to ensure that technical detail that is no longer necessary is not requested to support planning applications.

The optional new national technical standards should only be required through any new Local Plan policies if they address a clearly evidenced need, and where their impact on viability has been considered, in accordance with the [National Planning Policy Framework and Planning Guidance](#). Neighbourhood plans should not be used to apply the new national technical standards.

For the specific issue of energy performance, local planning authorities will continue to be able to set and apply policies in their Local Plans which require compliance with energy performance standards that exceed the energy requirements of Building Regulations until commencement of amendments to the [Planning and Energy Act 2008](#) in the Deregulation Bill 2015.

This is expected to happen alongside the introduction of zero carbon homes policy in late 2016. The government has stated that, from then, the energy performance requirements in Building Regulations will be set at a level equivalent to the (outgoing) Code for Sustainable Homes Level 4. Until the amendment is commenced, we would expect local planning authorities to take this statement of the government's intention into account in applying existing policies and not set conditions with requirements above a Code level 4 equivalent. This statement does not modify the National Planning Policy Framework policy allowing the connection of new housing development to low carbon infrastructure such as district heating networks.

Measures relating to flood resilience and resistance and external noise will remain a matter to be dealt with through the planning process, in line with the existing national policy and guidance. In cases of very specific and clearly evidenced housing accessibility needs, where individual household requirements are clearly outside the new national technical standards, local planning authorities may ask for specific requirements outside of the access standard, subject to overall viability considerations.

Decision taking, transition and compliance:

From the date the Deregulation Bill 2015 is given Royal Assent until 30 September 2015: The government's policy is that planning permissions should not be granted requiring, or subject to conditions requiring, compliance with any technical housing standards other than for those areas where authorities have existing policies on access, internal space, or water efficiency.

Planning permission may still be granted on the basis of existing Local Plan and neighbourhood plan policies on access, internal space, and water efficiency, even though they may have a degree of conflict with the new national technical standards.

Where there is an existing plan policy which references the Code for Sustainable Homes, authorities may continue to apply a requirement for a water efficiency standard equivalent

to the new national technical standard, or in the case of energy a standard consistent with the policy set out in the earlier paragraph in this statement, concerning energy performance.

From 1 October 2015: Existing Local Plan, neighbourhood plan, and supplementary planning document policies relating to water efficiency, access and internal space should be interpreted by reference to the nearest equivalent new national technical standard. Decision takers should only require compliance with the new national technical standards where there is a relevant current Local Plan policy.

Planning policies relating to technical security standards for new homes, such as door and window locks, will be unnecessary because all new homes will be subject to the new mandatory [Building Regulation Approved Document on security \(Part Q\)](#). Policies relating to the external design and layout of new development, which aim to reduce crime and disorder, remain unaffected by this statement.

Where policies relating to technical standards have yet to be revised, local planning authorities are advised to set out clearly how the existing policies will be applied in decision taking in light of this statement.

If, in the light of experience in implementing this policy statement, the government considers that it is not being accorded sufficient weight by planning authorities, we will consider bringing forward new legislation to secure implementation.

Conclusion

This package of measures will help deliver more homes in a locally-led planning system, protect the environment, provide certainty for local residents and business, and contribute to the government's long-term economic plan and economic growth.

We will be placing in the Library of the House copies of the documents associated with these announcements.

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Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate:City Development	Service area: Plans and Policies
Lead person: Nasreen Yunis	Contact number: 0113 2478133

1. Title: White Paper Motion- Locally set building standards for new housing

Is this a:

- Strategy / Policy**

 Service / Function

 Other

If other, please specify

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

A White Paper Motion relating to the Passivhaus and other similar environmental building standards was approved at full Council in September 2015, the Motion states. “the Council therefore requests that officers investigate the need for even more challenging, locally set building standards, whilst also promoting and supporting self builders, community-builders who will seek to build to Passivhaus or similar standard. Council requests that Executive Board receive a report on this within the current municipal year.” The report sets out the issues and progress to date in relation to this Motion and explores some of the ideas around building standards and potential use of the standards for some of the Councils own build.

The term ‘Passivhaus’ refers to an advanced low energy construction standard for buildings providing comfortable living conditions - being both cool in summer and warm in winter with minimal heating or cooling requirements. Passivhaus buildings are designed for long life and high performance. Passivhaus is a software

application, which allows modelling of walls, roof, floors, windows and all other elements of a house to ensure that the design is efficient and also that the house is orientated properly in order to maximise energy efficiency. However Central Government introduced national guidance which changes building regulations and what is allowed in terms of sustainable construction, and those changes are set out in the Housing Standards Review.

The Government's Housing Standards Review was set out in a Ministerial statement (25th March 2015) and provides a new approach for setting technical standards for new housing. The new standards include new optional Building Regulations, new Building Regulations (and Approved Documents) and a nationally described space standard. The Government has made it clear that the only standards which are permitted are those which are set by the Housing Standards Review. No other standards can be applied to market housing. The intention of the Government is to ensure consistency in the setting of standards nationally, and to avoid different Local Authorities having different standards. Furthermore, in order to apply these standards, they must be supported by evidence of need, undergo a local viability appraisal, and be tested through the formal Development Plan process before adoption.

In response to the issues outlined above and the approach advocated by Central Government, it is suggested that the Council prepare a Development Plan Document (DPD) in relation to minimum space standards, and accessible housing requirements as set out in the Housing Standards Review. As part of the Local Plan process, the DPD will be subject to public consultation, Examination and adoption before it can then be implemented and to be found sound it will require justification on the basis of need and viability. However it will then provide the necessary clarity and certainty to be used as a basis for considering all developments through the planning application process

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender

reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related

information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings**

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

The progression of a DPD if approved in relation to minimum space standards, and accessible housing requirements as set out in the Housing Standards Review aims to drive up the quality of housing provided in Leeds. The ambition for improving housing quality will benefit all groups as it creates quality housing for all and improves the quality of life for all. In terms of accessible housing this will in particular benefit the elderly and disabled people. All the requirements of the DPD will however require a demonstration of need and then viability testing and Examination before they can be statutorily adopted. The proposals are consistent with the Draft Core Strategy, the Council's Vision for Leeds, Best Council Plan and Neighbourhoods for Living.

In addition the Leeds Standard sets out an approach for the Council's own sites which includes design quality and liveability along with the sustainability elements of the Core Strategy, space standards and sustainability, these standards are above building regulation standards and again benefit all equality characteristics. These standards must also be assessed in terms of the impact on the capital receipt programme.

- **Actions**

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

The White Paper Motion discusses a number of issues which relate to the quality of housing. Housing quality will be beneficial to all the equality characteristics in creating access to housing and choice for housing. In particular younger people who are wanting to access the housing market, and those on lower incomes who are affected by the provision of housing.

An emphasis on high quality sustainable design will have an impact on all groups by

improving access to everyone in the housing market in addition as the Council. If the DPD is approved for progression as part of the Local Plan process, the DPD will be subject to public consultation. A statutory 6 week period of consultation is required and it is important to involve stakeholders, and engage in terms of that consultation.

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

Date to scope and plan your impact assessment:	
--	--

Date to complete your impact assessment	
---	--

Lead person for your impact assessment (Include name and job title)	
--	--

6. Governance, ownership and approval

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

Name	Job title	Date
Martin Elliot	Plans and Policies Group Leader	1/4/16
Date screening completed 31/3/16		

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.

- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Report author: Colin Mawhinney
Tel: 0113 2474306

Report of: Report of the Director of Public Health and Director of City Development

Report to: Executive Board

Date: 20th April 2016

Subject: A Business Case for a Leeds Academic Health Partnership

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

Summary of Main Issues

1. In March 2015 Leeds City Council Executive Board supported, in principle, Leeds City Council’s work with the city’s universities and local NHS partners to establish a Leeds Academic Health Partnership (LAHP) to help improve the health of the local population by developing skills and technology and stimulating investment in health and social care. This was subject to the development of a business case setting out its priorities, funding, structure and metrics going forward and its work being positioned within the city’s agreed Joint Health and Well Being Strategy with progress updates reportable to the Leeds Health and Wellbeing Board.

2. There has never been a more a compelling time to establish the Leeds Academic Health Partnership (LAHP). The NHS Five Year Forward View and financial climate make it imperative that health and care services work more closely together. Locally, partners in Leeds are seeking to utilise their assets to realise improved health outcomes with our universities included.

3. The LAHP has a clear purpose: ***To improve the health and wellbeing of the people of Leeds by engaging the educational and research capabilities of all three universities in Leeds with the health and social care system in order to speed up the adoption of research and innovation; creating inward investment, and raising the national and international profile and reputation of the city and its statutory authorities.***

4. It will support service improvement and deliver benefits focussed on improving health and wellbeing, reducing health inequalities and creating wealth. In particular, the LAHP will make a major contribution to two important areas of work that help to realise these benefits – developing our health and care workforce and harnessing information and technology (informatics).
5. It is uniquely well placed to deliver these outcomes. Whilst other major UK cities have the equivalent of a LAHP few are as inclusive as the Leeds model and Leeds has applied learning and also maximised our unique strengths and assets to place this partnership on a viable footing
6. The LAHP will remain for now as an informal partnership but as its capabilities develop in competing for investment against other cities this may need to be reviewed. This will be a lean structure with a small team. The costs will be shared across partners according to size with the Councils share at £102K. The metrics to measure the effectiveness of this spend include improved success rates for bids, jobs created, and lives improved

Recommendations

7. Executive Board is requested to:
 - i. Support the Business Case for the Leeds Academic Health Partnership and its programme to deliver better Health Outcomes, reduced Health Inequality and more jobs developing skills and technology and stimulating investment in health and social care.
 - ii. Support the City Council's contribution to the delivery of the LAHP's programme of work as set out in the business case including potential sources of funding and metrics identified in the document, to drive investment and create jobs in the City's health economy and that its work should be developed within the City's agreed Joint Health and Well-being Strategy.
 - iii Note that the Chief Officer (interim), Health Partnerships Team will be responsible for overseeing implementation by the LAPH of its Business Case.

1. Purpose of this report

- 1.1 This report explains why Leeds City Council should support the business case for a City Academic Health Partnership, summarises the business case and its purpose to act as a collaborative action. It places the role of the Leeds Academic Health Partnership in a wider strategic context of the Council's Corporate Plan priorities to create a strong economy and compassionate city. It describes the framework within which the proposed Leeds Academic Health Partnership will operate including its strategic priorities and opportunities, financial and non-financial outcomes, governance funding and fit with other partnership structures as well as some of the challenges it must address to remain successful between 2016-20.

2. Background information

- 2.1 In March 2015 Leeds City Council Executive Board supported, in principle, Leeds City Council's work with the city's universities and local NHS partners to establish a Leeds Academic Health Partnership to help improve the health of the local population by developing skills and technology and stimulating investment in health and social care. The LAHP Board consists of: Leeds City Council; the Leeds Teaching Hospital NHS trust; Leeds and York Partnership NHS Foundation Trust; Leeds Community Healthcare; the city's three Clinical Commissioning Groups; and three universities; University of Leeds, Leeds Trinity and Leeds Beckett. It makes provision for affiliate membership where this can add mutual value and includes The Yorkshire and Humber Academic Health Science Network as an affiliate member. It is currently Chaired by Sir Alan Langlands VC of the University of Leeds and supported by a small team including time from Council Officers
- 2.2 It was proposed that this new Academic Health Partnership (LAHP), would in particular bring the city's universities into the city's wider programme of partnership driven, citizen centred transformation to deliver funding, investment, education, skills and technology to drive economic growth and deliver its ambition to be the best for health and wellbeing in the UK. In it's first year this would require support provided primarily through officer time
- 2.3 The Council's Executive Board also supported the development of a formal programme of work to support a funding contribution from the Council going forward including a business case, a proposed structure, sources of funding, metrics and targets to drive investment and create jobs in the City's health economy for approval by the Executive Board..
- 2.4 Business and Specialist Health Advisors, Ernst and Young (EY) were selected to produce a Business Case for the LAHP covering the period to 2020 following a competitive tendering process.

3. Main issues

- 3.1 **The Strategic Need for an Academic Partnership:** The LAHP business case sets out the key health and social care opportunities and challenges which create the need for a new Partnership arrangement. Nationally, the NHS Five Year Forward View sets out how health services in England need to change to address a mismatch between resources and patient needs of almost £30billion by 2020/21, suggesting that action will need to be taken in three areas; demand, efficiency, and funding to bridge this gap. It also argues for a more engaged relationship with patients, carers and citizens to promote well-being and prevent ill-health. These themes were further developed by the NHS Mandate which seeks to help create the safest, highest quality health and care service including support for support research, innovation and growth.

- 3.2 In Social Care, in the context of budget reductions, alongside the continuing rise in need and the most significant change in legislation for 60 years, the challenge is to seek to shape the future through a strong evidence base of how to promote approaches at a national and local level.
- 3.3 Analysis of the Public Health England health profiles for 2015 [55] illustrates areas where the city is facing significant health challenges. While there are a few exceptions, on the profile metrics the city is invariably “significantly worse than” or “in line with” the national average. Whilst the profile paints a picture of a city facing not untypical health challenges for an urban area of northern England it clearly underlines the need to a solutions with both scale and impact to effect rapid improvement. The Draft Health and Wellbeing Strategy seeks to respond to these challenges and sets out a vision to create a healthy and caring city for all ages, where people who are the poorest will improve their health fastest’.
- 3.4 Funding to deliver its outcomes remains a challenge. Work by the City’s Health and Social Care Transformation Board indicates that, net recurrent pressures for NHS providers and the Council are accumulating deficit for health and social care to 2020.
- 3.5 **The LAHP as a strategic response to the above issues:** It has long been clear that the nature of the health and social care challenges are such that individual statutory organisations cannot deliver alone. They need to work not only with each other but also with others outside the sector.
- 3.6 Working together in the Leeds Academic Health Partnership their strategic purpose will be ***To improve the health and wellbeing of the people of Leeds by engaging the educational and research capabilities of all three universities in Leeds with the health and social care system in order to speed up the adoption of research and innovation, creating inward investment, and raising the national and international profile and reputation of the city and its statutory authorities.***
- 3.7 Bringing partners and their assets and capabilities together in this way to address the problems and challenges set out above will support delivery of significant outcomes to benefit the city and its population including improved health, reduced inequality and the creation of wealth. These outcomes are aligned with the Vision in the City Council’s Corporate Plan for Leeds to be a compassionate city with a strong economy.
- 3.8 **Improving Health and Wellbeing Outcomes:** The challenge is to deliver quality care that is safe, effective and with good outcomes and which provides a good personal experience for both adults and children. Harnessing the strength of the academic sector in the current work of the health and social care sector provides both increased capacity and capability to bring skills and experience to bear. The Business Case illustrates how this can deliver benefits by citing Cardiovascular disease as a leading cause of death and disability which in turn impacts on economy including that of Leeds. The Leeds Institute of Cardiovascular and Metabolic Medicine (LICAMM) at the University of Leeds is a leading centre for research into cardiovascular disease and could potentially support partners to make significant improvements in the prevention of cardiovascular disease and reduce its incidence and effects in the population.
- 3.9 **Reducing Inequalities:** Given the city’s aspiration to improve the health of the poorest, the fastest – the LAHP could look at how the diversity of the City’s population as an important “asset” and use that to its advantage. The combination of significant local BME population groups, together with an almost uniquely inclusive set of partners from all sectors of the NHS, local government and universities, offers an opportunity for the LAHP to not only

address local health inequalities but also develop a national and potentially international reputation for addressing those issues that impact most on BME populations, for example the high levels of prevalence of cardiovascular disease and diabetes in groups from Asian backgrounds, and utilising the specific local expertise around the use of mobile digital technologies. Similarly in respect of Young People, the Leeds Children's Hospital is developing its established research portfolio, which includes early phase trials in a wide variety of paediatric specialities and promoting suitable research projects to integrate its research teams into routine clinical and community activity.

- 3.10 **Creating Wealth:** The city has been successful in its goal of delivering recovery across a broad range of growth platforms including financial services, professional services and the wider digital industries as well as health and wellbeing
- 3.11 The LAHP will also provide a means through which innovative SMEs in the industry clusters (particularly in health informatics and medical technologies) can get more rapid access to the NHS and the wider local health and care system to develop new solutions and benefit from engagement with both local health and care planning and delivery organisations. The LAHP also provides a route for these SMEs to access the skills and expertise of three diverse universities covering almost all aspects of personal and community health, care and wellbeing.
- 3.12 **Enablers:** Two of the critical enabling factors which will support delivery of both national and local objectives are workforce modernisation and health informatics, covering use of both data and digital technologies.
- 3.13 In terms of workforce, the changing demographics and needs of the population, together with changes in the way care is delivered, particularly in primary and community settings, means that the capacity, capability and competencies – and location - of the future health and care workforce will change, in some cases very significantly. The changing dynamics between patients, carers and professionals – with a greater emphasis on professionals supporting patients and carers to self-manage - will also lead to a change in the skills needed by professionals. The LAHP could provide a key co-ordinating role in the way partners train and educate the workforce of the future and the delivery of improved outcomes through an integrated approach to health and social care delivery and will offer the potential for accelerated speed in adoption of research, as well as being an opportunity for economic growth through attracting students
- 3.14 Health informatics also provides another huge enabling opportunity. The increasing use of advanced data analytics to identify population health needs and more effectively and efficiently target the right kind of services, the use of informatics tools to support personalised care planning, and the adoption of new technologies to enable patients to play a greater part on their own self-care and interact in new ways with health and care professionals has the potential to be truly transformational. The report illustrates this potential by noting the appointment of Leeds as a centre of excellence within the UK Precision Medicine Catapult programme which involves members of the LAHP and suggests that this asset could play a pivotal role in providing the evidence base required to support better decisions to improve the population health
- 3.15 **Measuring Impact:** LAHP member organisations are conscious of the need to demonstrate the value added by the LAHP and the return on their investment. Early discussions have centred on identifying a simple set of metrics, which could be derived from the three core benefits of the LAHP:

- Improving health and well being – measured by “lives saved”
- Reducing inequalities – measured by “lives improved”
- Creating wealth – measured by “jobs created” and “inward investment secured”

3.16 Other Academic Health partnerships around the country measure their impact on a project by project basis with project level metrics can be specific to each initiative and the Business Case recommends that a similar approach should be used in Leeds. The approach should be adapted to include use of two different types of success indicators

3.17 LAHP success indicators – which are “means measures” – will be measured using SMART and quantitative metrics to report how well the LAHP is performing against the use of LAHP resources. Examples include number of bids submitted, bid conversion rate, events held etc, and the LAHP is accountable to its members for delivery of these activities.

3.18 System success indicators – which are essentially “ends measures” – will be used as part of project selection process. Examples include improving health, reducing inequality, generating wealth. Although the role of the LAHP is a critical factor in identifying projects, the LAHP does not track these or hold itself to account for them as they will be the responsibility of the delivery bodies.

4. Governance

4.1 The LAHP members recognise that the current style of working has achieved much, as evidenced by the successful creation of a strong portfolio of initiatives, but it has been highly dependent on the goodwill and commitment of a number of key individuals with substantive roles within their employing organisations.

4.2 During the current phase of informal partnership the University of Leeds has been acting as the “host” organisation for the LAHP, holding funds and paying bills on behalf of members, providing accommodation and meeting facilities, and IT and financial support. The future intention, should be to establish a more flexible and agile vehicle through which to progress the aims and objectives of the LAHP, whilst remaining accountable to the LAHP members. The view of the LAHP members is that while a formal vehicle is likely to be required in the future, for the short term, the LAHP should continue as an informal partnership, hosted by the University of Leeds on behalf of the others, with a view to establishing an independent vehicle from 2017/18 onwards, subject to satisfactory progress in pursuit of the initial aims and objectives. Any formal decision for the City Council to participate in an independent arm’s length vehicle or company structure would be brought back to the Executive Board for approval.

4.3 As now, the LAHP will continue to operate as an informal collaboration of eleven fee-paying members (ten core plus one associate), supported by a LAHP team made up of a small number of substantive employees drawn from the core member organisations (with appropriate salary reimbursement to their employers to account for the time they spend on LAHP activity). Necessary “host” activity (such as financial and IT support) will continue to be provided by the University of Leeds.

4.4 A paper detailing the estimated cost of the Core Team – whether through directly employment, secondment or commissioned support – was submitted to and approved by the LAHP Board in May 2015, and this is estimated to be £683k for 2016/17

4.5 All LAHP member organisations have been engaged in a process to consider equitable methods for sharing LAHP costs, bearing in mind that the member organisations are of

widely varying size. Members have committed to a percentage contribution basis with the three largest Leeds City Council, University of Leeds and Leeds Teaching Hospital Trust each contributing 15% to the total cost of running the partnership. They have also agreed that any future expenditure agreed by the LAHP Board will be apportioned on the same basis, and in the event of there being any income to return to members, the same percentage shares will be applied.

4.6 **Delivering LAHP Activity:** As well as the tasks associated with establishing the LAHP as a sustainable body, the LAHP will progress the following priorities in 2016/17:

- Growth and development of a city-wide approach to personalised medicine and care, involving all LAHP member organisations, building on the early success of securing Leeds as a Precision Medicine Catapult Centre of Excellence
- Co-ordination of LIQH with the work of Clinical Senate and the LAHP
- Reassessment of the opportunity for local funding support for implementation of the NHS Innovation Test Bed Programme proposal
- Development of a Future Health and Care Academy to support local workforce development and develop national/international education and training offers
- Continued development of technological solutions including the Integrated Health and Care Record and associated related digital technologies and telesolutions.

5. Conclusions

5.1 While the Leeds health and care system has achieved much to date, there is still a strong case for the formal establishment of the LAHP to capitalise on the substantial assets already operating within the system, and to deliver added value for the LAHP member organisations in order to make a significant and measurable impact on the health and wellbeing of those people living and working in the city of Leeds

5.2 Of the eight English members of the UK Core Cities Group Leeds is one of the largest of cities to have not formally established any form of academic health centre or partnership.

5.3 Although the work of the individual partners to date has proved successful in attracting inward investment, creation of the LAHP on a formal basis will achieve a step change in the development of the city proposition to national bodies - and international bodies - and in attracting both public and private inward investment. It will also enable a more professional and integrated approach across the city to the development of responses to national and international initiatives.

6. Corporate Considerations - Consultation and Engagement

6.1 This report includes findings based on interviews with a range of key partners represented at the most senior levels and included the City Council, local NHS organisations and all three Universities. A list of the interviews has been included as Appendix C

7. Equality and Diversity / Cohesion and Integration

7.1 The Business Case includes reducing inequality as one of its three key priorities. It specifically refers to a shared goal by partners to bring an emphasis on health and wellbeing promotion, illness prevention and early intervention as a means of reducing inequalities. It notes that the LAHP can develop analytics-based insight and an understanding of the drivers and determinants which create and perpetuate health inequalities, and then through the research and application of that research – identifies the

actions to reduce levels of inequality whether at a personal level – such as the disparity in life expectancy across the city – or in the wellbeing of communities.

8. Council Policies and Best Council Plan

8.1 This Business Case proposes three key priorities of improving health outcomes, reducing inequalities and creating wealth which are aligned directly with the Council Plan's commitment to create a '**Strong Economy and Compassionate City**' and also commitments within the existing Joint Health and Wellbeing Strategy and the emerging Draft Joint Health and Wellbeing Strategy 2016-21.

9. Resources and value for money

9.1 Resources required to support the delivery of the Business Case by the LAHP will require an annual contribution of £102,450 from Leeds City Council towards total annual running costs of £683,000. This resource will be used to lever other flows of inward investment into the city health and care system arising from a number of public sector sources such as Innovate UK programmes and funding from Health Education England, all of which contribute to improve local services as well as support to local businesses applying for funding and support from sources such as the LEP, SBRI etc.

9.2 It is therefore proposed that City Development and Adult Social Care Directorates will contribute equally to the costs of running the partnership within existing budgets.

10. Legal Implications, Access to Information and Call In

10.1 This proposal is based on establishing a partnership which will be initially based on an informal partnership structure and without significant legal implications at this stage.

11. Risk Management

11.1 A full assessment of risk has been provided. This has been split into strategic risks and tactical risks. The greatest strategic risks is that Partners fail to agree support at the level required to ensure the LAHP remains viable and sustainably capable of developing and delivering its programmes in the longer term. By providing an ordered set of priorities, and activities to deliver these the Business Case helps to provide the assurance required to command support and mitigate this risk.

12. Recommendations

12.1 Executive Board is requested to:

- i. Support the Business Case for the Leeds Academic Health Partnership and its programme to deliver better Health Outcomes, reduced Health Inequality and more jobs developing skills and technology and stimulating investment in health and social care.
- ii. Support the City Council's contribution to the delivery of the LAHP's programme of work as set out in the business case including potential sources of funding and metrics identified in the document, to drive investment and create jobs in the City's health economy and that its work should be developed within the City's agreed Joint Health and Well-being Strategy.
- iii. Note that the Chief Officer (interim), Health Partnerships Team will be responsible for overseeing implementation by the LAPH of its Business Case.

13. Background Documents¹

None

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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Leeds Academic Health Partnership Business Case

March 2016



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1. Executive Summary

There has never been a more compelling time to establish the Leeds Academic Health Partnership (LAHP).

Nationally, the direction is clear: NHS England's Five Year Forward View and the financial climate make it imperative that health and care services work more closely together and that health and care systems utilise their wider assets to realise improved health outcomes. In Leeds, our three universities are central to helping our local health and care system make a step change in improving health and wellbeing, bringing their vast range of skills, knowledge and expertise to bear to help make robust, evidence-based decisions and accelerate the implementation of change.

The decision for each organisation to invest in a partnership arrangement at a time of austerity will always be a strategic one. The contribution of time and focus across Leeds' health, care and university sectors in developing the LAHP over the past year demonstrates that senior leaders see significant potential in this arrangement. The LAHP has already started to deliver benefits and will continue to make a positive and important contribution across the overlapping national, and local agendas outlined above. Making a clear commitment to its continued development now is a statement of intent for the city's ambition.

The LAHP has a clear purpose:

To improve the health and wellbeing of the people of Leeds by engaging the educational and research capabilities of all three universities in Leeds with the health and social care system in order to speed up the adoption of research and innovation; creating inward investment, and raising the national and international profile and reputation of the city and the LAHP member organisations.

Whilst ensuring we use our talents to make our mark on the national and international stage, the benefits that the LAHP seeks to bring are very much about improving the lives of people in Leeds; adding years to life and life to years. The LAHP aims to:

- ▶ *Improve health and wellbeing – ensuring that we address the health challenges that Leeds faces now – such as tackling our worse than average rates of cardiovascular disease and cancer – alongside taking the action needed now to mitigate the major health risks of the future, such as those caused through increased levels of obesity caused by factors such as diet and lack of exercise*
- ▶ *Reduce inequalities – helping redress the imbalance in the health of communities across the city by improving the health of those who need it most, the fastest – a stark example being the 10-year difference in male life expectancy between the most and least deprived wards in a city measuring a mere 15 by 13 miles in size.*
- ▶ *Create wealth – bringing investment into the city, both through greater involvement in national - and international - public sector programmes, alongside encouraging more private sector investment bringing jobs into the city, recognising that a major determinant influencing good health is employment.*

Applying world-class research knowledge and insight to help service improvement and re-design will contribute to improving services and reducing inequality. However, health and care services play only a small part in addressing overall population health; increased levels of education are strongly and significantly related to improved health, as is good housing; while and economic hardship – such as that caused by the lack of employment – is highly correlated with poor health. Education, employment, environment and housing matter for good health and wellbeing.

Within the city itself, the new five year Health and Wellbeing Strategy to be published in spring 2016, and our Sustainability and Transformation Plan for health and care services to follow in the summer, will both set out a clear ambition for Leeds to be the best city for health and wellbeing. This is an ambition built on the qualities of our people. It is an ambition that aims to reduce health inequalities and build a stronger economy, an ambition that can only be realised through stronger relationships.

Whilst there are already a variety of interactions between the LAHP partners, bringing them all together as a single, formal partnership offers a unique proposition to those outside the city who are, or are considering, engaging with Leeds with the intention of investing in our health and care economy. The LAHP cuts through the complexity of a major city, presenting a united approach and offering a single point of contact - one that combines academic and research excellence, the full range of frontline practice, access to the economic assets of the city and a uniquely diverse and broad-based population.

As Leeds increasingly competes with other national and international cities for investment, the LAHP places the city on a firmer footing to present the strength and simplicity of its partnership arrangements. Several other major UK cities already have the equivalent of a LAHP - although few are as inclusive as the Leeds model - and Leeds is looking to draw on the best learning from these, whilst also maximising our unique strengths and characteristics.

These themes resonate with the new Health and Wellbeing Strategy and the wider ambition that Leeds will be the best city in the UK by 2030 and will do so in a way that creates a strong economy within a compassionate city. In particular, the LAHP will make a major contribution to two important areas of work that help to realise these benefits – developing our health and care workforce for the future and harnessing the potential of information and technology (informatics). The LAHP will build a stronger link between the way people are trained and developed and the more integrated health and care system we need to rapidly develop for the future. It will ensure that cutting-edge informatics innovation, for which Leeds is already a leader within the health and care sector, continues to be developed, tested and supported in Leeds for the benefit of our own and wider populations.

Measuring success will be critical. The LAHP will combine measures of both the ‘means’ it brings to improve health and care - such as the number of successful bids it secures and the events and activities it facilitates - as well the ‘ends’ it plays a part in achieving - for example, projects initiated or supported by the LAHP which clearly result in improvements to health outcomes, reductions in levels of inequality or increased investment in the city. It will do this by creating the culture that enables leaders from across the partnership to think and work creatively and innovatively together, underpinned by clear governance arrangements.

We have huge potential – working together to a common purpose, our universities and statutory services are a powerful combination that can attract the best ideas, talent and investment from outside the city and affect major change within it. The Leeds Academic Health Partnership provides a focal point to make that happen.

2. Introduction

This section introduces the business case, its purpose and intended readership.

2.1 Purpose of the business case

The purpose of the business case is to act as a focus for collaborative action.

It sets out the rationale for the creation of the Leeds Academic Health Partnership (LAHP), describes its purpose and benefits, and goes on to articulate the financial costs and risks associated with its creation and operation.

2.2 Intended Audience

The primary target audience for this document is the Leeds City Council Executive Board to support them in identifying the value that the LAHP will deliver for the citizens of Leeds and providing evidence to support decisions regarding funding contributions.

The secondary audience is the remaining core members of the LAHP -- the three NHS Clinical Commissioning Groups, the three NHS provider Trusts and the three universities in Leeds – and the Yorkshire and Humber Academic Health Science Network, which is an associate member. This document aims to support their understanding of how the LAHP will help these member organisations to deliver against their organisational priorities.

2.3 The starting point

Leeds has a diverse population of some 810,000, spread throughout a city of 217 square miles. A further 2.2 million people live in the wider Leeds City region, the largest city region economy outside of London, with an economic output of £60bn GVA, of which some 10 per cent comes from health and care.

Within the city, there are three universities with a total of 70,000 students, including a Medical School with 6,000 undergraduates, together with a wide range of other health, wellbeing and social care academic research and educational teams.

Over the past 24 months, the local public sector organisations active in the Leeds health and care system have demonstrated their capability to work in a collaborative fashion and created momentum across a range of health and care related initiatives.

These initiatives have been established within Leeds, either organically through joint working by city partners - for example the development of the Leeds Care Record - or through collective bidding to secure the selection of Leeds as a host for major national initiatives such as its recent selection by Innovate UK as one of five Centres of Excellence for Precision Medicine. A summary of major initiatives and other “city assets” is included at Appendix A.

As well as the local “city assets”, Leeds is a major centre for the NHS outside London. The following organisations are either headquartered here or have a sizeable presence in the city:

- ▶ *NHS England, responsible for over £106bn annual healthcare spend*
- ▶ *the Health and Social Care Information Centre, which hosts national health and social care data collections,*
- ▶ *the NHS Leadership Academy, responsible for leadership development and training throughout the NHS*
- ▶ *Health Education England, the national body responsible for planning professional healthcare education and training.*

Leeds is also home to the National Coordinating Centre of the Clinical Research Network for the **National Institute for Health Research**; the Northern regional headquarters of **Public Health England**; and the headquarters of **NHS Employers**.

3. National and local context

This section summarises national and local health and social care challenges.

3.1 NHS Five Year Forward View and the NHS England Mandate

Published in October 2014, the Five Year Forward View¹ is the most recent strategy document outlining the challenges facing the NHS. It sets out how health services in England need to change to address a mismatch between resources and patient needs of almost £30m by 2020/21, suggesting that action will need to be taken in three areas -- demand, efficiency and funding -- to bridge this gap. It also argues for a more engaged relationship with patients, carers and citizens to promote well-being and prevent ill-health.

NHS England is responsible for arranging the provision of health services in England. The Government's objectives and any requirements for NHS England, as well as its budget are set out in the national Mandate for NHS England². The mandate sets direction for the NHS, and helps ensure the NHS is accountable to Parliament and the public.

The mandate sets out NHS England's contribution to the Government's goals for the health and care system as a whole, in line with the manifesto commitments.

The latest version of the mandate was published in December 2015. It sets out:

- ▶ *objectives to 2020;*
- ▶ *requirements relating to the Better Care Fund;*
- ▶ *NHS England's budget for five years.*

The mandate is structured around seven objectives as illustrated in Table 1 below. All local NHS organisations will be held to account against the delivery of these objectives.

¹ <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/494485/NHSE_mandate_16-17_22_Jan.pdf

1. **Through better commissioning, improve local and national health outcomes, particularly by addressing poor outcomes and inequalities.** Secure measurable reductions in inequalities in access to health services, in people's experience of the health system, and across a specified range of health outcomes.
2. **To help create the safest, highest quality health and care service.** Roll-out seven day services; significantly reduce avoidable deaths; reduce still births, neonatal and brain injuries; improve antimicrobial prescribing and resistance rates; improve patient experience; improve cancer survival rates
3. **To balance the NHS budget and improve efficiency and productivity.** Balance the books; achieve efficiency savings; improve primary care productivity
4. **To lead a step change in the NHS in preventing ill health and supporting people to live healthier lives.** Measurable reduction in childhood obesity; reduce risk of diabetes; PM's 2020 Dementia challenge
5. **To maintain and improve performance against core standards** To cover areas such as A&E waiting times, Referral to Treatment times, ambulance response times
6. **To improve out-of-hospital care.** New models of care and general practice; evening/weekend access; reduce hospital admission rates; better integration of health and social care, including fewer delayed transfers of care; parity for mental health
7. **To support research, innovation and growth.** Improve UK ranking for health research; improve in uptake of new innovations including digital technologies; deliver 100,000 genomes programme

Table 1 – NHS Mandate

3.2 The challenge for Social Care

Our ageing population, living longer but often living with long term conditions, will increasingly need co-ordinated, person centred social support services, shaped around their needs and those of their carers. The clear expressed desire from people with have such needs is for as much choice, control and independence as possible, and a consistent, joined-up service.

However, after four years of budget reductions, alongside the continuing rise in need and the requirement to meet the provisions of The Care Act³, the most significant change in social care legislation for 60 years, the challenge facing local health and care systems is to meet these needs for a more personalised approach to social care and ensuring that shifts in the commissioning and provision of care do not have unintended consequences in terms of simply moving problems between health and social care, whilst living with an increasingly constrained financial system. The financial challenge is further exacerbated as a result of the cost pressures for social care providers to implement the national living wage, a challenge in a sector with a substantial proportion of its workforce being low paid.

The Care Act is now law and requires significant co-ordination at national and local level. The major issues are understanding the costs and being confident that not only are the provisions of the Act funded, but the overall funding for social care is sufficient. The other dimension is how many people who are currently self funders or carers will take up the offer of additional funding or help, and the extent to which removing thresholds for safeguarding impact on those needing support

As well as the underlying increasing demand for social care support for older people, safeguarding has become increasingly important. There has been an increase in safeguarding referrals as a result of increased public awareness of safeguarding in domestic and community settings and concerns about the quality of regulated care.

³ <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Furthermore Transforming Care [63], the post Winterbourne View programme, was a commitment to reduce the numbers of people with learning disabilities who are in specialist hospitals.

Although there has been much debate about the need for integration between health and social care, such integration must not be seen as an end in itself but simply as a step on a route to achieving better health and wellbeing outcomes. Integration in itself will not significantly increase the size of the resources available – although there may be opportunities for economies of scale and increased productivity – but rather provides the opportunity to take a fresh, balanced look at what services are required to deliver maximum health and wellbeing benefit and value from across the the complete health and care system.

Social care commissioners are already engaging strongly with the Five Year Forward View, the local development of models of care and in testing partnership arrangements. The expectation is that local government will be a full and active partner in the development of the 5-year Sustainability and Transformation Plans, recognising that social care services are critical to achieving transformation of NHS services, which are seeing an increasing shift of care out of hospital settings and into the community.

Many published research reports emphasise the importance of the interdependent relationship between health and social care including those from the National Audit Office, the Kings Fund, the Nuffield Trust and the much respected Barker Commission⁴. As well as calls for the integration of health and social care budgets, the research also advocates developing strong partnership working across agencies to collectively consider how best to use their joint resources to maximise value in terms of improving health and wellbeing for a population, an approach already in train in Leeds through the concept of the “Leeds Pound” and extensive joint planning activity.

The 2015 Spending Review provided new powers for councils to raise Council Tax by up to two percent to spend on social care. While giving additional flexibility to councils, implementation of such a policy will be for local political determination and may disadvantage deprived areas with low tax bases.

Regardless of the sources of funding, the ultimate aim must be to ensure that health and care services enable ‘right care, right place, right time’ in order to improve health and wellbeing outcomes and reduce the level of inequality. Academic research and insight has an important part to play in supporting NHS organisations and the Council to make robust evidence-based decisions which maximise the benefit from the available resources.

3.3 The Leeds health challenge

In addition to the national challenge of improving access and outcomes whilst reducing cost, Leeds has some specific health and social care issues.

In common with the rest of the UK, the Leeds health and care system is facing a combination of challenges of an ageing population living with multiple long-term conditions combined with population lifestyle factors or behaviours around diet, smoking and alcohol, all leading to a continual increasing demand for health and care services at a time when funding levels are constrained. Analysis of the Public Health England health profiles for 2015 [55] illustrates areas where the city is facing significant health challenges. While there are a few exceptions, on the profile metrics the city is invariably “*significantly worse than*” or “*in line with*” the national average.

The profile paints a picture of a city facing not untypical health challenges for an urban area of northern England with significant populations of mixed ethnic groups, and where lifestyle factors play a significant bearing on the overall health of the population.

⁴ http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/Commission%20Final%20%20interactive.pdf

3.4 The Leeds financial challenge

Work undertaken in summer 2014 [42] indicated that – without substantial and radical transformational change – the Leeds health and care system as a whole would be facing a net collective cumulative deficit on the order of £639m by 2020/21.

More recent work [32] building on 2015/16 financial plans of the local partners indicated that, with net recurrent pressures for NHS providers and the Council averaging 7 per cent per annum and taking into account a range of other factors and alternative assumptions to those adopted in the earlier 2014 work, then that would equate to a total challenge of £850m.

This subsequent work has suggested that the balance between local solutions – that is solutions which are planned and delivered by the individual statutory organisations in the local health and care eco-system - and those that require collective action involving co-ordinated action by all system partners could be in the order of £607m “local” and £243m “collective”.

3.5 Health and Wellbeing Strategy for Leeds

Recognising the picture painted by the health profiles, and cognisant of the current picture of health and care services, the draft Leeds H&WB strategy for 2016-21[26] envisages Leeds as a “*healthy and caring city for all ages, where people who are the poorest will improve their health the fastest*”.

The five intended outcomes of the strategy are that:

1. People will live longer and have healthier lives
2. People will live full, active and independent lives
3. People’s quality of life will be improved by access to quality services
4. People will be actively involved in their health and their care
5. People will live in healthy, safe and sustainable communities

Recognising that there are many more determinants to health and wellbeing than simply access to, and quality of, health and care services, the strategy seeks to achieve these outcomes through delivery of eleven priority themes, which include *maximising the benefits of information and technology, creating a strong economy with quality jobs for local people, creating a valued, well-trained, and supported workforce*, and placing a stronger *focus on prevention, especially for long-term conditions*.

4. The Case for, the Purpose and Benefits of the LAHP

This section sets out the principles of the strategic case for change, addressing the question “why does Leeds need an Academic Health Partnership?”

4.1 The case for an academic health partnership

It has long been clear that the nature of the health and social care challenges are such that individual statutory organisations cannot deliver alone. They need to work not only with each other but also with others outside the sector. The “Leeds equation”, illustrating this, is shown in Figure 1 below.

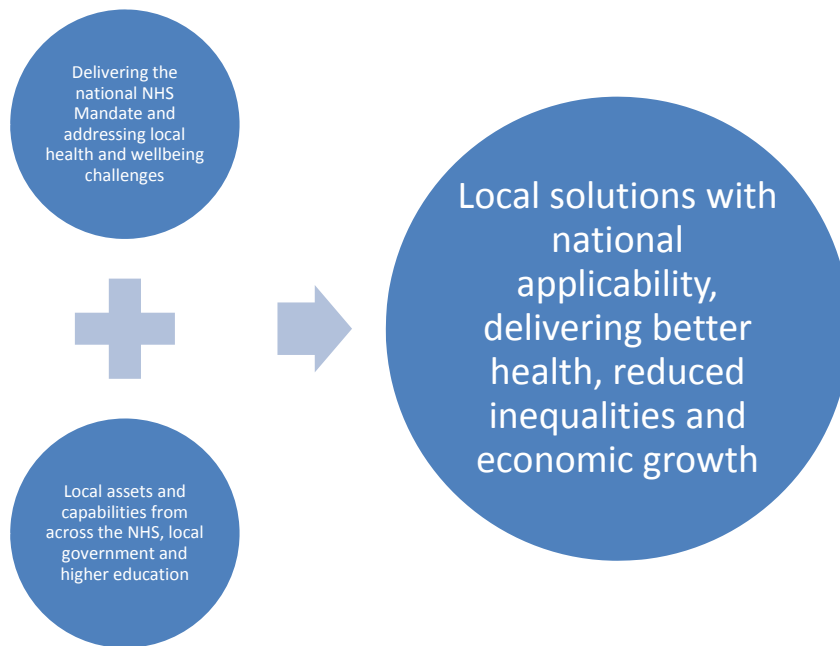


Figure 1 - The “Leeds equation”

The recent report “*Building Healthy Cities: The role of universities in the health ecosystem*” by the University Alliance [40] reinforces the important role that universities can play in their local communities as major “anchor institutions” – “providing leadership and coordination, working in partnership to co-design solutions, making services more responsive to local needs, training the health and social care workforce of tomorrow, and harnessing world-class research to make a real difference to health outcomes.”

There are three universities in Leeds – the University of Leeds; Leeds Beckett University and Leeds Trinity University.

The University of Leeds, established in 1904, is one of the largest higher education institutions in the UK - a world top 100 university and renowned globally for the quality of its teaching and research.

The strength of its academic expertise combined with the breadth of disciplines it covers, provides a wealth of opportunities and has real impact on the world in cultural, economic and societal ways.

Leeds Beckett University has over 190 years of teaching experience. The Leeds Mechanics Institute, to which the University can trace its origins, was founded in 1824. Leeds Beckett has been ranked first in the UK for virtual learning, online library and technology services.

Leeds Trinity University is one of the UK’s top universities for employability, and has pioneered the inclusion of professional work placements with every degree.

Each of the three universities has unique strengths and capabilities which can support the issues and challenges of the health and social care system.

Many other cities across the country – including Manchester, Liverpool, Birmingham, Newcastle and Bristol - have already established local city-wide academic health partnerships as focal points, leaving Leeds (until recently) as the largest city in England without such a partnership in place.

The LAHP has existed as an informal partnership since March 2015.

Other cities, however, have often forged their partnership simply between the local NHS acute provider(s) and the main, research intensive university, with a focus on a medical model and they have not always engaged NHS commissioners or local government. A defining characteristic of the LAHP is the active engagement of the local authority, all three NHS Trusts all three clinical commissioning groups and all local universities. The Leeds partnership reflects a broader group with a strong emphasis on population health and wellbeing⁵ which helps differentiate it from most other AHPs.

4.1.1 Core Members

Leeds is a city of some 213 sq. miles with a population of over three quarters of a million, the second highest population of any local authority in the UK, covering the second greatest area of any English metropolitan district. It is the country's fourth largest urban economy, yet 65 per cent of its area is designated green belt.

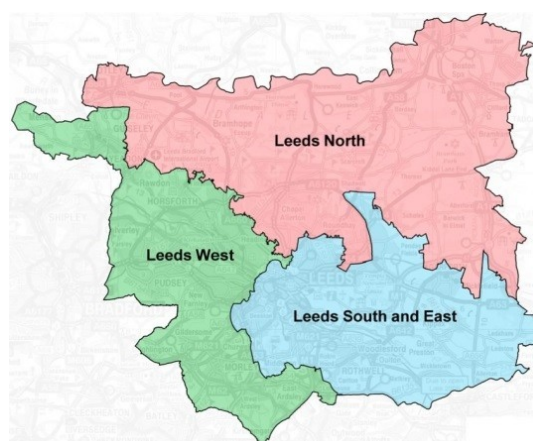


Figure 2 - Leeds and the three CCGs

Within this footprint, there are three clinical commissioning groups, three major NHS provider Trusts, one local authority, and as noted, three universities. Despite the extensive range of services, and wealth of skills, knowledge and talents represented by those working in the health, social care and academic sectors, decision making involves only ten member organisations. This contrasts with metropolitan areas such as London, the West Midlands and Greater Manchester, which have many more statutory bodies across the health and social care landscape. The comparative simplicity and compactness of the structure allows Leeds to make fully inclusive decisions in a faster, more agile fashion than many other large cities, whilst still having the size and diversity of population, and richness of skills, capabilities and services to make the city highly attractive for inward investment.

⁵

For our purposes we use Kindigs 2003 definition of "Population health" as "the health outcomes of a group of individuals, including the distribution of such outcomes within the group. These groups are often geographic populations such as nations or communities, but can also be other groups such as employees, ethnic groups, disabled persons, prisoners, or any other defined group."

4.1.2 Associate and Affiliate Members

The value of collaboration between NHS and academic bodies and industry has long been recognised and accepted. Fifteen Academic Health Science Networks (AHSNs) were given licence to operate by NHS England in May 2013 to create partnerships between patients, health services, industry, and academic institutions.

The aim of the local Yorkshire and Humber AHSN is to create significant improvements in the health of the population by reducing service variability and improving patient experience in the health care system.

For the AHSN to realise its full potential, it needs strong, well-aligned cities that have a clear focus of local activity and which draw on the talent from across the health and care system aligned with their academic partners.

The Leeds Academic Health Partnership will not replicate the work of the wider AHSN, but acts as a key node on the AHSN network, identifying where relevant work is available, adopting and adapting it to meet local circumstances, and acting as a force to accelerate implementation of the local H&WB strategy. In turn, the LAHP will give value back to the AHSN by generating knowledge and insight, and providing an outlet for ideas and innovation generated elsewhere.

The AHSN is an associate member of the LAHP, with a seat on the Board, emphasising the closeness of this relationship.

Whilst not diluting the effectiveness of a tightly focused core group, the members of the LAHP also recognise the critical role that the voluntary and third sector organisations play in delivering health and care services for the population, and are beginning discussions about extending affiliate membership to other not-for-profit health and social care organisations based in Leeds. St Gemma's Hospice, for example, has already approached the LAHP to discuss this.

4.2 Purpose of the LAHP

Early collaborative work between the LAHP's ten core member organisations has resulted in the following definition of the LAHP's purpose:

“To improve the health and wellbeing of the people of Leeds by engaging the educational and research capabilities of all three universities in Leeds with the health and social care system in order to speed up the adoption of research and innovation, creating inward investment, and raising the national and international profile and reputation of the city and the LAHP member organisations.”

This is represented diagrammatically in Figure 3 below, which also highlights the potential benefits of a successful academic-health partnership for the city of Leeds – improvements in health; reduction of inequalities; and the creation of wealth:

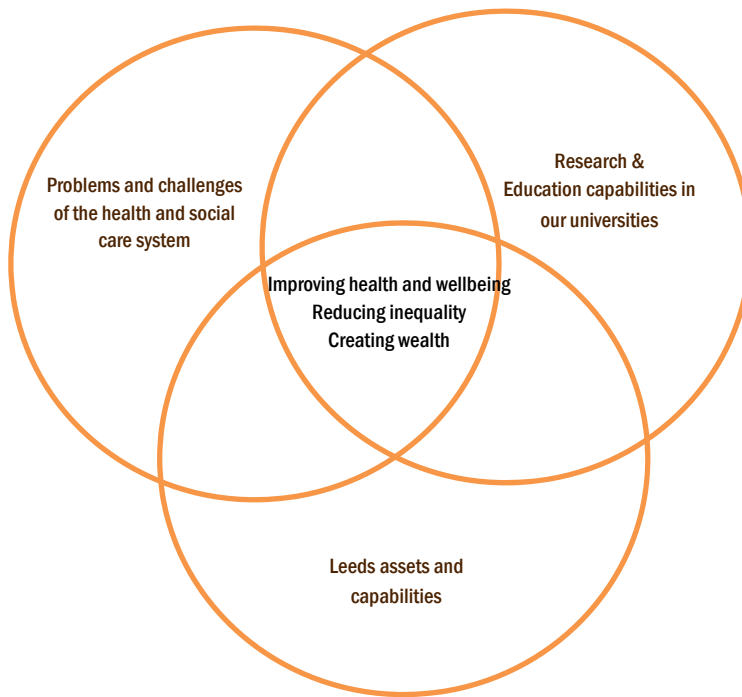


Figure 3 – Purpose and Benefits of the LAHP

The LAHP will have a key contribution to make, for example, in responding to the requirement for the NHS to produce Sustainability and Transformation Plans to set out local intentions which are “*at the forefront of science, research, and innovation*” and which articulate how “*service changes over the next five years will embrace breakthroughs in genomics, precision medicine and diagnostics.*”⁶

4.2.1 Aligning the LAHP members

This purpose statement has been developed following a dialogue about the “self-interest goals” of the LAHP member organisations, because the members of the LAHP need to be assured, of course, that their involvement – and their financial contributions – will lead to the delivery of activity which supports their own individual organisational goals and objectives.

A process of discussion and sharing of individual organisational goals therefore took place over summer 2015 and provided the basis for greater awareness and understanding of both the common – and diverse – goals of all the partners. It enabled LAHP member organisations to coalesce around a set of shared goals, which have been expressed as follows:

⁶ <https://www.england.nhs.uk/wp-content/uploads/2015/12/planning-guid-16-17-20-21.pdf>

1. *Emphasis on health and wellbeing promotion, illness prevention and early intervention as a means of reducing inequalities*
2. *Improving health and wellbeing of individuals and populations*
3. *Engaging citizens and communities in the planning and delivery of personal and population health and wellbeing, and associated decision making and governance*
4. *Attracting talent (workforce) and investment associated with the planning, delivery and research in the fields of health, care and wellbeing*
5. *Contributing to economic growth as a key factor in raising employment levels and hence improving health*
6. *Recognising the critical role of data and technology in improving health and wellbeing*

Table 2 – LAHP Member Shared Goals

While these shared goals have a local focus and reiterate the role of the LAHP in improving local population health and wellbeing, they are also of relevance on a national and international level, and a city that can demonstrate progress in achieving these goals will attract widespread interest and profile.

4.3 LAHP Core Themes

The intention is that the LAHP will deliver benefits by:

- ▶ *Improving health and well being*
- ▶ *Reducing inequality*
- ▶ *Creating wealth*

4.3.1 Improving Health and Wellbeing

4.3.1.1 Public Health Profiles

Analysis of the Public Health England (PHE) health profiles for 2015 [55] illustrate the areas where the city is facing significant health challenges

While the city is significantly better than the national (England) average in terms of *statutory homelessness* and *violent crime*, it is significantly worse in terms of *deprivation*, *child poverty* and *long term unemployment*, all major determinants of good health, and in *levels of GCSE attainment*, although the latter does show an improvement over the 2013-2014 period.

Children’s health is significantly worse than the national position in respect of *smoking status at time of delivery*, *breastfeeding initiation* and *under 18 conceptions*.

For adults, *smoking prevalence* is significantly worse than the national average although the figures for *percentages of obese adults*, *excess weight adults*, and *physically active adults* are similar to the national average.

In terms of specific diseases, the city is significantly worse than the national average in relation to *hospital stays for alcohol related harm*, *drug misuse and sexually transmitted infections*. While the *percentage of recorded diabetes* is significantly better than the national average, it does show a slight worsening trend.

Life expectancy at birth of both males and females is also significantly worse than the national average, as are *smoking related deaths*, and the *under 75 mortality rate for cardiovascular disease and cancer*.

The profile therefore paints a picture of a city facing not untypical health challenges for an urban area of northern England where lifestyle issues have a very significant bearing on the overall health of the population

4.3.1.2 Delivering quality care

In his 2008 report *High Quality Care for All*⁷ Professor Lord Ara Darzi described quality care as being care that is safe, effective – with good outcomes - and provides a good personal experience.

There is commonality between Darzi's descriptors of quality and the Triple Aim of the US-based Institute of Health Improvement⁸ which refers to the need to

- ▶ *Improve patient experience of care (including quality and satisfaction);*
- ▶ *Improve the health of populations; and*
- ▶ *reduce the per capita cost of health care*

In their distinctive areas, the three Leeds universities have much to offer in supporting the improvement of health and healthcare through their contribution towards initiatives such as the Leeds Institute of Quality Healthcare, which supports both improving health and reducing inequalities.

Harnessing the strength of the academic sector to the current work of the health and social care sector provides both increased capacity and exceptional capability to bring skills and experience to bear to pursue this ambition, although changing many of these measures will be a long-term process.

⁷ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/228836/7432.pdf

⁸ <http://www.ihi.org/engage/initiatives/tripleaim/Pages/default.aspx>

Tackling cardiovascular disease

Cardiovascular disease is the leading cause of emergency hospitalisation in Europe, a leading cause of death and disability and has major impacts on global health economies. Throughout the world, but especially in the UK, there are substantial quantities of rich longitudinal and cross-sectional cardiovascular data available to study the quality of care and outcomes.

The Leeds Institute of Cardiovascular and Metabolic Medicine (LICAMM) at the University of Leeds is a leading centre for research into cardiovascular disease. Research in LICAMM has defined the poor prognostic combination of diabetes mellitus and heart failure – outcomes now form disease stratification for the management of heart failure patients across Leeds and beyond.

The work of the Leeds Institute of Quality Healthcare (LIQH)⁹ is a collaboration between some of the LAHP member organisations which is aimed at reducing variations in health.

LIQH acts as the vehicle through which the Leeds health and care system partners can translate this leading research into the actions required to improve health in one of the key areas for which the city is rated as worse than the national average.

As well as actions which can improve the quality of the healthcare provided through the work of LIQH on addressing variation, many of the other indicators of health published by PHE illustrate the need for collaborative working to help improve the health of the population as they can only be achieved through multi-agency working. The Leeds academic community is involved in leading national research which can be drawn on for the benefit of the local population.

Tackling Obesity

Obesity is a major global health crisis and while some of the PHE indicators associated with obesity show that Leeds is not worse than the average, there is no room for complacency. Obesity and lack of exercise are major determinants of good health and without action the trend will be for an increase in the level of obesity and the consequent increase in demands on a hard pressed health and care system

Leeds Beckett University are leading a national three year programme to identify ways in which local authorities can create a whole systems approach to tackle obesities, while Leeds Trinity University is undertaking leading research into the field of exercise, health and nutrition.

Translating the knowledge and insight gained from this national research into local action, through the work of both Council and NHS partners, will benefit the local population and health and care system, as well as provide an opportunity to validate the research conclusions in practice, adding even greater value to the research programme.

4.3.2 Reducing Inequalities

The PHE report *Due North* [34] highlighted the wide disparity and levels of inequality in the UK, where, despite inner London being identified as the richest region in Northern Europe, nine of the ten poorest regions are in the UK, with the majority of these in the north of England.

Due North recognised that the burden of local government cuts and welfare reforms has fallen more heavily on the north than the south, and that there is a risk of further widening the gap of health inequalities with large proportions of children in the north of England growing up in poverty.

⁹ <http://www.leedsqualityhealthcare.org.uk/>

Improving the health and well-being of whole populations and communities, and reducing levels of inequality, cannot be achieved by health and care delivery organisations alone, but requires a co-ordinated input from across public and voluntary sector bodies as well as contributions from private sector organisations, all organised around a place-based approach.

As has been highlighted previously, one of the factors which differentiate the LAHP from many other academic health partnerships is the involvement of commissioners, the local authority and all three universities, and an emphasis on the wider factors which influence personal life satisfaction and population health including employment, housing and the environment. This reflects an increasing recognition that health cannot be measured in a simple, single dimensional way, but must reflect both the physical and mental health of individuals and the health of the communities within which they live.

By bringing together the skills and talents of its members, the LAHP can develop analytics-based insight and an understanding of the drivers and determinants which create and perpetuate health inequalities, and then – through the research and subsequent application of that research – identify the actions that can be taken to reduce levels of inequality whether at a personal level – such as the disparity in life expectancy across the city – or in the wellbeing of communities.

Personal and population health and wellbeing is also integrally bound to the economic health of the city and its communities; addressing health inequalities has to involve targeting economic and environmental inequalities. Again, this is an area that the LAHP can play a key role, in identifying opportunities and providing a welcoming environment to encourage development of new businesses which have a positive impact on improving health.

Technology also has a key role to play, helping people to retain their independence and increasingly to fit their care around their lives rather than fit their lives around their care. This will take a variety of forms, ranging from the opportunity for Leeds citizens to have access to their own health and care records, for them and their carers to be able to use technology to interact with their care professionals at a time and place more suited to them, and to be able to use technologies that empower them to manage their health conditions and lives and keep them safe and independent for longer through technology-enabled self-care.

The LAHP offers the opportunity to extend that work to bring in academic partners and to apply additional skills, knowledge and talent to address this challenge, not only locally for Leeds, but with the goal of being recognised as a national centre of excellence in the UK and a city with an international reputation for achieving a high standard of health and wellbeing and reduced levels of inequality, through providing a workforce suitably skilled to deliver future models of care and the utilisation of data and technology.

Given the city's aspiration to improve the health of the poorest, the fastest – and recognising that in many cases the poorest are those from the ethnic groups associated with the developing countries – the LAHP should recognise the diversity of its population as an important “city asset” and use that to its advantage. By looking to improve the health of the local poor many of whom are from developing countries, the LAHP can also access research funding targeted at improving the health of the poor in developing countries and thus deliver benefits at both local and international levels.

The combination of significant local BME groups, together with an almost uniquely inclusive set of partners from all sectors of the NHS, local government and universities, offers an opportunity for the LAHP to not only address local health inequalities but also develop a national and potentially international reputation for addressing those issues that impact most on BME populations, for example the high levels of prevalence of cardiovascular disease and diabetes in groups from Asian backgrounds, and utilising the specific local expertise around the use of mobile digital technologies.

Linking National and Local Programmes

Leeds Beckett University have led and supported evaluation of both national and local programmes of community health and wellbeing initiatives and programmes. The Health and Social Care Volunteering Fund (HSCVF) is an innovative programme established by the Department of Health to build organisational and community capacity for volunteering through a national and local grant scheme for Voluntary, Community and Social Enterprise (VCSE) organisations. An independent evaluation of the HSCVF was carried out by a team from Leeds Beckett University, who gathered evidence from a variety of sources.

The programme has achieved its key aim of connecting strategic health and social care goals to what projects do in communities. Valuing and supporting the contribution of volunteering is a core theme connecting national policy to local action. The team found that Volunteers gain a range of benefits from taking part; for many volunteering opens up new opportunities and leads to increased wellbeing. HSCVF volunteers have more contact with friends, families, and their own and other communities since joining their projects.

The evaluation team was able to identify opportunities for strengthening networking between projects and in supporting projects to build a case for future funding or disseminating good practice on volunteer support, and evidencing long term impact. This experience will be available to support the LAHP is delivering its aims going forward.

Early detection of lung cancer in Leeds

England has for many years lagged behind many other countries for patient survival rates for many of the leading types of cancers. Whilst recent improvements in survival rates have been achieved there is still a significant gap between England and international comparable countries. Moreover considerable variation exists between and within English Regions. Lung Cancer mortality rates in Leeds were some of the highest in the UK Early Detection is critical to reducing both regional and national survival rates.

The 'early detection of lung cancer in Leeds' is a project is focussed on early diagnosis as an essential requisite to improving detection rates. The project seeks to educate and encourage patients using social media to present symptoms to the GP earlier, use of self referral chest X- rays and the accelerated provision of treatment where this is required. The project is being run in communities with some of the highest incidences of cancer in Leeds Inner City particularly East and South Leeds. The Project is having a dramatic effect on the number of chest X-rays and is supporting improvements across the city overall in the survival rates for lung cancer

4.3.3 Creating wealth

Both economic growth and employment in the Yorkshire and Humber region have been below the national average since 2012, reflecting the underlying structure of the Yorkshire and Humber economy, with activity more weighted towards manufacturing and financial services than in the rest of the UK outside of London.

However, housing market data shows that price rises in Yorkshire and Humber in August 2015 significantly outpaced the UK average, while the region's private sector growth rate in recent months has been similar to, or above, that of the UK as a whole. These figures herald a better performance in the next few years, and in the three years to 2018 the region's GVA¹⁰ is expected to grow at around 2.0 per cent per annum, close to the national average of 2.3 per cent [37].

Although the wider Yorkshire economy will grow at a steady rate over the next three years, the impact of the Chancellor's 'Northern Powerhouse' vision will be felt more in the next decade than this one [37].

Economic forecasts predict that Yorkshire's economy will grow by 1.9 per cent a year in GVA between 2015 and 2018, compared with a wider UK average of 2.3 per cent, while London (3.0 per cent), the South East (2.5 per cent), and the East of England (2.4 per cent) makes up the top three.

Despite the rather disappointing regional forecast, of the cities analysed, at a forecast GVA expansion of 2.3 per cent per annum, Leeds will be the second fastest growing city outside of the South of England over the next three years, just behind Manchester (2.5 per cent) [37]. This means that Leeds is matching the UK average and outpacing the rest of Yorkshire region thanks to expansion in its information and communications, administration and support, and professional services sectors.

¹⁰ Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in the UK. GVA is used in the estimation of Gross Domestic Product (GDP). GVA (at current basic prices; available by industry only) plus taxes on products (available at whole economy level only) less subsidies on products (available at whole economy level only) equals GDP (at current market prices; available at whole economy level only). GVA + taxes on products - subsidies on products = GDP. Source: Office for National Statistics website – <http://www.ons.gov.uk/>

This offers the city a sound basis to drive sustained economic growth through both through organic growth by supporting and developing local entrepreneurs and businesses, as well as attracting inward investment by companies seeking to locate or relocate their operations.

This in turn leads to a cycle of improvement, with employers being attracted to an area if they are confident of access to a well-skilled and appropriately educated workforce with an attractive living and working environment, and students being attracted to study and then remain in an area if there are attractive employment opportunities.

The city has been successful in its goal of delivering recovery across a broad range of growth platforms including financial services, professional services and the wider digital industries as well as health and wellbeing. However, to maintain that growth requires academic and educational establishments to ensure their courses deliver education and training that will lead to a skilled workforce fit for future requirements of the growth platforms – health and medical technology, professional services, financial services and digital industries – and in sufficient numbers to continue to support a local transformed health and care eco-system both in terms of the skills required in public service delivery and private sector support.

The positive outlook of this success has to be tempered by the report from the Centre for Cities¹¹ which found that in other cities where economic growth has been driven through these same growth platforms then although there is evidence of an attractor effect and this has tended to raise the wealth of those involved in these growth areas, it has had less impact on those employed in traditional areas. While the overall wealth of the area might rise, there is a relative worsening of the economic position of those not engaged in these sectors – e.g. through rising house prices – and a risk of widening inequality across the population.

Given the close links between economic prosperity and good health, the Council's clear policy objective of ensuring that the whole population benefits from economic growth is an essential one if the objective of reducing inequality - in both health and wealth terms - is to be achieved.

4.3.3.1 Industry clusters

It is estimated [41] that there are currently 193,000 people employed in the health and life sciences sector across the Leeds City Region with 50,000 employed in the healthcare provision sector in Leeds alone, and a further 3,500 people employed by medical sector businesses.

At present, Leeds is home to two major health-related industry clusters:

- ▶ *Digital health and analytics. The Leeds City Region is home to some of the most prominent companies in this sub-sector including TPP and EMIS, the UK's largest providers of primary care systems and patient record care services, BJSS - provider of the NHS Spine2, Immedicare, InHealthcare, Answer Consulting, Ssentif Intelligence and BT Technology.*

Along with the national headquarters of the NHS Health and Social Care information Centre, Leeds has one of the largest concentrations of health informaticians in the UK and the wider City Region supports that cluster through initiatives such as the Digital Health Enterprise Zone supported by the University of Bradford, the Bradford Metropolitan Council and BT.

The creation of LIDA with the presence of both the MRC Medical Bioinformatics Centre and the ESRC Consumer Data Research Centre also creates a focus of activity around data analytics.

The development and implementation of the Leeds Care Record, containing 500,000 patient records and connecting every GP in Leeds, with secondary and social care providers also is a key attractor for the digital health industry.

¹¹ <http://www.centreforcities.org/blog/the-winners-and-losers-of-city-economic-development/>

- ▶ *Medical technology. There are currently over 160 medical technology and health informatics companies in the Leeds City Region with over 100 of these based in Leeds, including Steeper, Surgical Innovation, Xiros and Brandon Medical. As with Digital health and analytics, there are important sub-clusters in the wider city region around Bradford, Huddersfield and York*

Together these industry clusters have a combined estimated turnover of £4.33 billion and employ approximately 13,300 people across the wider Leeds City Region. [36]

Earlier work [36] recognised this strength and recommended the positioning of Leeds City Region as “a national focus for health technologies combining medical device manufacturing and related services with data and health related information technology innovation and management (health informatics)”. The same report recommended “harnessing the know-how and expertise of sector champions and advocates to take ownership of the ‘network’ and to inform key strategic decisions and initiatives in the form of a steering group or advisory board with a short term (3 year) and long term plan (10 year)”, a function which the LAHP would be well placed to adopt.

The LAHP provides a means through which innovative SMEs in the industry clusters can get rapid access to the NHS and the wider local health and care system to develop new solutions and benefit from engagement with both local health and care planning and delivery organisations. The LAHP also provides a route for these SMEs to access the skills and expertise of three diverse universities covering almost all aspects of personal and community health, care and wellbeing.

Encouraging SME development through digital health

Both national and local NHS bodies have worked with local digital health organisations to provide an outlet for their developments and help them grow and attract new talent to the city.

As well as the presence of the two largest suppliers of systems to primary care, EMIS and TPP, the work of mHabitat – a joint venture involving two of the NHS Trusts in Leeds – has created a national reputation for excellence in the field of person driven digital health applications, while Leeds based companies such as Answer Consulting – through their work on the Leeds Care Record and work with the Leeds Teaching Hospitals Trust – and BJSS - through their work on the national NHS Spine in conjunction with the Health and Social Care Information Centre – both contribute to the creation of new jobs and opportunities.

Stratifying patients with prostate cancer

Background – problem to solve

Prostate cancer is the most common cancer in men in the UK, accounting for 25% of all new male cancer cases and approximately 10,800 deaths. The majority of men diagnosed with prostate cancer present with early stage disease, which can be managed in a variety of ways. Although clinical/pathological features of the disease can guide decision-making, there remains ambiguity even among risk-stratified patients - low and intermediate risk patients represent a large subgroup (22,700) of the approximately 41,000 patients diagnosed annually in the UK. A prognostic test has been developed to address this ambiguity by directly measuring tumor biology in order to accurately stratify patients with localised prostate cancer according to disease aggressiveness and risk.

Summary of the opportunity

The national Precision Medicine Catapult has now indicated that it wishes to work with the city to identify and develop exemplars which the Leeds PMC Centre of Excellence will take forward in the first wave of activity. Stratifying patients with prostate cancer is an example of the type of projects which can be progressed through this new relationship.

We therefore propose to study the utility of this test to identify patients under consideration for radical therapy who do not

require aggressive management:

- ▶ *Report the test cell cycle progression (CCP – a new biomarker demonstrating improved the prediction of prostate cancer aggressiveness) scores in a NHS patient cohort and determine the correlation with routinely used risk categories, specifically the European Association of Urology (EAU) stratification.*
- ▶ *Assess the time from diagnosis of prostate cancer to availability of prognostic test.*
- ▶ *Assess the impact of the test on treatment decisions, measured in terms of the percentage of treatment decisions altered.*
- ▶ *Report the potential clinical utility and value of the CCP score in patient counselling and clinical decision making.*
- ▶ *Identify uncertain parameters in the evidence base in need of further research.*

Outcomes

Application of this test will assist in downgrading radical therapy by identifying which patients can safely be managed in active surveillance by:

- ▶ *Better differentiation of patients with similar clinical risk profiles*
- ▶ *Better assessment of the risk of prostate cancer specific mortality*
- ▶ *Improved individual patient prostate cancer treatment decision making*

4.3.4 Enablers

Two of the critical enabling factors which will support delivery of both national and local objectives are workforce modernisation and health informatics, covering use of both data and digital technologies.

In terms of workforce, the changing demographics and needs of the population, together with changes in the way care is delivered, particularly in primary and community settings, means that the capacity, capability and competencies – and location - of the future health and care workforce will change, in some cases very significantly. The changing dynamics between patients, carers and professionals – with a greater emphasis on professionals supporting patients and carers to self-manage - will also lead to a change in the skills needed by professionals.

As well as the changing demographics of the patients, the expectations of new joiners to the health and care workforce are changing in line with society's attitude to work more generally, and health and care service employers need to reflect that in order to attract and retain staff into the workforce.

Developing the new health and care workforce

Within the city there are capacity and skills shortages now, particularly in primary care and acute nursing as well as a shortage in social care. There is a local need to provide the future workforce with the roles and skills it needs to respond to the opportunities and threats that arise from the pressures to change.

Workforce development, training and education assets in Leeds are currently under-utilised and many are of poor quality. The workforce training estate is distributed with no single, high-quality place-based facility that encourages the sort of multi-disciplinary working that will be key to the future workforce needs

To address that the academic institutions, together with the local health and care partners will create a Leeds Health and Social Care 'Academy'. The Academy will be

- ▶ *A physical place and virtual space where health and social care employers can provide training and development for their current and future employees*
- ▶ *A framework for closer collaboration between health and social care employers and the three universities to deliver the single workforce plan for Leeds*

The Academy will be a place-based framework to collaborate and pool resources. In it, we will work together to deliver and sustain a system-wide workforce plan. Respecting statutory responsibilities, the Academy will ensure the effective provision of training and education and be the vehicle through which we collaborate to:

- ▶ *respond to opportunities and threats as a whole health and care system*
- ▶ *identify and develop plans to fill any gaps in training and education provision*
- ▶ *identify and act on opportunities to reduce complexity, duplication, waste and cost, and opportunities to join-up, add value and increase asset utilisation*
- ▶ *deliver new roles, skills and capacity*

It will own the Leeds vision for system-wide training and education provision; acting as a 'transmission belt' for taking adoption of innovation into practice, it will accelerate the embedding of research into education. It will also influence and be influenced by the Leeds workforce plan owned by the Transformation Board; it will have dedicated resource, staff and physical presence managed as one body with system-wide governance and oversight.

Health informatics also provides another huge enabling opportunity – the increasing use of advanced data analytics to identify population health need and more effectively and efficiently target the right kind of services, the use of informatics tools to support personalised care planning, and the adoption of new technologies to enable patients to play a greater part on their own self-care and interact in new ways with health and care professionals has the potential to be truly transformational.

Transformation through technology

New diagnostic technologies provide opportunities to re-evaluate care pathways and redesign them so that they shift the burden on the health and care system while at the same time making the lives of patients.

These technologies mean that patients are now better able to self-monitor their chronic conditions themselves, with monitoring of their readings and the ability to intervene when those readings move outside of certain key parameters.

Adopting new technologies such as this delivers improved health and care, as well as demonstrating the opportunity for medical technology innovation. A pilot with diabetes patients is underway and evaluation of the pilot will inform the options for a wider rollout across the city and potential for expansion to other long-term conditions with the opportunity for financial and quality benefits.

Transformation through data

As well as the adoption of new innovative technologies, the introduction of the Leeds Care Record and associated informatics initiatives across the city creates a wealth of linked data

The application of advanced population risk stratification and predictive modelling techniques such as those being developed through the work of the Leeds Institute of Data Analytics – bringing together talent and expertise from across the local health and care system - creates sophisticated insights into patterns of care, and identify cohorts of patients who are most likely to benefit from specific types of interventions.

These two examples are symbiotic and demonstrate the interaction between technology and data – the better the data analytics to identify cohorts of the population, the more effective the application of new technologies will be, and the greater the value of the data collected as a consequence

Creating and developing the new workforce through new forms of education and training, together with the innovative adoption of health informatics, also provides the opportunity to accelerate the adoption of research and knowledge into practice

Places that set the pace in the development of these critical enablers will both help and support their own local communities to be at the leading edge of transformational change in their own localities, and also create the potential to attract national and international talent and investment.

5. The LAHP Proposition

5.1 Assessing success

LAHP member organisations are conscious of the need to demonstrate the value added by the LAHP and the return on their investment. Early discussions have centred on identifying a simple set of metrics, which could be derived from the three core ambitions and benefits of the LAHP:

- ▶ *Improving health and well being*
 - ▶ *Reducing inequalities*
 - ▶ *Creating wealth – measured by “jobs created” and “inward investment secured”*
- } measured by “lives saved” and “lives improved”

It has been difficult to uncover much detail about how other AHPs around the country measure their impact. Where there is evidence of assessing value, it is often at programme level – to judge how well a balanced portfolio of initiatives meet the objectives and goals of the partner organisations – and also on a project by project basis, where there are opportunities to develop and monitor more specific measureable objectives. UCLP and Bristol do this, for example.

Project level metrics can be specific to each initiative. It is clear that an individual project -such as Precision Medicine - may deliver against a number of dimensions [13] such as:

- ▶ *measureable impact and improvements to health and wellbeing of individuals and communities*
- ▶ *evidence of “lives saved” whether as a simple “lives saved” measure as adopted by University College London Partners (UCLP) in their work on stroke or more sophisticated measure to reflect quality of life improved, exploring measures such as PYLL¹² and/or QALYs¹³.*
- ▶ *jobs and apprenticeships created, both in terms of the absolute “number of jobs” alongside the “quality” of jobs created.*
- ▶ *levels of inward investment secured, including research funding.*
- ▶ *enhanced levels of reputation for research and adoption of research into practice.*

There is desire amongst LAHP member organisations to keep measures as simple as possible, and an acknowledgement that it often can be difficult to measure the value added by a partnership, as its impact can often be intangible – for example, the existence of the LAHP presents Leeds as a “joined-up” city that is easy to do business with, which enhances reputation and results in improved profile, leading inevitably to more approaches from external investors and others wanting to do business here.

The LAHP can make this easier for external partners by clearly setting out a compelling proposition of why certain types of health related businesses should look to the city as a preferred place to invest in – a “best for” approach.

The LAHP will therefore adopt two relevant types of success indicators

- ▶ *LAHP success indicators – which are “means measures” – will be measured using SMART and quantitative metrics to report how well the LAHP is performing against the use of LAHP resources. Examples include number of bids submitted, bid conversion rate, events held etc., and the LAHP is accountable to its members for delivery of these activities.*

¹² Potential Years of Life Lost

¹³ Quality Adjusted Life Year

- ▶ *System success indicators – which are essentially “ends measures” – will be used as part of project selection process. Examples include improving health and well-being, reducing inequality, generating wealth. The role of the LAHP is a critical factor in identifying projects and the LAHP will track value added on a project by project basis but responsibility for realising benefit will lie with the appropriate delivery bodies.*

As an example of a system success measure, inward investment into the city health and care system will arise from a number of public sector sources such as Innovate UK programmes, funding from Health Education England, HEFCE¹⁴, MRC¹⁵, ESPRC¹⁶ - all of which contribute to city-wide developments as well as support to local businesses apply for funding and support from sources such as the LEP¹⁷, SBRI¹⁸ and other local, national and EU programmes such as the EU Horizon 2020 programme¹⁹. The LAHP will seek to use all such sources alongside private sector investment in order to deliver against its success indicators.

To avoid duplication of effort the LAHP will work closely with colleagues at the Yorkshire & Humber Academic Health Science Network (Y&HAHSN) and the Northern Health Science Alliance (NHSA) to capitalise on their work in identifying potential sources of funding and support.

5.2 The LAHP proposition

This proposition can be based on the key priorities for the city, and presented in such a way as to differentiate Leeds from other AHPs.

Fundamental to this proposition is the ability of the LAHP to be the single gateway to supporting health and care innovation and differentiating Leeds as “an easy place to do business in”, whether that business is undertaking research, training and education of the current and future health and social care workforce or creating new products and services.

In effect, this becomes a differentiator for the city in the competition for resources and investment, whether in bidding for public or private investment -- it answers the “why Leeds?” question.

5.2.1 Best for applied health and wellbeing research

Section 4.3.2 identified an opportunity for Leeds to capitalise on its inclusive and integrated AHP to address the health and wellbeing issues associated with its diverse population, including the opportunity to undertake practical applied research into those issues for local, national and potentially international benefit.

Similarly addressing the needs of the frail elderly will be important priority in many parts of the country – and internationally - and so the LAHP can articulate the different approach that the city is looking to adopt by being able to support research on a system-wide basis, recognising the roles that all relevant public, private and voluntary sector parties play in caring for frail elderly people, in a way that personalises the care provided to that individual, utilising appropriate technology.

While other AHPs may emphasise the absolute number of patients recruited into clinical trials - and the scale is an important factor - the LAHP can capitalise on the performance of the generally high-performing Yorkshire and Humber Clinical Research Network (CRN), and the local Collaborations for Leadership in Applied Health Research and Care (CLAHRC) and

¹⁴ Higher Education Funding Council for England - <http://www.hefce.ac.uk/>

¹⁵ Medical Research Council - <https://www.mrc.ac.uk/>

¹⁶ Engineering and Physical Sciences Research Council - <https://www.epsrc.ac.uk/>

¹⁷ Leeds City Region Enterprise Partnership- <http://www.the-lep.com/>

¹⁸ Small Business Research Initiative - <http://www.sbrihealthcare.co.uk/>

¹⁹ <https://ec.europa.eu/programmes/horizon2020/>

focus on the quality and appropriateness of membership of practical applied health and wellbeing research programmes, having regard to the multi-faceted multi-disciplinary place-based approach of the LAHP.

5.2.2 Best for developing the new workforce

The emphasis on integrating health and social care will be another common theme across many parts of the country. The LAHP can differentiate Leeds by not only demonstrating new and effective models of integrated health and social care delivery, but also in recognising the impact that this will have on the nature of the workforce needed for the future, in terms of both capacity – the numbers of staff needed and their locations – as well as capability – the skills and competencies of those staff to work in the health and care workforce of the future.

Again the differentiator is around a city looking forwards to the future, where not only can you be educated and trained to develop the skills needed for future health and care, but you can also have the opportunity to put that learning into practice as the training and education system is so integrally linked with the local approach to health and care delivery.

Given that addressing the workforce needs of the future will be a key requirement nationally – and indeed internationally – for the LAHP to be able to demonstrate a successful link between the way it trains and educates the workforce of the future and the delivery of improved outcomes through an integrated approach to health and social care delivery will offer the potential for elevated reputation and attract research interest, as well as being an opportunity for economic growth through attracting students.

5.2.3 Best for using data and technology

Local, national and international health and care systems are increasingly recognising the crucial role that health data assets can play in identifying health and care needs – including for example cohorts such as BME groups, frail elderly and those with long term conditions - and then targeting and delivering direct care services along with other initiatives which influence personal and community health such as public health campaigns. Cross-sectoral initiatives such as Leeds Institute of Data Analytics (LIDA) demonstrate the strength of the city in terms of its resources for the capture, collation, analysis and interpretation of data while the strong local digital health eco-system - both public and private organisations – creates the climate for encouraging technological innovation. LIDA cross sectoral capabilities means, for example, consumer data and combined with health data to give many new insights into community health.

Adopting such a positioning will be attractive to private sector businesses that provide products and services that support such an approach; for example from the utilisation and analysis of data and associated processes to identify individual needs, through to the provision of technology to support that personalised form of care delivery.

The LAHP can support this approach by encouraging the advanced and innovative use of data analytics and then applying the insight gained by delivering change on the ground locally, whether through using that insight to rebalance services to meet personal and community needs or through the use of innovative technologies to deliver services in new ways, for example through in-home patient monitoring etc.

5.2.4 Best for adopting innovation

Research, product and service development only delivers maximum value when applied in practice. The LAHP is the vehicle to support the rapid adoption of innovation, translating research into action, as well as providing well designed, appropriate approaches to evaluation.

This will be cultivated in an environment which supports access to a wide range of capabilities, places for incubation growth

An example is the proposed adoption of the Sandbox approach set out in the NHS Innovation Test Bed proposal, looking to provide a technological environment which links and connects a range of technologies and devices based around the individual.

The differentiator would be not only that Leeds provides a ‘test bed’ platform to demonstrate that such integration is technologically possible with clear and measurable benefits to patients to national partners such as NHS England and the

Health and Social Care Information Centre but that these have been developed on the basis of 'interoperable' and open standards to enable rapid scaling for larger populations

Coupled with a high quality innovation business support environment, the LAHP can provide the kind of facilities and advisory services that help SMEs to grow. This would be a clear attractor both for organic growth of current Leeds-based businesses and/or university spinouts, and for other technology businesses wanting to set up in a welcoming eco-system, which provides access to the skilled people and other resources that are needed to incubate and grow their businesses.

6. Governance

6.1 Introduction

This chapter sets out the proposals for the organisational form of the LAHP both in its early years and longer term.

6.2 Current Arrangements

The LAHP currently operates as an informal partnership, with two decision making bodies:

- ▶ ***A Board, chaired by Sir Alan Langlands, with the core members and the associate member (AHSN) being represented at CEO or equivalent level***
- ▶ ***A Planning and Operational Group, chaired by the Director of Health Partnerships at the University of Leeds, with each of the core LAHP member organisations being represented at a Director or equivalent level***

The LAHP members recognise that the current style of working has achieved much, as evidenced by the successful creation of a strong portfolio of initiatives, but it has been highly dependent on the goodwill and commitment of a number of key individuals with substantive roles within their employing organisations.

During the current phase of informal partnership the University of Leeds has been acting as the “host” organisation for the LAHP, holding funds and paying bills on behalf of members, providing accommodation, and meeting facilities, and IT and financial support.

The majority of successful AHPs in England have established themselves as companies limited by guarantee for both the financial flexibility that this offers, and for the independence it gives, ensuring that no single organisation is or is perceived to be driving the agenda. It also provides investors – both public and private - with a clear entity with which to contract for services, and which is not dependent on the creation of multiple agreements across partners working in an informal relationship.

The future intention is to establish a more flexible and agile vehicle through which to progress the aims and objectives of the LAHP, whilst remaining accountable to the LAHP members.

6.3 Future Options

6.3.1 Legal status

Any separate vehicle for the LAHP will require a formal status in law – as a company, a trust or an association.

The vehicle can be incorporated or unincorporated. If the organisation will take on financial risk, hold intellectual property or employ staff, it should be incorporated.

Companies are covered by Companies Act.

Limited companies can be limited by shares – that is an obligation for the members to pay the company for the shares they have taken in it – or guarantee – which requires the members to pay the company's debts up to a fixed sum.

6.3.2 Organisational forms

Many organisations may also want to be a particular kind of body in addition to having a legal status as a company – for example a Community Interest Company (CiC) has an additional status over being a limited company.

Companies have few inherent restrictions so it is possible to design almost any sort of structure and relationship within a company vehicle. For example, whilst there are common models for an Industrial Provident Society, it is possible to register a “free draft” set of rules written specifically for that society.

Whilst the organisational forms have different characteristics, they are not mutually exclusive. Theoretically, an organisation could be a Social Enterprise, a Joint Venture and a Special Purpose Vehicle.

All forms could involve sharing out all or some of any profits or surplus amongst members, raising funds by issuing shares, raising funds from public bodies, trading and protecting the assets of the organisation from distribution for private benefit.

Being a charity is neither a legal form nor an organisational form. It is a separate legal status that applies to some organisations meeting a set of criteria. Organisations that distribute profits are not eligible for charitable status.

Appendix D presents some of the organisational forms and some of their advantages and disadvantages.

6.4 Timing

The view of the LAHP members is that while a formal vehicle is likely to be required in the future, for the short term, the LAHP should continue as an informal partnership, hosted by the University of Leeds on behalf of the others, with a view to establishing an independent vehicle from 2017/18 onwards, subject to satisfactory progress in pursuit of the initial aims and objectives.

6.5 Other AHPs

Details of other UK Academic Health Science Partnerships/Centres are given at Appendix D. As mentioned previously, where it has been possible to determine their legal form they have all chosen to establish as a private company limited by guarantee, but without share capital (Anglia Ruskin, Imperial, Kings, Liverpool, Manchester, UCLP). Academic Health Science Networks have been established using a similar legal form.

As indicated in 6.3.2 above, this does not preclude declaration of the aims of the company as a social enterprise, a community interest company or as a joint venture.

Analysis of the other partnerships indicates three stages of evolution and complexity:

- ▶ *Informal partnerships – such as Bristol, Newcastle and Birmingham*
- ▶ *Established formal relationships based on a private limited company – Manchester, Cambridge, Kings, Imperial, Anglia-Ruskin*
- ▶ *Mature formal relationships - example of UCLP which has been in operation for many years [62] and which has established a range of operating units and partnerships with other bodies.*

Based on the experience of other similar city-based academic health partnerships and the AHSNs, the governance of such a company might typically involve the creation of a Board with representation from each member organisation as company directors.

Subject to its terms and powers of incorporation – which can be shaped by the partners at its inception - and its obligations under the Companies Act and related legislation, the Board will be free to take decisions in pursuit of the objects of the LAHP, with accountability to the LAHP partners through their representative governors.

If the LAHP were not to move to a Private Limited Company status and remain as an informal partnership then some LAHP initiatives are less likely to be attractive to private sector partners who will prefer to contract with one body rather than multiple organisations, or through more complicated lead provider structures.

Unlike previous initiatives to attract inward investment which involved the creation of a Private Limited Company and a large financial commitment from the City Council, the greater involvement and engagement from the NHS and university sectors shares that risk more broadly across all the partners.

6.6 Positioning of the LAHP within the wider system

A governance review of decision making structures across the Leeds Health and Social Care System has been recently undertaken and a new Governance Model which seeks to significantly improve decision making has been proposed – see Figure 4 below.

The review included within its scope the position and role of the LAHP within the wider context of other partner networks. The review concluded that the LAHP should remain as having an arms-length relationship with the System Executive Board and that any large scale programme work (not funding requests) will be delivered through the System Executive Board.

The overarching principle of the LAHP will be to act as a predominately externally facing body, in the best interests of the city and its member organisations, to pull in investment to support the health and social care system, either directly or through research funding. In this sense, the LAHP itself will not be a “delivery” organisation in the same way, for example, that UCLP is. The desire of partners is to maintain a “lean” LAHP infrastructure. The delivery of projects will therefore need to be driven through member organisations and the existing system-wide delivery infrastructure -- for example, the transformation board PMO.

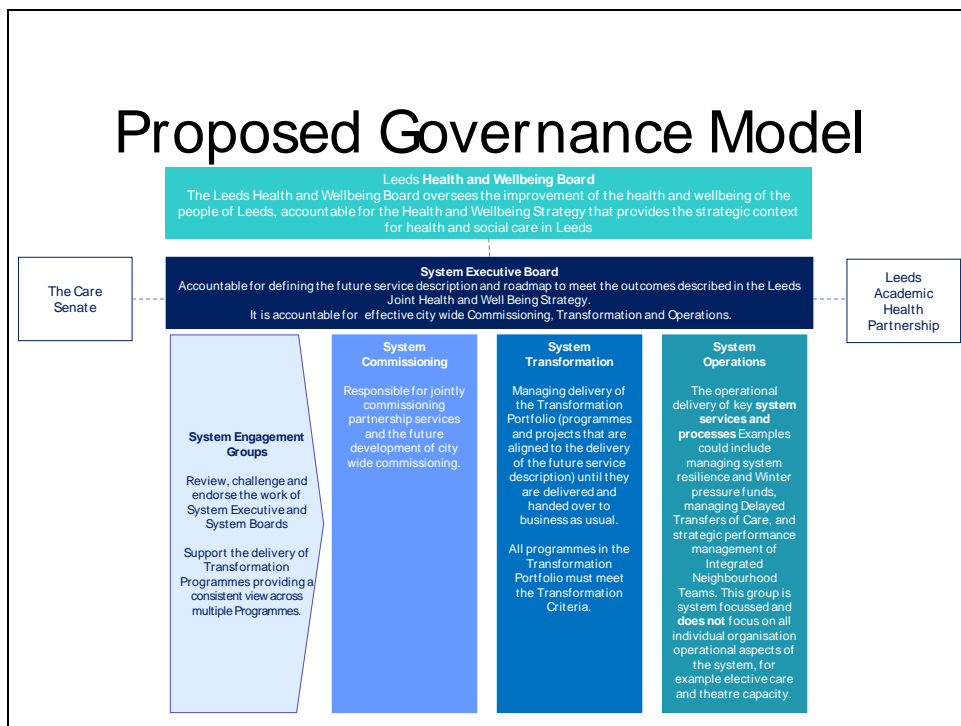


Figure 4 – Proposed Governance Model

7. Financial Impact Assessment

This section sets out the proposed costs associated with the initial early years establishment and operation of the LAHP and is based on certain assumptions about the size and organisation of the LAHP in its start-up period, and from an examination of the early years of other AHPs across the country.

7.1 The LAHP management structure

The proposal is based on the working assumptions that:

- ▶ *For 2016/17, as now, the LAHP will continue to operate as an informal collaboration of eleven fee-paying members (ten core plus one associate), supported by a LAHP team made up of a small number of substantive employees drawn from the core member organisations (with appropriate salary reimbursement to their employers to account for the time they spend on LAHP activity). Necessary “host” activity (such as financial and IT support) will continue to be provided by the University of Leeds.*
- ▶ *In the medium term - from 2017/18 at the earliest - the LAHP could operate as a private company limited by guarantee, with a Board supported by a small, lean core team (either employed by the company, or more likely seconded to the company from member organisations) focused on delivery of the aims and objectives of the LAHP and accountable to the LAHP Board.*

The Core Team will require access to a range of following capabilities. As the Core Team will remain small and focused on strategy rather than delivery, of some of these capabilities may need to be drawn either from within the LAHP members or through third parties:

- ▶ *Ability to engage with - and command the respect of - clinicians, management, politicians and civil servants*
- ▶ *Clinical and other professional leadership*
- ▶ *Strategic planning skills*
- ▶ *Programme and project planning and management*
- ▶ *Benefits identification and realisation*
- ▶ *Programme and project evaluation*
- ▶ *Stakeholder management across private/public/voluntary sector organisations and at local/national/international levels*
- ▶ *Bid writing and bid management*
- ▶ *Communications*
- ▶ *Supporting Administration*

7.2 Costs of the LAHP Core Team

A paper detailing the estimated cost of the Core Team – whether through direct employment, secondment or commissioned support – was submitted to and approved by the LAHP Board in May 2015, and this is estimated to be £683k for 2016/17. This annual running costs figure can be expected to rise in line with inflation.

In addition to the running costs of the Core Team, individual projects and initiatives will also be required to set out their objectives, costs, benefits and the risks associated with that project, as well as the metrics which they will be judged by.

While the LAHP needs to be flexible to respond quickly to in-year opportunities, the LAHP will develop an annual Business Plan setting out its intended work programme for the forthcoming year and major lines of development. This plan will act as the guideline criteria for in-year opportunity qualification.

7.3 Funding of the LAHP

All LAHP member organisations have been engaged in a process to consider equitable methods for sharing LAHP costs, bearing in mind that the member organisations are of widely varying size. Members have committed to a percentage contribution basis, as shown in Table 3 below. They have also agreed that any future expenditure agreed by the LAHP Board will be apportioned on the same basis, and in the event of there being any income to return to members, the same percentage shares will be applied.

	LTHT	UoL	LCC	LW CCG	LS&E CCG	LN CCG	LBU	L&YP	LCH	LTU	Y&H AHSN	Total
Percentage share	15	15	15	12	11	7	7	7	7	2	2	100
16/17 £	102,450	102,450	102,450	81,960	75,130	47,810	47,810	47,810	47,810	13,660	13,660	683,000

Table 3 – LAHP Funding Contributions for 2016/17

8. Risk Assessment and Mitigation

This section summarises some of the risks associated with the LAHP and sets out the proposed mitigation actions.

8.1 Key risks

The key risks of the LAHP can be classified as falling into one of two categories

- ▶ *strategic risks – those which impact on the overall success of the LAHP*
- ▶ *tactical risks – those risks which affect the individual initiatives overseen by the LAHP.*

8.1.1 Strategic Risks

Strategic risks are set out in Table 4 below, and represent the risks to the overall long-term sustainability and effectiveness of the LAHP.

Ref	Nature of Risk	Impact	Probability	Mitigation
S1	Failure of LAHP members to agree on aims and priorities	High	Medium	Ensure leaders and key staff within member organisations are explicitly committed to the aims and priorities of the LAHP.
S2	Failure of LAHP members to maintain commitment	High	Low	LAHP members commit to maintaining senior level input to Board and Planning Group meetings. Continue to engage and communicate with all LAHP partners
S3	Failure to recruit to substantive LAHP Core Team positions	High	Medium	Look for short-term secondment opportunities from across LAHP partners, and/or access third party support
S4	Perception that LAHP is not delivering value for member organisations	Medium	Medium	LAHP Core Team publish annual report setting out work undertaken, costs incurred and benefits achieved at LAHP and individual partner levels Review funding approach to ensure it is still equitable in terms of benefit to partners
S5	LAHP opportunities fail to meet goals of member organisations	Medium	Low	Opportunity qualification process and business development activity to be orientated around specific member goals LAHP Annual Report to demonstrate how projects have involved/benefited members
S6	Failing to deliver benefits from specific LAHP initiatives	High	Medium	Every LAHP initiative to have a benefits plan as part of the initiation process
S7	Failure to fund LAHP sufficiently to attract talent and resources to successfully plan, bid for and deliver initiatives	High	Medium	Members to make long-term statements of commitment to funding.
S8	Failure to establish LAHP as credible entity at local, national and international levels	Medium	Medium	Ensure LAHP has a strong brand in terms of both content and positioning.
S9	Risk of duplication of work across LAHP and other groups	Medium	Low	Maintain active communications with other groups Establish reporting and governance arrangements to ensure LAHP activity is aligned with aims of the LAHP

Table 4 - Key strategic risks

8.1.2 Tactical risks

Tactical risks are those which relate to the day-to-day operation of the LAHP and which will impact on its effectiveness in delivery. Ultimately cumulative failures associated with tactical risks will impact on the overall sustainability of the LAHP.

Ref	Nature of Risk	Impact	Probability	Mitigation
T1	Failure to create pipeline of significant opportunities	High	Medium	Based on agreed priority areas create plan of opportunity creation and pro-actively. With advice from LAHP Board identify priority sources of opportunities to pro-actively monitor – e.g. ESIF ²⁰ plus key organisations and programmes to proactively contact and develop relationships with – e.g. DH ²¹ , MRC ²² , Wellcome Trust, etc
T2	Failure of LAHP members to contribute to opportunity proposal development	Medium	Low	For each proposal, develop and agree workplan with relevant members and for collective sign off at LAHP Board
T3	Failure to meet deadlines for submission of opportunities	High	Low	Create resourced workplan for any opportunity proposal, signoff by members and work to plan. Ensure sufficient resource available when qualifying opportunities and agreeing work plan
T4	Low opportunity conversion rate	Medium	Medium	Create and agree opportunity qualification criteria to ensure that LAHP Core Team invests time in chosen areas with high probability of success. Design and implement professional production and quality management processes
T5	Failure to mobilise following successful opportunity bid	Medium	Low	Every LAHP proposal to clearly set out an agreed delivery process together with roles and responsibilities of the bodies responsible for subsequent implementation.

Table 5 - Key tactical risks

In line with recognised good practice, a risk log should be created, routinely reviewed and reassessed by the LAHP Core Team and progress reported to LAHP members. New risks identified should be added to the list over time, and appropriate mitigating actions identified and implemented. Once the LAHP Core Team is in place and the risk log is established, each risk should be allocated a risk owner, responsible for ensuring that agreed mitigation actions are progressed.

²⁰ European Structural and Investment Funds

²¹ Department of Health

²² Medical Research Council

9. Recommendations and next steps

This final chapter summarises the key recommendations arising from the business case and sets out the timetable for next steps

9.1 Recommendations

While the Leeds health and care system has achieved much to date, there is still a strong case for the formal establishment of the LAHP to capitalise on the substantial assets already operating within the system, and to deliver added value for the LAHP member organisations in order to make a significant and measurable impact on the health and wellbeing of those people living and working in the city of Leeds and – in due course – beyond.

Of the eight English members of the UK Core Cities Group²³ Leeds is the largest of the three not yet to have formally established any form of academic health centre or partnership, the others being Nottingham and Sheffield, although the latter does have a university-led Sheffield Healthcare Gateway.

Although the work of the individual partners to date has proved successful in attracting inward investment, creation of the LAHP on a formal basis should achieve a step change in the development of the city proposition to national bodies - and international bodies - and in attracting both public and private inward investment. It will also enable a more professional and integrated approach across the city to the development of responses to national and international initiatives.

An early task for the LAHP Core Team will be the development of a clear set of priority criteria and a robust opportunity qualification process to ensure that the efforts of the team are focused on a few key activities and not dispersed or duplicate other work.

As example of criteria, any proposed LAHP initiative should:

- ▶ *Be associated with one or more the chosen LAHP core or enabling themes*
- ▶ *Address one or more of the Health and Well-Being Board's outcomes*
- ▶ *Require collaborative working from across at least two of the three major service sectors involved in the LAHP – namely the NHS, local authority and university sectors.*

9.2 Priorities

Priorities for the coming year fall into two categories, establishing the LAHP and delivering LAHP activity.

9.2.1 Establishing the LAHP

The immediate priorities for 16/17 for establishing the LAHP are:

- ▶ *Create corporate commitment from member organisations for the formal establishment of the LAHP*
- ▶ *Reaffirm the funding commitments already made*
- ▶ *Develop and agree governance structure and delegated authorities*
- ▶ *Agree on the functions and responsibilities of the University of Leeds as the host organisation and the respective obligations (liability sharing) of the other partners to the host while the LAHP is operating as an informal partnership*

²³ <http://www.corecities.com/>

- ▶ *Recruit or second into the LAHP Core Team to increase capability and capacity.*
- ▶ *Develop brand and establish brand awareness*

9.2.2 Delivering LAHP activity

As well as the tasks associated with establishing the LAHP as a sustainable body, the LAHP needs to make progress in delivery.

The 16/17 priority delivery areas for the LAHP have been identified as:

- ▶ *Growth and development of a city-wide approach to personalised medicine and care, involving all LAHP member organisations, building on the early success of securing Leeds as an Innovate UK Precision Medicine Catapult Centre of Excellence*
- ▶ *Co-ordinate the work of the LIQH and the Clinical Senate with the LAHP*
- ▶ *Reassessment of the opportunity for local funding support for implementation of the NHS Innovation Test Bed Programme proposal*
- ▶ *Development of a Future Health and Care Academy to support local workforce development and develop national/international education and training offers, and potentially the development of a health and social care University Technical College.*
- ▶ *Continued development of technological solutions including the Integrated Health and Care Record and associated related digital technologies and telesolutions (e.g. assisted living technologies, condition self- management apps etc.) and utilisation of data analytics.*

Additional propositions identified in the course of the development of the business case for further development and action as Innovation Accelerators include:

- ▶ *Explore opportunities to create Leeds based health, care and wellbeing “think tank” potentially through partnership with an existing relevant think tank group e.g. Health Foundation [11], Kings Fund, and Nuffield etc. Any such “think tank” should reflect the specific needs and characteristics of Leeds and similar cities, for example Northern Health Cities.*
- ▶ *Assessment of the potential creation for an Institute of Health and Care System Flow, extending the current “Improving System Flow” work programme of the Leeds Health & Social Care Transformation Portfolio, drawing on expertise of LIDA and LIQH working together and potentially with Health Foundation support, and building on work of the Y&H AHSN patient flow group.*

Table 6 below illustrates the relationship between the priority initiatives/innovation accelerators and the LAHP objectives.

	LAHP Objectives							Partner breadth
	Will the project improve health and wellbeing of people in Leeds?	Will the project reduce inequalities for the people in Leeds?	Will the project increase the wealth of the city?	Will the project develop the workforce through training and education?	Will the project join up the system further and deliver more integrated care?	Will the project improve more people's quality of life by access to quality services?	Does the project involve 1-10 partners?	
Priority Initiatives								

P1 - Leeds Precision Medicine Catapult	Yes	Yes	Yes	Yes	Yes (depending on detailed definition of scope)	Yes	Yes
P2 - Integration of LIQH/ Clinical Senate	Yes	Yes	Potentially	Yes	Yes	Yes	Yes
P3 - Local Test Bed Programme	Yes	Yes	Yes	Yes	Yes	Yes	Yes
P4 - Future Health and Care Academy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
P5 - Develop and adopt technical solutions	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Table 6 - Basis of project selection

9.3 Next steps

The health and care system in England is at a critical point as the vision set out in the Five Year Forward View moves into implementation with 50 Vanguard communities across the country exploring New Models of Care, including the West Yorkshire Urgent Care Vanguard.

Individual NHS organisations are required to produce individual operational plans for 2016/17 and every health and care system will be required to work together to produce – by June 2016 - a Sustainability and Transformation Plan, a separate but connected strategic plan covering the period October 2016 to March 2021.

In parallel, and to the same timescale, local health and care systems have been tasked by NHS England to develop local Digital Roadmaps setting out plans for the digitization of local services.

Locally the Leeds Health and Wellbeing Strategy are in the process of being launched, setting out the local priorities across the city for the coming [n] years.

These strategy and planning initiatives need to result in aligned plans for delivery, whether through individual organisations or by system wide bodies on their behalf, notably the Leeds Transformation Board.

The LAHP has an important contribution to make to help local organisations and the Transformation Board deliver this challenging agenda by providing a source of additional capacity and capability, helping accelerate implementation and reduce risk.

Next steps and key milestones for the LAHP are

Date	Action
Jan-March 2016	Revise business case in light of LAHP Planning Group and Board feedback Develop LAHP branding and corporate communications style pack
April 2016	Initiate LAHP Core Team recruitment process
20 th April 2016	LAHP business case presentation at LCC Council Exec
	Hold inaugural meeting of formal LAHP.
	Begin to identify senior leadership for the LAHP
	Undertake launch event with associated press announcements
March – June 2016	LAHP Planning Group supporting STP/LDR development processes.
April 2016 - thereafter	Begin LAHP business development and opportunity management processes
Autumn 2016	Review option to establish LAHP as a private limited company
March 2017	Prepare first LAHP Annual report
April 2017 (earliest)	Provisional transition to private limited company

Table 7 – Next steps/milestones

Appendix A Local Initiatives

Local initiatives and “city assets” include:

- ▶ *Appointment of Leeds as one of the national Health and Social Care Integration Pioneer communities*²⁴
- ▶ *Appointment of West Leeds Primary Care 2.0 project*²⁵ *within Wave 2 of the Prime Ministers GP Access Fund (formerly Challenge Fund)*
- ▶ *Development and operational deployment of the Leeds Care Record*²⁶ *and the subsequent creation of the Ripple*²⁷ *community as part of NHS England’s Integrated Digital Care Technology Fund*²⁸ *supporting the deployment of Integrated Digital Care Records*
- ▶ *The development of the multi-disciplinary, multi-organisational Leeds Institute of Data Analytics (LIDA)*²⁹ *, building on the appointment of the University of Leeds as a centre for two major programmes for data intensive research - the MRC Centre for Medical Bioinformatics and the ESRC National Consumer Data Research Centre.*
- ▶ *The creation of the Leeds Institute of Quality Healthcare (LIQH)*³⁰ *as a partnership between some of the LAHP partners - and with the services delivered a relationship by the Centre for Innovation in Health Management (CIHM) of the University of Leeds in partnership with Intermountain Healthcare, USA and École Nationale d'Administration Publique (ENAP), Canada.*
- ▶ *The appointment of Leeds as a centre of excellence within the UK Precision Medicine Catapult*³¹ *programme involving members of the LAHP and the Northern Health Science Alliance*³²
- ▶ *The establishment of the EPSRC National Facility for Innovative Robotic Systems*³³ *at the University of Leeds involving research on robotic therapies, assistive robotics and surgical technologies*
- ▶ *The national programme of work being led by the Institute for Health and Wellbeing at Leeds Beckett University on the whole systems obesity challenge arising from the Foresight report “Tackling Obesity”*³⁴
- ▶ *The continued development of the state-of-the-art Clinical Skills Suite*³⁵ *at Leeds Beckett University*

²⁴ <https://www.england.nhs.uk/pioneers/2015/03/30/welcome/>

²⁵ <https://www.england.nhs.uk/ourwork/futurenhs/pm-ext-access/wave-two/about-wave-two-pilots/%20-%2024>

²⁶ <http://www.leedscarerecord.org/>

²⁷ <http://rippleosi.org/>

²⁸ <https://www.england.nhs.uk/digitaltechnology/info-revolution/idct-fund/>

²⁹ <http://www.lida.leeds.ac.uk/>

³⁰ <http://www.leedsqualityhealthcare.org.uk/>

³¹ <https://pm.catapult.org.uk/>

³² <http://www.thenhsa.co.uk/>

³³ <http://robotics.leeds.ac.uk/>

³⁴ <http://www.leedsbeckett.ac.uk/wholesystemsobesity/>

- ▶ *The nationally and internationally recognised work of the Centre for Innovation in Health Management³⁶ at the University of Leeds and their reputation for co-production and enhancing social value in communities.*
- ▶ *The operation and further development of Leeds City Council's Assistive Living Centre³⁷. Phase 1 of the ALC brings together a range of operational assistive technology services in a custom designed building. Phase 2 is under development and is exploring how to capitalise on the cluster of operational assistive technology services to offer new facilities such as an Assistive Technology Smart House, an Assistive Technology Retail Unit and an Assistive Technology Smart Innovation Lab.*
- ▶ *The work of the Leeds based mHabitat digital health innovation team³⁸*
- ▶ *The Leeds node of the Open Data Institute³⁹ with its specific focus around open data for health and wellbeing*
- ▶ *The facilities for supporting innovation and growth at locations such as the Leeds Innovation Centre⁴⁰, including the Innovation Hub and the Bioincubator as well as the Tech Nation Future Labs initiative*
- ▶ *The Leeds Data Mill⁴¹ city open data platform owned and managed by Leeds City Council and backed by the Cabinet Office's Release of Data Fund*
- ▶ *The six year "Time to Shine" project funded by the Big Lottery programme⁴² which Leeds is one of 15 Ageing Better areas addressing the health and wellbeing issues created as a result of social isolation*
- ▶ *Submission of a strong and coherent multi-agency proposal for the Leeds City Region Sandbox as part of the NHS Innovation Testbed⁴³ programme*

This set of locally led initiatives is complemented by the major presence in the city of four of the most important UK NHS bodies

- ▶ *NHS England, responsible for over £106bn annual healthcare spend*
- ▶ *the Health and Social Care Information Centre, which hosts national health and social care data collections,*

35 <http://www.leedsbeckett.ac.uk/our-university/facilities/clinical-skills-suite/>

36 <http://www.cihm.leeds.ac.uk/>

37 <http://www.leeds.gov.uk/c/Pages/assistedliving/default.aspx>

38 <http://wearemhabitat.com/>

39 <http://leeds.theodi.org/>

40 <http://www.leedsinnovationcentre.co.uk/offices>

41 <http://leedsdatamill.org/>

42 https://www.biglotteryfund.org.uk/global-content/press-releases/england/080914_yh_ab_6m-to-tackle-leeds

43 <https://www.england.nhs.uk/ourwork/innovation/test-beds/>

- ▶ *the NHS Leadership Academy, responsible for leadership development and training throughout the NHS*
- ▶ *Health Education England, the national body for organising healthcare education and training.*

Leeds is also home to the

- ▶ *National Coordinating Centre of the Clinical Research Network of the National Institute for Health Research*
- ▶ *Northern regional headquarters of Public Health England*
- ▶ *headquarters of NHS Employers*

Appendix B Documentation Provided

Ref	Title	Date
1	LAHP Board 31/3/15 : Minutes of LAHP Board meeting 31/3/15	31/03/2015
2	LAHP Board 22/5/15 : Overview of the LAHP	22/05/2015
3	LAHP Board 22/5/15 : Resourcing issues during setup phase	22/05/2015
4	LAHP Board 22/5/15 : Minutes of LAHP Board meeting of 22/5/15	22/05/2015
5	LAHP Planning Group 2/6/15 : Public Health England – Leeds Unitary Authority Health Profile 2015	02/06/2015
6	LAHP Planning Group 26/8/15 : Individual Partner self-interest Goals.	26/08/2015
7	LAHP Planning Group 26/8/15 : Funding Model.	26/08/2015
8	LAHP Board 21/9/15 : Minutes of meeting 21/9/2015	21/09/2015
9	LAHP Board 21/9/15 : Establishment of the LAHP.	21/09/2015
10	LAHP Board 21/9/15 : IoT Cities Demonstrator Competition.	21/09/2015
11	LAHP Board 21/9/15 : Update on discussions with the Health Foundation.	21/09/2015
12	LAHP Board 21/9/15 : Precision Medicine Catapult.	21/09/2015
13	LAHP Planning Group 15/10/15 : LAHP Goals and 2015/16 Work Plan Project Selection.	15/10/2015
14	LAHP Planning Group 25/11/15 : Leeds Health and Social Care Academy	25/11/2015
15	LAHP Planning Group 25/11/15 : Precision Medicine Catapult	25/11/2015
16	LAHP Planning Group 25/11/15 : Social work education and training	25/11/2015
17	LAHP Planning Group 25/11/15 : Establishment of the LAHP	25/11/2015
18	LAHP Planning Group 25/11/15 : LAHP Contributions in Year 2 and Invoicing Procedure	25/11/2015
19	LAHP Board 27/11/15 : Opportunities for Leeds to bid for Data, Digital and Technology Enabler Care Funds	27/11/2015
20	LAHP Board 27/11/15 : Leeds Health and Social Care Academy	27/11/2015
21	LAHP Board 27/11/15 : Establishment of the LAHP	27/11/2015
22	Leeds City Council : Report to Executive Board - Review of Inward Investment in Leeds City Region - Author : Tom Bridges	17/12/2014
23	Leeds City Council : Smart Cities : Delivering a Sustainable City in the Digital Age - Author : Dylan Roberts	17/12/2014
24	Leeds City Council : Report to Executive Board – Proposal for a LAHP - Author : Rob Kenyon	18/03/2015
25	Leeds City Council : Leeds 2015 City Priority Plan 2011-2015	
26	Leeds City Council : Draft Executive Summary of Leeds JSNA 2015	07/05/2015
27	Leeds City Council : JSNA Background paper for themed CLT sessions	01/08/2015
28	Leeds City Council : Initial Summary for the 2015 Indices of deprivation	01/10/2015
29	Leeds City Council : Strong Economy, Compassionate City. Report to Executive Board. - Author : Tom Riorden	21/10/2015

Ref	Title	Date
30	Leeds City Council : A Business Case for a Leeds Academic Health Partnership - Author : Dr Ian Cameron / Martin Farrington	9/3/16
31	Inspiring Change : Leeds H&SC Transformation Portfolio Forward Look	
32	Inspiring Change : 2015/16 Local Savings Schemes and review of Financial Plans - Author Kim Gay	07/10/2015
33	Leeds City Region : Health and Innovation Hub of the UK :	04/04/2014
34	Due North : Inquiry Panel on Health Equity for the North of England - Author : University of Liverpool and Centre for Local Economic Strategies	01/09/2014
35	Presentation Pack : North Regional Tripartite Event - Author : NHS England, Monitor, TDA	04/11/2014
36	Growing science and medical technology companies in Leeds and Leeds City Region Author : Creative Space Management, Leeds City Council, University of Leeds	01/03/2015
37	EY : UK region and city economic forecast – Yorkshire and Humber EY	01/12/2015
38	Small Report of Big Impact Leeds City Region Enterprise Partnership :	
39	Innovate UK : Leeds Bid to NHS Health and Care Test Beds programme	
40	University Alliance : Building Healthy Cities	Undated
41	Presentation pack : international Economic Conference Health and Innovation panel pwc	01/07/2014
42	Leeds Health and Social Care economy - 5 year challenge. : West & South Yorkshire and Bassetlaw Commissioning Support Unit / EY	06/07/1905
43	Integration Pioneers. : https://www.england.nhs.uk/pioneers/2015/03/30/welcome/ NHS England	
44	Prime Ministers Challenge Fund Wave 2 pilots : https://www.england.nhs.uk/ourwork/futurenhs/pm-ext-access/wave-two/about-wave-two-pilots/%20-%2024 NHS England.	
45	Assisted Living Centre : http://www.leeds.gov.uk/c/Pages/assistedliving/default.aspx Leeds City Council.	
46	2015/16 Financial Plan Pressures. : Author : Inspiring Change.	
47	Proposal for a SPV - role scope and function of a SPV – a discussion paper : - Author : Colin Mawhinney	
48	Leeds Clinical Skills Strategy :	03/07/2015
49	Transformation Portfolio Board : LIQH : Framework for the Future	07/10/2015
50	“Slide for DLT” :	
51	Leeds Economy Briefing Note Issue 62 Index of Deprivation 2015 : Author : Economic Policy, Leeds City Council	01/10/2015
52	Health North : Proposals from the Northern Health Science Alliance	
53	Leeds Partnership Governance Review : Summary of Workshop 2 Model Design. Final Draft 1.3	14/09/2015
54	Realising the benefits of real-world data : Author : Marie Kane, North West EHealth	07/07/2015
55	Health Profiles Local Authority Summaries – Yorkshire & Humber: - Author : Public Health England	07/07/2015
56	City-wide informatics : the journey towards integrated health systems and intelligence in Leeds. Strategy Pack :	Undated
57	Making Leeds to best city for health and wellbeing : A one-side summary :	Undated
58	NHS Health and Care Test Beds : Initial Bid Assessment Feedback	23/11/2015

Ref	Title	Date
59	Connected Health Cities : Application Feedback	Undated
60	Leeds - A city of Health and innovation : Author Leeds and Partners	
61	City-wide Transformation Update Leeds Health & Social Care Transformation Portfolio	Oct/Nov 2015
62	UCL Partners Annual Report 2014/15	2015
63	Transforming care: A national response to Winterbourne View Hospital https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213215/final-report.pdf	December 2012

Appendix C Interviews

As part of the development of the business case interviews were held with a range of local stakeholders to understand their position more clearly, and explore ideas and proposals.

Who	When	Where
Sir Alan Langlands Vice-Chancellor, University of Leeds	16 December 2015	University of Leeds
Jo Anne Wass University of Leeds	2 December 2015	University of Leeds
Councillor Lisa Mulherin Executive Board member for Health and Wellbeing and Adults, Leeds City Council	11 December 2015	Leeds Town Hall
Kim Gay Director of Finance, Leeds Transformation Board	4 December 2015	Thorp Park
Dr Simon Stockhill Chair Leeds Institute of Quality Healthcare Medical Director Leeds West CCG	16 December 2015	Harrogate
Nigel Grey Chief Officer, Leeds North CCG	16 December 2015	St Paul's House
Dr Jason Broch Clinical Chair, Leeds North CCG	16 December 2015	St Paul's House
Colin Mawhinney Health of Health Innovation, Leeds Health Partnerships		
Professor Paul Stewart Faculty Dean of Medicine & Health, University of Leeds.	17 December 2015	University of Leeds
Professor Ieuan Ellis Faculty Dean of Health & Social Sciences, Leeds Beckett University	27 November 2015	Leeds Beckett University
Tom Bridges Chief Economic Development Officer, Leeds City Council	11 December 2015	Leonardo Building
Andy Harris Chief Clinical Officer, Leeds South & East CCG	9 December 2015	Thorpe Park
Phil Corrigan Chief Executive, Leeds West CCG	10 December 2016	Wira House
Professor Carlton Cooke Head of School and Social and Health Sciences, Trinity University	16 December 2015	Leeds Trinity University

Appendix D Organizational Forms

This Appendix summarises three of the potential organisational forms that the LAHP could choose to adopt.

Social Enterprise	
<p>The term “social enterprise“ describes a purpose and is not a legal form. The term is typically attributable to entrepreneurial organisations with primarily social objectives and where surpluses are reinvested into the business or community.</p>	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> ▶ <i>May be more attractive to public sector organisations as several of the forms (e.g. CiC) have to satisfy a “community interest test”</i> ▶ <i>Trusts and Charitable Incorporated Organisations (CIOs) can achieve tax breaks (exempt from corporation tax on profits, VAT exemptions and business rates reliefs). Community Benefit Societies can also be treated as such.</i> ▶ <i>There are tax benefits to a charity with a commercial arm - can generate profit and gift aid it back to partners</i> ▶ <i>There are social enterprise models that provide protection of assets and profits alongside the potential to attract government funding and private investment</i> ▶ <i>A social enterprise may be simpler to manage than a joint venture and simpler to set up than a special purpose vehicle</i> ▶ <i>Democratic, can have a culture led by members and user</i> 	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> ▶ <i>The forms limited by share may not be able to gain grant funding</i> ▶ <i>Uncertainty over the interests of communities</i> ▶ <i>Potential loss of influence over quality and strategy depending on particular form and voting structure selected</i> ▶ <i>Share ownership or guarantees would need to be negotiated for CiC form</i>

Joint Venture	
<p><i>A joint venture</i></p> <ul style="list-style-type: none"> ▶ <i>Can be contract based or organisational (e.g. set up company with members contributing equity)</i> ▶ <i>Can involve multiple parties, private and / or public, contribute equity for the development of assets</i> ▶ <i>May have complex governance if there are differing interests amongst partners</i> ▶ <i>Requires a shareholders' agreement covering: valuation of intellectual property, control of company, number of directors and rights of founders, whether an exec board or founders manage the organisation, the transferability of shares, a dividend policy, winding up conditions, confidentiality of know how, first right of refusal on shares.</i> ▶ <i>Need for clear and strong contract management of partners</i> 	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> ▶ <i>Joint venture partners can provide commercial focus and funding for growth</i> 	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> ▶ <i>Potentially complex governance</i> ▶ <i>Need for clear and strong contract management</i>

Publicly owned Special Purpose Vehicle	
<p><i>A publicly owned SPV</i></p> <ul style="list-style-type: none"> ▶ <i>Is a legal entity created to fulfil specific, time limited objectives, and isolate an organisation from financial risk</i> ▶ <i>Will have assets transferred to a "Special Purpose Vehicle" (SPV). The SPV signs a contract with the assets' owners and with subcontractors to develop the asset</i> ▶ <i>Can also have an NPD (Non-Profit Distribution model) for enhanced stakeholder involvement in management of projects, no dividend bearing equity and capped private sector returns in the event of private sector participation</i> 	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> ▶ <i>Can focus partners on time specific objectives and serve as a transition option</i> ▶ <i>Capped returns ensure that an 'acceptable' level of investment return is made by private sector and that returns are transparent</i> ▶ <i>Operational surpluses generated by the project company can be reinvested in the public sector</i> ▶ <i>Public interest is represented in the governance of the NPD structure</i> 	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> ▶ <i>Requires clear contracting and effective contract management</i> ▶ <i>Potential tax implications</i>

Appendix E Similar partnerships

Summary details for the following

- ▶ *Anglia Ruskin Health Partners*

- ▶ *Birmingham Health Partnership*
- ▶ *Bristol Health Partners*
- ▶ *Imperial Health Partners*
- ▶ *Kings Health Partners*
- ▶ *Liverpool Health partnership*
- ▶ *Manchester Health Partners*
- ▶ *Newcastle Academic Health Partnership*
- ▶ *UCL Partners*

Anglia Ruskin Health Partnership

Status

Private company limited by guarantee without share capital (08016710). Incorporated April 2012

Mission

To work together to deliver demonstrable benefits to the health, well-being and social care of our local population, through innovation, education and research.

Composition

- ▶ *1 university*
- ▶ *1 Council*
- ▶ *6 NHS providers*
- ▶ *1 social care provider*

Finances

In 2014/15 7 of the 9 partners contributed £40,000 while 2 (Council and Social Care provider) each contributed £25,000, making a total of £330,000.

Accounts for 2014/15 indicate that the Partnership received a total income of £346,701 which was spent on £157,645 was spent on staff costs with the remainder - £189,577 - being spent on other operating costs including subscriptions figure of £50,000, possibly their contribution to UCLP. There was no surplus or loss.

Strategic Programmes

- ▶ *Quality improvement in governance*
- ▶ *Deteriorating Patient Programme*
- ▶ *Integrated Leadership Programme*
- ▶ *7 day working*

Link

www.arhpartnership.com

Birmingham Health Partnership

Status

Not clear – informal collaboration.

Purpose

The long term objectives of Birmingham Health Partners are to

- ▶ *improve healthcare;*
- ▶ *contribute to the local economy through job creation and inward investment into the biomedical sector, and*
- ▶ *increase public engagement and education about biomedicine and clinical research through increased enrolment into early and late phase clinical trials*

Its short term strategic objectives focus on the identification, adoption and spread of innovation and best practice, through the alignment of healthcare delivery, research and training

Composition

- ▶ *2 NHS Foundation Trusts*
- ▶ *University of Birmingham*

Strategic Programmes

- ▶ *Multiple*

Link

www.birminghamhealthpartners.co.uk

Bristol Health Partners

Status

Not clear – informal collaboration

Purpose

- ▶ *To improve the health of those who live in and around Bristol and the delivery of the services on which they rely*

Composition

- ▶ *3 NHS CCGs*
- ▶ *3 NHS Trusts*
- ▶ *City Council*
- ▶ *2 Universities*

Finances

In 2014/15 they reported income from 6 NHS organisations (3 CCGs, 3 providers) of £220,000 and income from 2 academic partners of £120,000 totalling £340,000. City Council are recorded as a partner but no reference to their financial contribution.

Strategic Programmes

- ▶ *Future health and care workforce*
- ▶ *Using data better*
- ▶ *Health and care leading sustainability*

Link

www.bristolhealthpartners.org.uk

Imperial College Health Partners

Status

Private company limited by guarantee without share capital (08109403). Incorporated June 2012.

Mission

- ▶ *To deliver demonstrable improvements in health and wealth for the people of North West London and beyond through collaboration and innovation, focused on:*
 - Enabling the discovery of best practice
 - Diffusing best practice systematically
 - Supporting wealth creation in the sector and beyond.

Composition

- ▶ *Six hospital trusts*
- ▶ *Two mental health trusts*
- ▶ *One community health trust*
- ▶ *Eight clinical commissioning groups*
- ▶ *Three universities*

Strategic Programmes

- ▶ *Future Neurorehabilitation*
- ▶ *Cancer*
- ▶ *COPD*
- ▶ *Medicine Optimisation*
- ▶ *Mental Health*
- ▶ *Intelligent use of data*
- ▶ *Diffusion of innovation*
- ▶ *Exploiting research*
- ▶ *Patient safety*
- ▶ *Overseas development*

Link

www.imperialcollegehealthpartners.com

Kings Health Partners

Status

Private company limited by guarantee without share capital (0733 6065). Incorporated August 2010.

Company Objects

The advancement of education health, learning and resource and in furtherance thereof

- ▶ *To pioneer better health and well-being locally and globally through integrated excellence in research education training and clinical care for the benefit for patients*
- ▶ *To improve health and well-being across ethnically and socially diverse communities and work to reduce inequalities*
- ▶ *To develop an academic health science centre that draws upon academic expertise in medical science and also in basic science, social science, law and humanities*
- ▶ *To work innovatively with stakeholders in the redesign of care pathways including the delivery of care closer to home*

Composition

- ▶ *3 NHS Foundation Trusts*
- ▶ *Kings College London University*

Finances

Accounts for 2013/14 indicate no turnover. Similar position reported for 2012/13.

Link

www.kingshealthpartners.org.uk

Liverpool Health Partnership

Status

A private company limited by guarantee without share capital (0825 9570). Incorporated in October 2012

Company Objects

- ▶ *Bring together world class researchers and clinicians to focus on preventing and treating diseases in order to translate research and teaching excellence in the most efficient way into patient benefits*
- ▶ *Apply for and maintain official recognition from the Government of its status as an Academic Health Science Centre in accordance with criteria which may be set from time to time by Government (provided that the Directors consider that such status is in the best interest of the company and its Objects)*

Composition

- ▶ *9 NHS providers (7 members and 2 affiliates)*
- ▶ *1 Clinical Commissioning Group (affiliate)*
- ▶ *2 academic bodies (both members)*

Finances

Funded by contributions from 9 members – University of Liverpool, 7 NHS providers and the Liverpool School of Tropical Medicine

In year to 31/3/15 basic subscription from 9 members of £80,000 p.a. (expect for one contributing £40,000). Additional income from 3 affiliates (2 NHS provider trusts plus Liverpool CCG) of £80,000 per annum. Total subscription income £920,000

Operational processing managed by University of Liverpool.

	2014/15	2012/14 ⁴⁴
Income	£991,762	£1,435,544
Less Project Costs	£117,240	£214,144
Less Administrative Expenses	£729,470	£700,847
Operating profit / loss	£145,052	£520,533

Link

www.liverpoolhealthpartners.org.uk

Manchester Academic Health Science Centre

Status

⁴⁴ 12 March 2012 to 31 March 2014

Private Limited Company by guarantee without share capital use of 'Limited' exemption (07083059). Incorporated in March 2009

Purpose

To create a biomedical/health hub of global significance which delivers major benefits for patients and populations (7 more specific objects listed)

Composition

- ▶ *4 NHS Foundation Trusts*
- ▶ *1 Mental Health and Social Care Trust*
- ▶ *1 Clinical Commissioning Group*
- ▶ *University of Manchester*

Finances

In 2012/13 each NHS body contributed £80,000 while the University of Manchester contributed £167,900, a total of £647,900)

Funding Agreement over period August 2013 to July 2018 commits MAHSC members to increased contributions of between £286,000 and £326,000 per annum.

In 2013/14 contributions from each member ranged from £270,000 (Manchester Mental Health and Social Care Trust) to £335,900 (University of Manchester), a total of £2,073,520.

Figures for the last set of accounts (2013/14) show that running costs of the MAHSC were almost £800,000 out of a total expenditure of a £1,969,000 (40%)

	2013/14	2012/13	2011/12	2010/11
Income	£2,079,769	£647,900	£624,500	£560,750
Less Project Costs	£1,171,856	£64,218	£88,404	£1,250
Less Administrative Expenses	£796,854	£706,615	£490,764	£480,557
Operating profit / loss	£111,059	-£122,933	£45,332	£78,943

Strategic Programmes

▶ <i>Population health and implementation</i>	▶ <i>Mental health</i>
▶ <i>Women and children</i>	▶ <i>Cardiovascular</i>
▶ <i>Inflammation and repair</i>	▶ <i>Cancer</i>

Link

www.mahsc.ac.uk

Newcastle Academic Health Partnership

Status

Not clear, very recent – anticipated to be informal collaboration

Purpose

To deliver world-class healthcare through collaborative scientific research, education and patient care and mobilise the collective capabilities of the three organisations in support of economic growth.

The alliance will focus on delivering scientific advances that improve physical and mental health in common age-related chronic diseases, such as dementia and musculoskeletal disease. It will also specialise in improving understanding and treatment of cancer, diseases that affect the brain and those affecting children.

Composition

- ▶ *2 NHS Foundation Trusts*
- ▶ *Newcastle University*

Strategic Programmes

- ▶ *Age-related chronic disease*
- ▶ *Translating clinical research into practice*

Link

www.nahp.org.uk

University College Partners Limited

Status

Private company limited by guarantee without share capital (06878225). Incorporated in April 2009, although operating informally before then for about 4 years.

Company Objects

Advancement of education, health, learning and research in furtherance thereof

- ▶ *To bring together world class researchers and clinicians to focus on preventing and treating diseases in order to translate research and teaching excellence in the most efficient way into patient benefits*
- ▶ *Apply for and maintain official recognition from the Government of its status as an Academic Health Science Centre in accordance with criteria which may be set from time to time by Government (provided that the Directors consider that such status is in the best interest of the company and its Objects)*

Mission

Our members are translating cutting edge research and innovation into measurable health improvement and wealth creation for patients and populations through a portfolio of programmes and cross-cutting themes.

Achievements include

- ▶ *Saving lives - Supported the partners to reduce cardiac arrests in hospitals by up to 50%.*
- ▶ *Reducing strokes - Introducing a preventative strategy across the whole partnership could prevent 700 strokes each year and save over 200 lives.*
- ▶ *Building capability among staff - Enabled the partners to train over 13,000 staff to improve care for patients with dementia.*
- ▶ *Giving patients access to life-saving treatments and technologies - Sped up approvals for clinical trials across the partnership, attracting industry partners to invest in research in the region.*
- ▶ *Preventing disease and diagnosing early - Focused on where we can make the most impact for patients with, or at risk of, heart disease and cancer with the aim of saving over 1,000 lives each year.*

Composition

- ▶ *40 organisations covering NHS providers, academic bodies and other national bodies (NIHR, Health Education England). Note no commissioners or local government.*

Notes

UCLP provides employment for 140 members of staff, 78 direct employees the majority of whom are on fixed-term contracts, and 62 on secondment. However unlike LAHP proposition, a large number of UCLP staff are involved in project delivery.

UCLP turnover for 2014/15 was £14.7m (2013/14 - £9.5m) with associated expenditure of £14.5m (2013/14 - £9.4m) creating a surplus of £0.2m.

Turnover breakdown is

- ▶ *AHSN funding - £3.9m*
- ▶ *Partner contributions - £1.26m*

▶ *NHS funding*⁴⁵ - £8.4m

▶ *Non-NHS funding*⁴⁶ - £1.09m

Link

www.uclpartners.com

⁴⁵ includes NHS England, Health Education England

⁴⁶ includes charities, pharmaceutical companies.

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Report of Director of Children’s Services / Deputy Chief Executive / Director of City Development

Report to Executive Board

Date: 20th April 2016

Subject: Outcome of consultations to increase primary school places in Hunslet and Beeston



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

Summary of main issues

This report contains details of a proposal brought forward to meet the Local Authority’s duty to ensure sufficiency of school places. The changes that are proposed form prescribed alterations under the Education and Inspections Act 2006. The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 and accompanying statutory guidance set out the process which must be followed when making such changes. The statutory process to make these changes varies according to the nature of the change and the status of the school and the process followed in respect of these proposals is detailed in this report. The decision maker in these cases remains the Local Authority.

Part A

Expansion proposal for Hunslet – Outcome of consultation on proposal to expand Low Road Primary School

Detailed analysis of available demographic data has been carried out to establish the scope for existing primary school provision in Hunslet to meet expected future demand for school places in this area. This analysis has drawn attention to a need for additional school places and discussions have since followed with; Hunslet Carr Primary School,

Hunslet St Mary's Church of England Primary School, Low Road Primary School and St Joseph's Catholic Primary School. These discussions were structured around the OBA methodology in order to reach agreement on the level of additional need required and the possible solutions available. A preferred option to permanently expand Low Road Primary School was determined through these discussions as a scheme able to adequately address localised pressure for school places and, therefore, public consultation on this proposal was conducted from 11th January until 5th February 2016.

Part A of this report summarises the outcome of consultation on this proposal and seeks permission to publish a statutory notice in respect of Low Road Primary School for which the Local Authority is the proposer.

Part B

Expansion proposal for Beeston – Outcome of consultation on proposal to expand Cottingley Primary Academy

Detailed analysis of available demographic data has been carried out to establish the scope for existing primary school provision in Beeston to meet expected future demand for school places in Beeston. This analysis has drawn attention to a need for additional school places localised to the Cottingley Hall Estate area. Discussions have since followed with; Cottingley Primary Academy, Beeston Primary School, Hugh Gaitskell Primary School, and St Anthony's Catholic Primary school. These discussions were structured around the OBA methodology in order to reach agreement on the level of additional need required and the possible solutions available. It was agreed that the only available solution able to adequately address this pressure and meet the needs of local Cottingley children is to expand Cottingley Primary Academy. A public consultation has since been conducted on this proposal from 11th January until 5th February 2016.

Part B of this report summarises the outcome of consultation on this proposal and seeks permission to publish a statutory notice in respect of Cottingley Primary Academy for which the Local Authority is the proposer.

Recommendations

Executive Board is asked to:

- Approve the publication of a Statutory Notice to expand Low Road Primary School from a capacity of 140 pupils to 210 pupils with an increase in the admission number from 20 to 30 with effect from September 2017.
- Approve the publication of a Statutory Notice to expand Cottingley Primary Academy from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2017.

- Note the responsible officer for implementation is the Capacity Planning and Sufficiency Lead.

1 **Purpose of this report**

- 1.1 This report contains details of proposals brought forward to meet the local authority's duty to ensure sufficiency of school places. This report is divided into two sections. Part A describes the outcome of consultation regarding the proposal to expand primary school provision at Low Road Primary School and seeks permission to publish a statutory notice in respect of this proposal. Part B describes the outcome of consultation regarding the proposal to expand primary school provision at Cottingley Primary Academy and seeks permission to publish a statutory notice in respect of this proposal.

2 **Background information**

Part A: Expansion proposal for Hunslet – outcome of consultation on a proposal to expand Low Road Primary School

- 2.1 The available demographic data has identified that additional school places are required in the Hunslet area to meet demand from families living locally. This is due to a continuous rise in the number of 0-5 year olds residing in this area of Leeds, the interaction with schools across the Hunslet, Belle Isle and Holbeck planning areas, and an extensive programme of house building both planned and already underway in the Hunslet area. There is a particular pressure for places in the area where Low Road Primary School is situated and schools across the Hunslet area are full and unable to accommodate any additional demand.
- 2.2 A scheme to expand Low Road Primary School from 20 places up to 30 places in reception from September 2017 can be achieved within the school's existing boundary.
- 2.3 The governing body at Low Road Primary School have recognised that there is increased demand for school places locally and are supportive of plans to expand the school to help address this sufficiency issue.
- 2.4 In addition to the need for more school places, there are also inadequate Early Years places for 2 year olds and out-of-school childcare provision within the Hunslet area. Therefore, the possibility of increasing the existing childcare provision at Low Road Primary School will be explored further and, if proven to be feasible, will be incorporated into any agreed expansion plan.
- 2.5 Consultation on this option took place from 11th January 2016 to 5th February 2016. This included use of the WordPress online forum and a number of drop-in sessions. The drop in sessions offered an opportunity to discuss the proposal with Leeds City Council representatives and to complete a consultation response form. Drop-in sessions were attended by parents, local residents and other interested stakeholders. An online Talking Point survey was also available during the

consultation period offering another method by which to express support or raise objections to the proposal. Information regarding the consultation was distributed widely to parents, local residents and other interested parties by Low Road School, through early years providers, via websites and social media, and by local community groups. Consultation meetings were held with the governors, staff and school council of Low Road Primary School. A number of banners were also placed at the school to advertise the consultation and leaflets were distributed to local residents.

Part B: Expansion proposal for Beeston – outcome of consultation on a proposal to expand Cottingley Primary Academy

- 2.6 The available demographic data has identified that additional school places are required in the Cottingley Hall Estate area to meet demand from families living locally. This is due to a sustained increase in the number of 0-5 year olds living in this area. Cottingley Hall Estate sits in a geographically isolated location with Cottingley Primary Academy the only school situated directly in the area and it therefore experiences particular pressure for additional school places.
- 2.7 A scheme to expand Cottingley Primary Academy from 45 places up to 60 places in reception from 2017 can be achieved within the school's existing boundary with a relatively simple phased scheme. The Academy sponsor (AET) have indicated they would wish to deliver the build project themselves with the Local Authority providing a financial contribution to the overall cost of the works, in line with basic need funding rules. AET will be required to agree to Leeds City Council's terms and conditions in regard to any capital funding provided.
- 2.8 The governing body and the Academy sponsor (AET) at Cottingley Primary Academy have recognised that there is increased demanded for school places locally and are supportive of plans to expand the school to help address this sufficiency issue.
- 2.9 A review of early years provision in the area has indicated that there are sufficient early years places for 2, 3 and 4 year olds within the Cottingley area and that Cottingley Primary Academy currently offers adequate levels of out-of-school provision.
- 2.10 Consultation on this option took place from 11th January 2016 to 5th February 2016. This included use of the WordPress online forum and a number of drop-in sessions. The drop in sessions offered an opportunity to discuss the proposal with Leeds City Council representatives and to complete a consultation response form. Drop-in sessions were attended by parents, local residents and other interested stakeholders. An online Talking Point survey was also available during the consultation period offering another method by which to express support or raise objections to the proposal. Information regarding the consultation was distributed

widely to parents, local residents and other interested parties by Cottingley Primary Academy, through early years providers, via websites and social media, and by local community groups. Consultation meetings were held with the governors, staff and school council of Cottingley Primary Academy. A number of banners were also placed at the school to advertise the consultation and leaflets were distributed to local residents.

3 **Main issues**

Part A: Expansion proposal for Hunslet – outcome of consultation on a proposal to expand Low Road Primary School

- 3.1 The expansion of Low Road Primary School is proposed as it is a good school in an area of high demographic need. The school has agreed to take a temporary additional cohort of 10 children for 2016 to meet the growing need for primary school places in the area and its governing body fully supports a proposal for permanent expansion from 2017.
- 3.2 During the consultation period there were 20 written responses received and 1 response submitted via Talking Point. 20 respondents supported the proposal to increase the number of school places and one respondent neither agreed nor disagreed with the proposal. There were no objections to proposal. A summary of comments made and any concerns raised follows. A copy of the responses received can be requested from the Capacity Planning and Sufficiency Team at educ.school.organisation@leeds.gov.uk.
- 3.3 Those respondents in support of the proposal commented that expansion of provision would extend the opportunity for local families to preference a school close to where they live. They also commented that they are aware of high demand for school places in this area. Another commented on the good progress their children had made at Low Road Primary School. Comments were also made regarding the excellent activities offered by the school for children, and that the proposal will allow more children to benefit from these. They also commented that the proposal will help to maintain community cohesion by ensuring children attend school in their local community.
- 3.4 A concern raised by respondents is listed as follows;
- 3.4.1 **Concern:** The expansion should be limited to 10 extra pupils per year group as any number beyond this would negatively impact on this school where teachers know the children well and by name.
- 3.4.2 **Response:** The proposal is to increase the school's current admission limit in each year group from 20 to 30. The site is sufficiently large to accommodate a one form entry primary school and additional accommodation would be

established by building new classrooms and other required facilities. In addition, the head teachers and governing body are keen to ensure that the schools existing ethos and high standards are maintained and are confident that the proposed changes would be effectively managed by the school's leadership team.

Part B: Expansion proposal for Beeston – outcome of consultation on a proposal to expand Cottingley Primary Academy

- 3.5 The expansion of Cottingley Primary Academy is proposed as it is the only school situated within an area of high demographic need which could provide additional local places for local children. The school has agreed to take a temporary additional cohort of 15 children for 2016 to meet the growing need for primary school places in the area and its governing body fully supports a proposal for permanent expansion from 2017.
- 3.6 During the consultation period there were 24 written responses received and 1 response submitted via Talking Point. 23 respondents supported the proposal to increase the number of school places and 2 respondents objected to proposal. A summary of comments made and concerns raised follows. A copy of the responses received can be requested from the Capacity Planning and Sufficiency Team at educ.school.organisation@leeds.gov.uk.
- 3.7 Those respondents in support of the proposal commented that the expansion of provision would help prepare children for high school by giving them opportunities to mix with more children. They also commented that the proposal would help ensure more local children were able to attend their local primary school. Some commented in favour of the proposal as it may lead to the creation of new jobs at the school.
- 3.8 The concerns raised by respondents are listed as follows;
- 3.8.1 **Concern:** Concerned that a bigger school will lead to lower educational standards and a more challenging environment for teaching staff.
- 3.8.2 **Response:** The head teacher, academy leadership team and governing body are keen to retain the ethos and existing high standards of the school and are confident that the proposed change can be successfully managed without detriment to the education of current and future pupils. Support could also be provided on request by the Learning Improvement Team at Leeds City Council to assist them in managing the process.
- 3.8.3 **Concern:** Classes will become crowded and facilities would need to be improved to accommodate more children, including children with disabilities.
- 3.8.4 **Response:** Additional classrooms, internal facilities (toilets, cloakrooms etc.) and outdoor play spaces would need to conform to minimum building regulations and

standards and, therefore, would be appropriately sized and fit for purpose. Staffing levels and classes would continue to be based on class sizes of 30 pupils.

- 3.8.5 **Concern:** To ensure every child's individual needs are met, more teaching staff would be needed so that none are neglected.
- 3.8.6 **Response:** The school would ensure that staffing would increase in line with the increase in pupil numbers to ensure a ratio of one teacher to every thirty children is maintained as prescribed by current class size legislation.
- 3.8.7 **Concern:** There will not be enough time for the children to eat their lunch if there are more children.
- 3.8.8 **Response:** The school leadership team would ensure that the operational running of the school is adapted to maintain the provision of breaks and lunch periods. This may be achieved by the introduction of phased lunch times across year groups. If required, additional staffing resources would be provided by the school to ensure that adequate supervision of children during break times is also maintained.
- 3.8.9 **Concern:** The road should be closed outside the school at the beginning and end of the school day as there is no footpath and, consequently, it is dangerous for children to negotiate traffic at these busy periods.
- 3.8.10 **Response:** Planning approval requires officers from Highways to formally comment on all applications. Any measures identified by highways colleagues as required for approval would be incorporated into any final proposal.

Highways colleagues have commented that a high proportion of children attending this school already travel to school on foot and it is anticipated that this would continue to be the case if the school were to expand, especially given the number of children aged 0 – 5 who live within a reasonable walking distance of the school.

- 3.8.11 **Concern:** Is it possible to build a new school instead?
- 3.8.12 **Response:** The identified level of additional need required is 0.5FE (15 places in reception) and, therefore, a new school in the area would not be a cost effective solution. Where possible, we would look to build upon the standards and management of an existing school instead.
- 3.8.13 **Concern:** Would the school be provided with improved and additional learning resources and equipment?
- 3.8.14 **Response:** Additional pupils would generate increased pupil funding to purchase the additional resources required. An assessment will be made of all internal and

external facilities such as toilets, library, ICT suite, kitchen requirements, and outdoor play equipment, and, where required, improvements or additions made.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The process in respect of all the proposals has been managed in accordance with the relevant legislation and with local good practice.

4.1.2 The consultations carried out included a four week period of on-line consultation on the preferred options supported by use of the council's Talking Point system. Both consultations included drop in sessions for parents/carers, residents and other stakeholders at Low Road Primary School and Cottingley Primary Academy respectively.

4.1.3 The drop-in sessions were information sharing sessions and also provided an opportunity for parents/carers, residents and other stakeholders to ask questions. Officers from Highways supported officers from Children's Services at these sessions. Drop in sessions were held at the beginning and end of the school day to talk to parents before and after they dropped off and picked up their children.

4.1.4 Meetings were also held with the school council, staff and governing body of Low Road Primary School and Cottingley Primary Academy respectively.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The EDCI forms for Low Road Primary School and Cottingley Primary Academy have been completed and are attached as an appendix to this report.

4.3 Council policies and Best Council Plan

4.3.1 These proposals are being brought forward to meet the Council's statutory duty to ensure there are sufficient school for all the children in Leeds. Providing places close to where children live allows improved accessibility to local and desirable school places is an efficient use of resources and reduces the risk of non-attendance, supporting the Council's priority aim to 'Improve educational achievement and close achievement gaps'.

4.3.2 The proposal contributes to the city's aspiration to be the Best Council, the best city in which to grow up and a Child Friendly City. The delivery of pupil places through the Learning Places Programme is one of the baseline entitlements of a Child Friendly City and, by creating good quality local places that support children and young people to do well at all levels of learning and have the skills they need for life, we can support the priority aim of 'Improving educational achievement and closing achievement gaps', in turn helping to provide the skills needed to deliver

on the Council's ambition to produce a strong economy by compassionate means. A good quality school place also contributes to the achievement of targets within the Children and Young People's Plan such as our obsession to 'improve behaviour, attendance and achievement'. It is, therefore, important that when bringing any proposal forward, there is a degree of certainty that any change would not have a negative impact on the teaching and learning in the school. Low Road Primary School was rated 'Good' by Ofsted at its most recent inspection. Although Cottingley Primary Academy was rated 'Requires Improvement' at its most recent Ofsted inspection the LCC Learning Improvement team are supportive of this proposal and in the school's most recent Ofsted monitoring inspection visit, which took place on 16th March 2015, the attending Ofsted inspector noted that the senior leaders, governors and the academy sponsor are taking effective action to tackle the areas requiring improvement..

4.4 Resources and value for money

4.4.1 An indicative budget for the proposed Low Road Primary School expansion project is estimated at £1.7 million based on a high-level calculation that considers the amount of new build, external/internal works and associated fees. An indicative budget for the Cottingley Primary Academy project is estimated at £750,000 based on the same criteria. Once the feasibility stage is complete for both projects, and they move towards the detailed design phase, the budgets will be realigned to reflect the design freeze or pre-tender estimates which will take account of site investigations and survey information.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The processes that have been and will be followed are in accordance with the Education and Inspections Act 2006 as set out in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007, and amended by School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.

4.5.2 This report is subject to call in.

4.6 Risk Management

4.6.1 The proposals to increase primary provision in the Beeston and Hunslet areas have been brought forward in time to allow places to be delivered for 2017.

4.6.2 A decision not to proceed at this stage would mean fresh consultation on new proposals, and would mean places may not be delivered in time. The authority's ability to meet its statutory duty for sufficiency of school places in the short term may also be at risk.

4.6.3 There is a corporate risk associated with failing to provide sufficient school places in good quality buildings that meet the needs of local communities.

5 **Conclusions**

5.1 Our ambition is to be the best city in the country. As a vibrant and successful city we will attract new families to Leeds, and making sure that we have enough school places for the children is one of our top priorities. These proposals have been brought forward to meet that need, and following the appropriate consultation we now seek to move them to the next stage. They would ensure that children in Leeds would have the best possible start to their learning, and so deliver our vision of a Child Friendly City.

5.2 The majority of the respondents support the expansion of Low Road Primary School and Cottingley Primary Academy. Concerns and objections raised during consultation have been considered, and on balance, both proposals remain strong as they address the need for school places in the area.

5.3 The additional places are required to ensure the authority meets its legal requirement to ensure sufficiency of primary provision for September 2017. There is evidence of local need for places in both areas and it is therefore recommended that the proposals be approved.

6 **Recommendations**

6.1 Executive Board is asked to:

- Approve the publication of a Statutory Notice to expand Low Road Primary School from a capacity of 140 pupils to 210 pupils with an increase in the admission number from 20 to 30 with effect from September 2017.
- Approve the publication of a Statutory Notice to expand Cottingley Primary Academy from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2017.
- Note the responsible officer for implementation is the Capacity Planning and Sufficiency Lead.

7 **Background documents¹**

7.1 None

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

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Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Children’s Services	Service area: Sufficiency & Participation
Lead person: Paul McGrath	Contact number: 0113 24 78462

1. Title: Cottingley Primary Academy

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

To expand Cottingley Primary Academy from a capacity of 315 to 420 pupils and increase the admission limit in Reception from 45 to 60 pupils from September 2017.

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

To expand Cottingley Primary Academy from a capacity of 315 to 420 pupils and increase the admission limit in Reception from 45 to 60 pupils from September 2017.

This will involve a physical expansion of the school to accommodate the additional school places.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

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

The proposal is to increase the number of places at Cottingley Primary Academy. Local demographics were analysed when considering school places in the area, along with parental preference trends and projections. It was concluded that additional capacity is required. The types of schools in the area were also considered, to ensure we adhere to our legal duty of offering parents choice and diversity.

We consulted widely, including those directly affected by this proposal, from 11th January 2016 to 5th February 2016. Those consulted included; Parents and carers of pupils at Cottingley Primary Academy and other local primary schools, local residents, governors and staff of the school, the diocese, Councillors, and MPs. We also publicised the consultation activity via local neighbourhood forums and communities committee groups.

The majority of those who responded supported the expansion of the school.

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

Age – a further 105 places will be created in the Beeston area for primary children from September 2017 onwards. If the proposal is agreed, the school will grow from Reception upwards over a period of 7 years.

Disability – any new accommodation will be in line with current DDA guidelines.

Choice and Diversity- the proposals would have a positive impact on promoting choice and diversity for local parents.

- **Actions**

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

If the proposal is taken forward, the extra places will be made available in reception from September 2017, more parents will therefore have the option of applying for these places or choosing alternative schools.

During the consultation period, all views and responses were considered equally.

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

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

Name	Job title	Date
Richard Amos	Sufficiency & Participation Manager	02 February 2016
Date screening completed		01/02/2016

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Children’s Services	Service area: Sufficiency & Participation
Lead person: Paul McGrath	Contact number: 0113 24 78462

1. Title: Low Road Primary School
Is this a:
<input type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input checked="" type="checkbox"/> Other
If other, please specify
To expand Low Road Primary School from a capacity of 140 to 210 pupils and increase the admission limit in Reception from 20 to 30 pupils from September 2017.

2. Please provide a brief description of what you are screening
To expand Low Road Primary School from a capacity of 140 to 210 pupils and increase the admission limit in Reception from 20 to 30 pupils from September 2017.
This will involve physically expanding the school to accommodate the additional pupils.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

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

The proposal is to increase the number of places at Low Road Primary School. Local demographics were analysed when considering school places in the area, along with parental preference trends, and projections, and it was concluded that additional capacity is required. The types of schools in the area were also considered, to ensure we adhere to our legal duty of offering parents choice and diversity.

We consulted widely, including those directly affected by this proposal, from 11th January 2016 to 5th February 2016. Those consulted included; Parents and carers of pupils at Low Road Primary and other local primary schools, local residents, governors and staff of the school, the diocese, Councillors, and MPs. We also publicised the consultation activity via local neighbourhood forums and communities committee groups.

The majority of respondents supported the proposed expansion plans.

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

Age – a further 70 places will be created in the Hunslet area for primary children from September 2017 onwards. If the proposal is agreed, the school will grow from Reception upwards over a period of 7 years.

Disability – any new accommodation will be in line with current DDA guidelines.

Choice and Diversity- the proposals would have a positive impact on promoting choice

and diversity for local parents.

- **Actions**

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

If the proposal is taken forward, the extra places will be made available in reception from September 2017, more parents will therefore have the option of applying for these places or choosing alternative schools.

During the consultation period, all views and responses were considered equally.

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

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

Name	Job title	Date
Richard Amos	Sufficiency & Participation Manager	02 February 2016
Date screening completed		01/02/2016

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision

making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Report author: Maggie Gjessing

Tel: 39 50502

Report of the Director of City Development / Director of Environment & Housing

Report to Executive Board

Date: Wednesday 20th April 2016

Subject: The creation of affordable accommodation to buy and rent in Leeds

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

Summary of main issues

1. This report responds to the White Paper resolution agreed at full council on Wednesday 13th January 2016 which notes that, in the context of the Housing and Planning Bill and the Chancellor's Autumn Statement "This council remains committed to supporting the creation of affordable accommodation to buy and rent in Leeds".
2. Whilst the Government objective of extending home ownership is recognised, concerns remain that the impact of initiatives contained within the Bill and the Autumn Statement could have an adverse effect on the availability of affordable housing for rent and sale and through this reduce the housing options available to residents in the city.
3. The report outlines the measures proposed by government, summarises current activity to boost the supply of affordable housing for rent and includes a proposal to develop an approach through which the council builds affordable housing for sale as part of a comprehensive approach to investing in growth.

Recommendations

Executive Board is recommended to:

- i) Note the issues raised in relation to the future supply of affordable housing
- ii) Note the programme of delivery for affordable housing for rent and progress to date
- iii) Request that officers explore the feasibility of the extent to which local housing companies could support the building of affordable housing for sale and to report back to Executive Board in the Autumn on the outcome of this work.

1 Purpose of this report

- 1.1 The purpose of the report is to provide Executive Board with a response to the white paper resolution agreed at full council on Wednesday 13th January 2016.
- 1.2 It sets out the actions undertaken by Government in relation to affordable housing and introduces a proposal to develop housing for sale programme through which the council can help meet the requirements of low income households who want to purchase a home.

2 Background information

- 2.1 The government published the Housing and Planning Bill in October 2015. The Bill sets out the government's proposals to increase home ownership and boost levels of house building. The Bill is still in its legislative stage and is, therefore, subject to change as it completes its passage through both the House of Commons and the House of Lords.
- 2.2 Through the White Paper, the Council noted that the actions contained within the Housing and Planning Bill and reinforced by the Chancellor's Autumn Statement, concentrate on creating opportunities for people on higher incomes to buy property and in its view reduce the housing options available to residents who require affordable housing.
- 2.3 The White Paper expressed concern about the lowest paid households who are most in need of access to social rented properties, and whose options may be limited to higher cost private rented accommodation. As an example of the difference in cost between social and private rents, the average rent for a council home is £75pw, whereas a sample of rental prices for former Right to Buy properties currently available range from £127pw to £183pw dependent on the area.
- 2.3 The government has introduced a wide range of measures including the introduction of Starter Homes and a number of planning measures through which it intends to boost housing supply more generally. There are also new approaches which impact on existing social housing stock and tenants including the abolition of lifetime tenancies, potentially forcing the sale of "high value" council houses and proposals such as Mandatory Rents for "high Income" social tenants (often referred to as "Pay to Stay") which will significantly change the landscape in which social housing for rent is managed by the authority. The extension of the Right to Buy to housing association tenants has also been introduced which could, according to research from the Joseph Rowntree Foundation and Cambridge University lead to a reduction of 75,000 low cost homes to let nationally over the next 5 years.
- 2.4 This report focuses on those aspects of government policy which affect affordable housing supply.

3 Main Issues

The Housing and Planning Bill 2015

3.1 The Bill which received its first reading on 13th October 2015 has been presented as an historic step in promoting owner occupation as the tenure of choice and is clearly one of the most significant pieces of legislation affecting housing of the last decade.

The Autumn Statement

3.2 The Autumn Statement was delivered in November 2015. It contained a series of housing announcements, including the doubling of the housing budget to £2bn with the vast majority of this increase to support the building of 400,000 new homes, which are planned to be built by the end of the decade. Half of these will be starter homes, while 135,000 will be shared ownership. It also introduced a pilot scheme to allow tenants of housing associations to buy their own homes.

3.3 Taken together the Bill and Autumn Statement confirmed a number of policy announcements which impact on the nature and delivery of affordable housing. These are set out below:

Starter Homes

3.4 The government has indicated that it intends to build 200,000 starter homes for first time buyers. The Bill defines the first time buyer as being under 40 and offers a 20% discount from the market price subject to a cap of £250,000 outside of London. The 20% discount only applies for 5 years and affordability will only therefore be aided for those buying these homes for the first time and will not be passed on to subsequent occupiers after 5 years who will have to pay full market price. The Bill requires English planning authorities to carry out their relevant planning functions with a view to promoting the supply of starter homes. Further, the Secretary of State may require a planning authority to only grant a planning permission for a residential development “of a specified development” if starter homes are provided.

3.5 Capping a starter home at £250,000 outside of London demonstrates the disconnect between national policy and local housing market conditions. In Leeds, £250,000 far exceeds the cost of entry level housing (1 or 2 bedroom flats or houses) across the city. If the Bill is to deliver the shift into home ownership and help people who cannot currently access it to get on the housing ladder then it needs to recognise regional variations and local housing markets. At present the provisions for starter homes only distinguish between developments which are either inside or outside of London. It does not represent the different markets outside of London nor the differences in incomes across the country. Further, to increase the affordability of the product outside London, it would be beneficial to link the starter homes initiative to mortgage support initiatives or deposit schemes.

3.6 The detail of how the Government intends local authorities to deliver starter homes is not yet clear. The consultation paper on changing the National Planning Policy Framework suggested that exceptions could be made to planning policy concerning employment sites, rural land and brownfield sites in the Green Belt to allow starter homes, potentially at 100% starter homes. Elsewhere, the Government suggests changing the definition of “affordable housing” to include a wider range of low cost options. If national planning policy is reworded to give preference to starter homes or give developers the option to choose, this would be at the expense of delivering a range of affordable housing options for rent or

sale to suit the needs and aspirations of neighbourhoods. Potentially, the starter homes initiative could break the established principle of affordable housing being provided as a part of new developments to meet objectively assessed needs.

3.7 Leeds' housing needs as set out in the Strategic Housing Market Assessment were subject to examination in preparation of the Core Strategy, adopted November 2014. This anticipates that for the period 2012 to 2016/17 the delivery of housing is expected to be 3,660 dwellings per annum and derived affordable housing need figure is 1,158 per annum across the plan period. A large proportion of households in Leeds are unable to afford market housing and this is why benchmarks are set for s106 affordable housing to enable Registered Providers to offer an affordable product to households on low earnings.

3.8 The Council's recent housing need assessment work has identified a variety of housing needs. Whilst an increase in home ownership may be desirable and attractive for many, there are others who cannot realistically access it. The Council would wish for a housing strategy which addressed the full range of need including the demand for affordable housing. Compelling Local Authorities into a "one size fits all" solution will not necessarily meet the housing need within any given region.

Planning Proposals

3.9 As a measure to boost housing supply per se under the Bill, all councils will be required to produce brownfield registers. Leeds is one of 15 authorities participating in piloting the development of the registers which is intended to bring forward underused land for new homes through helping the development industry to quickly identify suitable sites, speeding up the delivery of new homes. Leeds already has good track record of identifying and promoting housing development on brownfield land, evidence suggests that the planning system is not necessarily the cause of sluggish housing delivery as Leeds currently has a stock of outstanding planning permissions for 12,829 dwellings on 168 brownfield sites. There are other significant reasons which include:

- **Viability:** the speculative volume house building industry views brownfield sites as a risk and they do not fit with their standardised models of delivery. There remains an unwillingness for some volume builders to amend schemes and there remains a focus on prime areas and greenfield sites which may be more profitable to develop and where landowners are keen to realise their assets.
- **Capacity of non-volume house builders:** there are a large number of willing non-volume house builders operating in Leeds on brownfield sites (of the 111 active sites in Leeds 89 are on brownfield land). Small and medium sized builders are making brownfield delivery work, especially in a rising market as values increase, but require access to finance and skilled labour – at the current time these are seen as the greatest impediments to consistently delivering at volume across brownfield areas.
- **Land held by institutional investors:** The prospects of Private Rented Sector schemes in the city centre of Leeds are starting to release previously "banked" sites with a number of planning permissions, which remained undeveloped on asset registers.

- 3.10 There are far reaching powers contained within the Bill to grant “permission in principle” for new homes allocated in a Local or Neighbourhood Plan as well as brownfield sites identified on a brownfield register as suitable for housing. Measures in the Bill gives powers to create a nationwide Development Order that would extend permission in principle to sites allocated for development once Local Plans or Neighbourhood Plans are adopted There could be implications within this for Section 106, quality, house sizes and mix from this initiative although much will depend on the detail and what the technical consent will cover.
- 3.11 The Bill enables disputes in agreeing a Section 106 agreement to be resolved through the use of a mediator. The Bill also gives the Secretary of State the power to issue regulations regarding the enforceability of planning obligations regarding affordable housing, which includes starter homes, and to impose restrictions or conditions depending on the size, scale and nature of sites. This could enable for example a general exemption for small sites affordable housing contributions.
- 3.12 A late amendment to the Bill has been the inclusion of powers for the piloting of alternative provision for the processing of planning applications to be carried out by designated people set out in regulations by the government. The Secretary of State has made it clear that the determination of applications would remain with Local Planning Authorities and this is not a measure to replace local democratic accountability and control. The introduction of competition however into this area will raise a number of concerns for both members and officers in relation to the practicalities of how it might work given the low level of fees for many applications, the perception of local communities and the wider involvement of people in the process. With regard to affordable housing, negotiations with developers to agree affordable housing arrangements are often complex and time consuming; the effect of competition might lead to arrangements being rushed at the expense of achieving appropriate affordable housing. The Secretary of State has sought to allay fears by introducing these provisions through pilots in certain places and for a limited period and that the designated person could be another Local Planning Authority.

Custom and Self Build Housing

- 3.13 Within the Bill are proposals to increase custom and self-building. There is a new duty requiring Local Authorities to grant sufficient suitable development permissions on serviced plots of land to meet the demand for self-build and custom build. As yet there are no regulations prescribing the timeframe within which Local Authorities have to grant sufficient development permissions however Local Authorities are gearing up to maintain a register of self-builders and custom builders as required by the new legislation and the Leeds register is already live. It is recognised that custom and self build represents a valuable route to housing delivery and one which often has a innovative approach to design particularly in producing low carbon construction methods. Community custom build models can also help deliver affordable housing and engage communities in new ways to support development. The Bill requires that land must be set aside for this demand however which will have a further impact on the dwindling stocks of Council owned brown field land and does not recognise how local authorities seek to support the sector in a way that recognises local circumstances.

Activity to support growth in affordable rented housing

3.14 Against the backdrop of a shift in the government's philosophy and policy towards affordable housing, the authority continues to support and direct resources towards the delivery of affordable housing particularly for rent. Through the Housing Growth and High Standards Breakthrough Project, significant investment in housing for rent is being delivered by the council and its partners:

- a £95m programme of 1,000 new Council houses by 2018; to date this has delivered 350 new homes for rent (300 via the regeneration scheme in Little London, Beeston Hill and Holbeck), there are a further 220 units in construction and 210 properties in procurement.
- acquisition of long term empty properties for inclusion in the council's housing stock; this has delivered 55 units so far of a programme to deliver 120 properties
- supporting Registered Providers to build c650 units of affordable housing which represents investment to the value of c £81m into the city
- the delivery of new homes through the use of Right to Buy receipts through a grant funding offer to Registered Providers, a programme value of £14.6m currently
- a co-ordinated cross service approach to the delivery of mixed tenure housing for older people through the Older Persons Housing Prospectus and emerging Older People's Housing Strategy,
- working with self-builders and community based custom build groups across the city
- building bespoke properties for rent for families with specific physical housing requirements
- working with providers in the private rented sector who are developing new build housing for rent

3.15 The ability of the Council and its partners to continue to deliver however is impaired by recent announcements including the reduction in social rents. The requirement to reduce rents by 1% each year until 2019/20, will when compared to the level of resources assumed in the Council's Housing Revenue Account Financial Plan, equate to a loss of £20.5m in cash terms over the 4 year period (and assuming that from 2020/21 rent increases of CPI +1% will resume, a loss of £283m of income over the 10 year period (to 2024/25). This reduction in income will need to be managed including maintaining inflationary increases in the amount provided to maintain homes and funding the investment strategy agreed by Executive Board in March 2015 all of which will restrict the Council's ability to deliver the number of new homes for rent required.

The affordability of home ownership

- 3.16 Alongside the Council’s ambitious programme to deliver affordable housing, there is a requirement for affordable housing for sale which remains inaccessible for households on lower incomes in many of the city’s housing markets. The table below shows the affordability of market housing in Leeds

	High-priced areas	Mid-priced areas	Low-priced areas	City Wide
<i>Average house price</i>	£324,083	£195,701	£125,307	£181,812
<i>Income needed to afford average priced home</i>	£111,753	£67,483	£43,209	£62,694
<i>Deposit required to secure mortgage</i>	£64,817	£39,140	£25,061	£36,362
<i>Approximate years to save deposit</i>	17.3	10.6	6.8	9.9

Sources: www.Rightmove.co.uk; Axcion income data 2013

- 3.17 It illustrates that even in low market areas in the city, the income needed to afford an average price property is over £43,000 which is above the average income in the city which is presently c£36,000 per annum (for households with one full time and one part time earner). Market analysis tells us that a joint income of £38,400 is needed to afford entry level housing in Leeds – defined as 1 or 2 bedroom flats or houses - and a deposit of £23,000 would be needed to secure a mortgage on this type of property. Alongside this, there are only currently 12% of households who earn the income required for a home based on city-wide average figures illustrated above.
- 3.18 Households earning below average income (between the 25th income percentile and the average) can afford property prices of around £100,000, which is the entry level price in the lowest market areas. However, there is a lack of availability of property at this price across the city and further cheaper family homes and products such as shared ownership is required to meet this need.
- 3.19 In terms of younger first time buyers under 40 years of age, living in private rented housing or at home with their parents, market research (by the Halifax and the English House Conditions Survey), shows that demand is high within this demographic group. Applying this research to Leeds would equate to c3000 households in this category alone seeking affordable housing to buy (and this excludes a proportion who it might be expected would be in a position to access the government’s Help to Buy scheme).
- 3.20 The mismatch between incomes and prevailing house prices in the city plus recent research looking at younger households shows a need and aspiration for affordable housing which the market is not meeting. Looking at the supply of entry level housing, the Core Strategy provides that developments should include an appropriate mix of dwelling types and sizes to address needs measured over the long term and has a target of 60% of all new homes built to be 1 and 2 bed and that 40% should be 3 or 4+ bed. Statistics show that in 2014-15, of the 1,979 new homes built in Leeds, only 36% were 1 and 2 bed homes falling significantly short of the Core Strategy target.

The development of a low cost housing for sale programme

- 3.21 The council can support strategic economic growth by supporting the functionality of the housing market across price levels. As government policy and funding is shifting towards owner occupation, the council has an opportunity to position itself as a deliverer of new homes for sale at or below average prices to provide at a price point which is affordable to households at or below average incomes which the market is not currently servicing.
- 3.22 It is recognised that there is insufficient delivery in the Leeds market for new accommodation which is affordable to people on lower incomes. . As the market is failing to deliver sufficient numbers of entry level housing for smaller households, the council will explore opportunities to build low cost homes for sale to meet the needs and aspirations of lower income households who cannot currently access home ownership due to their income.
- 3.23 There are a large number of investment models being developed by local authorities around the country and research and dialogue is ongoing to learn from these approaches. These take a variety of forms including Local Housing Companies, joint venture arrangements with developers and in-house development programmes funded through prudential borrowing.
- 3.24 Though the models take different forms, their main objectives are to build low cost housing for sale to support purchasers for whom the average house price is unaffordable and whose needs therefore remain largely unmet by the market. They seek to address the needs of those households for whom products such as Starter Homes remain unaffordable. This could include delivering units at below the average price and offering products such as shared ownership or equity loan. In time this could represent a route to continued investment and delivery of new homes by the Council and potentially generate further resources for a further affordable housing for rent programme.
- 3.25 There is also interest at a City Region level in developing a Local Housing Company approach and an emergent piece of work on a potential Housing Investment Fund via the Northern Powerhouse. As these progress, the opportunity to work alongside regional partners through these initiatives can be considered.
- 3.26 Members are requested to approve further detailed work and an option appraisal to deliver new build housing for sale by the council is developed and brought back to Executive Board.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.2 The Executive Member for Communities and the Executive Member for Regeneration, Transport and Planning have been consulted on the content of this report via the Members Steering Group linked to the council house growth programme. The last meeting was in March 2016.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An Equality and Diversity / cohesion and integration screening document is attached to ensure due regard to equality issues. The focus of the report is the future provision of affordable housing, which has a beneficial impact for socio-economic equality groups. The report recognises the need to provide a range of products to support people to their own home, through the provision of low cost home ownership models.

4.3 Council policies and the Best Council Plan

4.3.1 The content of this report directly supports the priorities of the Council as set out in the Best Council Plan and the Council's vision and in particular, 'A Strong Economy and Compassionate City' ambition. Further, this work will also contribute to the Best Council Plan priorities and outcomes by 'providing enough homes of a high standard in all areas' so the people of Leeds can 'live in decent, affordable homes within clean and well cared for places.'

4.4 Resources and value for money

4.4.1 There are no direct resource implications arising out of the proposals in this report

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications associated with the recommendations of this report.

4.5.2 There is no exempt or confidential information contained within this report.

4.5.3 This report is not classed as a key decision and subject to Call In.

4.6 Risk Management

4.6.1 The council has a corporate risk in relation to housing growth to recognise the importance of meeting the housing supply targets outlined in the Core Strategy. Failure to meet these targets could have a number of consequences for the council including insufficient homes for the resident of Leeds, reduced income via the New Homes Bonus and increased demand for social housing.

4.6.2 Any risks linked to the council delivering new build housing for sale will be identified, managed and mitigated as part of a wider option appraisal of the new build housing for sale proposal.

5 Conclusions

5.1 In the context of a shift in government policy which proposes fundamental changes to the nature and delivery of affordable housing, there are concerns that the needs of households in the city which are on average and lower incomes may not be met. Products such as Starter Homes alongside a raft of planning proposals introduced by the Housing and Planning Bill may do little to deliver accessible affordable housing and may limit housing choice. Despite this the Council and its partners continue to direct investment towards new affordable housing supply and the Council is seeking to identify a route to continue delivery

across tenures and meet a gap in the market for affordable homes for sale to meet the need and aspirations of lower income households.

6 Recommendations

6.1 Executive Board is recommended to:

- i) Note the issues raised in relation to the future supply of affordable housing
- ii) Note the programme of delivery for affordable housing for rent and progress to date
- iii) Request that officers explore the feasibility of the extent to which local housing companies could support the building of affordable housing for sale and to report back to Executive Board in the Autumn on the outcome of this work.

7 Background documents¹

7.1 None.

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

Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Asset Management & Regeneration, Housing Growth Team
Lead person: Maggie Gjessing, Executive Manager: Regeneration	Contact number: 0113 3950502

1. Title: The creation of affordable accommodation to buy and rent in Leeds

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify:

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

This screening document is in relation to an Executive Board report, dated 22nd April 2016.

The report is responding to the White Paper resolution agreed at full council on Wednesday 13th January 2016 which notes that, in the context of the Housing and Planning Bill and the Chancellor’s Autumn Statement “This council remains committed to supporting the creation of affordable accommodation to buy and rent in Leeds”.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

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

The focus of the report is the future provision of affordable housing, which has a beneficial impact for socio-economic equality groups. The report recognises the need to provide a range of products to support people to their own home, through the provision of low cost home ownership models.

The report discusses the Housing & Planning Bill and the changes in legislation which promotes home ownership, particularly through the provision of Starter Homes. However,

even through the provision of this product it could still prove to be challenging for people on low to middle incomes to be able to access home ownership through this model.

Therefore, the Council is considering how it can address this gap in the market, through the development of a Local Housing Company, which could include delivering units at below the average price and offering products such as shared ownership or equity loan.

- **Key findings**

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

The activity outlined within the report has a positive impact on the socio-economic equality indicator.

The council has an opportunity to position itself as a deliverer of new homes for sale at or below average prices to provide at a price point which is affordable to households at or below average incomes which the market is not currently servicing. This would also support strategic economic growth in the city.

- **Actions**

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

Governance is provided by Director and Exec Member led Boards who will continue to monitor progress. Clearly programme managers will be looking for measurable positive impacts for socio-economic equality groups.

As individual proposals come forward, managers will undertake project specific EDCI screening and action plans that will look in detail at potential EDCI impacts.

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

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

Name	Job title	Date
Maggie Gjessing	Executive Manager: Regeneration	March 2016
Date screening completed		March 2016

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Report of the Director of Environment and Housing

Report to Executive Board

Date: 20th April 2016

Subject: Recycling and Energy Recovery Facility Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Burmantofts and Richmond Hill, Temple Newsam	<input checked="" type="checkbox"/> Yes	<input 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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report provides an update on the Recycling and Energy Recovery Facility (RERF) being delivered by Veolia ES (Leeds) Ltd under the Council's PFI contract.
2. Since the last update to Executive Board in September 2014, the construction and the commissioning of the RERF have been completed successfully, with the Independent Certifier having issued the Acceptance Certificate on 31st March 2016, over three months ahead of the anticipated date previously reported. This triggers Full Service Commencement under the Contract.
3. Commencement of full operations at the RERF will deliver a range of significant environmental benefits. The plant is expected to capture at least 16,000 tonnes per annum of materials from kerbside black bin waste for recycling. It is estimated that the facility will process around 4 million tonnes of black bin waste over the life of the contract, the majority of which would otherwise have been landfilled. This will result in a reduction in carbon emissions of 62,000 tonnes a year, equivalent to taking 29,000 cars off the road each year.
4. The RERF will generate around 11MW of electricity, equal to the power demands of over 22,000 homes. Further infrastructure has now been installed within the turbine to facilitate the supply of hot water to a district heating scheme. The Council is actively progressing the delivery of a scheme, with the Executive Board approving a funding and procurement strategy in February 2016. This will not only deliver further environmental benefits, but will contribute to tackling fuel poverty in social housing.

5. The RERF has an undeniably high quality and iconic architectural design, featuring a green wall believed to be the largest of its kind in Europe. It also features a dedicated visitor centre which will enable visits and tours for schools and other interested groups, also enabling wider recycling and sustainability messages to be communicated to the residents of Leeds and beyond.
6. In line with previous Executive Board approvals, the Council has now exercised contractual options to make a £30m capital contribution to the project and to extend the lease of the site to Veolia for a further 15 years beyond the PFI contract term, allowing Veolia to operate the facility on a commercial basis during this period (the 'Non-Reverting Asset' option). In return the Council will receive a substantial reduction in the cost of waste treatment over the life of the PFI contract.
7. The PFI contract with Veolia was already expected to save the Council around £2.7m per annum compared to the cost of continuing to landfill the majority of kerbside residual waste. However, with the payment of the capital contribution and the agreement of the 'Non-Reverting Asset' option involving the extension of the lease to Veolia, the total savings compared to the previous reliance on landfill are now expected to be **£7.0m** per annum.

Recommendations

8. Executive Board is recommended to note the contents of this report, most notably the fact that Full Service Commencement under the PFI contract has now been achieved, along with the resulting significant environmental and financial benefits to the Council and the City.

1 Purpose of this report

- 1.1 The purpose of this report is to provide an update on the Recycling and Energy Recovery Facility (RERF) being delivered by Veolia ES (Leeds) Ltd under the Council's PFI contract. In particular, the report provides a summary of progress since the previous report to Executive Board in September 2014 and an overview of the key areas of environmental and financial benefit resulting from the project.

2 Background information

- 2.1 The Council signed the PFI contract with Veolia ES (Leeds) Ltd in November 2012 for the delivery of a facility to treat the City's residual household waste. Construction of the RERF commenced in September 2013.

3 Main issues

3.1 Construction, commissioning and operational transition

- 3.1.1 Since the last update was provided to the Executive Board in September 2014, the construction and the commissioning of the RERF have been completed successfully, with the Independent Certifier having issued the Acceptance Certificate on 31st March 2016, over three months ahead of the anticipated date previously reported, thus triggering Full Service Commencement under the Contract.

3.1.2 The Refuse Collection service has been directly delivering all of the City's kerbside black bin waste to the RERF since the end of November 2015. This involved some minor adjustments to collection routes in the west of the City, but was achieved with minimal disruption, resulting in collection day changes to only 1,500 properties. This transition for the collection service has been effected very successfully, and although the direct delivery of this waste to the RERF from across the whole City has involved a degree of additional travel time for some crews, the turnaround times for the Council's vehicles being achieved by Veolia are generally substantially lower than those that were being achieved at the previous disposal outlets.

3.2 **Capital contribution and 'Non-Reverting Asset' contractual options**

3.2.1 Amongst the key recommendations agreed to by the Executive Board in September 2014 was that the Council make a £30m capital contribution to the project in return for a substantial reduction in the cost of waste treatment over the 25 year life of the PFI contract.

3.2.2 Executive Board also agreed to an extension to the lease of the site to Veolia for a further 15 years beyond the PFI contract term (the 'Non-Reverting Asset' option), allowing Veolia to operate the facility on a commercial basis during this period, again in return for a significant reduction in the cost of waste treatment.

3.2.3 Delegations were approved by the Executive Board to the Deputy Chief Executive and Directors of Environment and Housing and City Development to implement these options, which have now been formally exercised via the PFI contract. Payment of the £30m capital contribution has now been made to Veolia further to receipt of the Acceptance Certificate.

3.2.4 The overall financial benefits of the PFI contract are set out within the 'Resources' section of this report. However, it is estimated that the payment of the £30m capital contribution to Veolia will reduce the cost of waste treatment to the Council by around **£2.3m** per annum over the life of the contract, and the 'Non-Reverting Asset' option involving the extension of the lease to Veolia will reduce the annual treatment costs by approximately another **£2.0m** per annum.

3.3 **Recycling, landfill diversion and other environmental performance**

3.3.1 The mechanical pre-treatment element of the RERF is now extracting materials for recycling from the domestic black bin waste. It is expected that at least 16,000 tonnes of material will be recovered each year from this waste stream for recycling based on the current level of waste deliveries. The Council and Veolia plan to review the composition of the incoming waste on a regular basis in order to explore opportunities for additional recycling beyond that guaranteed within the contract.

3.3.2 The RERF has delivered a major step change in moving away from the Council's historical reliance on landfill, along with its significant negative environmental impacts. It is estimated that the new facility will process around 4 million tonnes of waste over the 25 year life of the contract, the majority of which would otherwise have been landfilled based on the Council's former contractual arrangements and outlets for this material.

- 3.3.3 This move away from landfill will result in a reduction in carbon emissions of around 62,000 tonnes per annum, equivalent to taking 29,000 cars of the road each year.
- 3.3.4 In addition to the recyclables captured through mechanical pre-treatment, the ash resulting from the incineration process will all be recycled and used as aggregates or in other construction applications.
- 3.3.5 Veolia are also seeking alternative treatment options for the residues from the treatment of the flue gases at the facility such that they are also used beneficially. This would mean that practically every output from the RERF process was being used as a resource rather than a waste.
- 3.4 **Emissions, air quality and odour management**
- 3.4.1 The RERF operates under an environmental permit system, with the permit awarded and regulated by the Environment Agency. This permit sets a wide range of environmental conditions for the operation of the plant, including stringent limits for emissions. In addition, Veolia are required to have robust odour management plans and mitigation measures in place, and odours arising from the permitted activities at the facility are also regulated by the Environment Agency.
- 3.4.2 The multi-stage process at the RERF to clean and monitor the gases resulting from waste incineration before they are released to atmosphere forms a substantial part of the facility. In addition to the flue gas treatment, there is independently certified monitoring equipment located in the stack to monitor emissions from the plant continuously, with samples also extracted regularly for laboratory analysis. Results must all be reported to the Environment Agency, who will analyse the data to ensure compliance with the permit conditions. These results, as interpreted by the Environment Agency, are the definitive means of measuring potential impacts of emissions from the RERF, and are available on the public register, but are also proactively published by Veolia on their website.
- 3.4.3 In terms of odour management, all waste delivered to the facility is tipped off in an enclosed waste reception hall with fast acting roller shutter doors. This area operates under negative pressure such that the air in the reception hall is generally drawn into the incineration process rather than escaping from the building. The reception hall is also fitted with an odour suppression system intended to neutralise odours in this area. The waste contract management team, the Environmental Action service and the Environment Agency will work together with Veolia to ensure that odours are monitored off-site and are being managed effectively at the plant.
- 3.4.4 The Environment Agency has conducted site visits and assessments of performance data during the commissioning process for the RERF. It is recognised that the commissioning process, by its nature, may present some minor issues as processes and equipment are tested in order to reach a steady state of operations. However, based on their assessments, the Environment Agency has raised no concerns in relation to environmental impacts during commissioning, nor in terms of the RERF's ability to operate in accordance with the permit conditions now that it is fully operational, although the facility will naturally remain subject to ongoing monitoring throughout its operational life.

3.5 Energy generation

- 3.5.1 The incineration process is now being used to generate a substantial quantity of electricity via the steam turbine. The RERF will export around 11MW of electricity to the national grid, equivalent to that required to power over 22,000 homes.
- 3.5.2 In addition to this, the Council is actively progressing the delivery of a district heating network linked to the RERF, supplying heat to local business and homes in the form of hot water or steam. Further to Executive Board approval in September 2014, the Director of Environment and Housing authorised the installation of a grid control valve in the RERF turbine, which enables a fuller range of heat off-take from the plant than would otherwise be achievable. This has now been installed and tested as part of the main commissioning of the RERF.
- 3.5.3 Alongside this, Veolia have now independently secured planning permission for a paper pulping facility on small portion of the vacant Council owned site adjacent to the RERF. It is anticipated that this would accept and process all of the paper and card extracted from the mechanical pre-treatment process at the RERF, converting this material into a fibre which can then be used to manufacture saleable recycled products.
- 3.5.4 It is planned that the paper pulping process will use heat from the RERF. Most significantly, this enables the possibility of gaining agreement to the value of Renewable Obligation Certificates (ROCs) for heat supplied from the RERF before the subsidy regime changes in March 2017. Agreement to the value of ROCs before this deadline will then allow this level of subsidy to be applied to a future expansion of supply of heat from the RERF, and is therefore critical to the business case for the Council's wider district heating proposals.
- 3.5.5 The Council's proposals for district heating were the subject of a recent report to the Executive Board in February 2016, with the Council agreeing the funding and procurement strategy for a scheme which will:
- be capable of heating the equivalent of approximately 10,000 homes;
 - reduce the city's carbon emissions by around 22,000 tonnes per year, equivalent to taking over 11,500 cars off the road;
 - reduce fuel bills for residents in social housing by up to £250 per annum per household, thus contributing to tackling fuel poverty;
 - provide greater energy security for the city;
 - create construction, operation and maintenance jobs and support further local economic development;
 - create the potential for future expansion of the network to deliver low carbon heat to additional sites across the city.

3.6 Employment

- 3.6.1 During the construction phase, some 600 people were employed on the project, providing a wide range of additional qualifications and training for those involved. The project also generated a significant amount of business for the local supply chain. It has provided the opportunity for different types of work experience for

university and secondary school students, as well as providing a number of apprenticeships throughout the construction phase.

- 3.6.2 During construction, Veolia and Clugston (the primary construction sub-contractor) worked in partnership with Construction and Housing Yorkshire to engage a local charity supporting homeless people, St George's Crypt, to provide on-site catering facilities. As well as securing additional funding for their charitable work, they were able to provide training and employment to long-term unemployed people.
- 3.6.3 Around 60 people will be employed at the RERF during its operational phase, and latest figures indicate that 20% of permanent operational posts have been filled by people living in adjoining wards to the facility.

3.7 **Design and biodiversity**

- 3.7.1 Veolia have delivered an undeniably high quality and iconic architectural design, featuring 42 metre high timber arches and creating a unique landmark for the City. The facility's design has already secured a national award, and is expected to garner more in due course.
- 3.7.2 The RERF also features an extensive living wall, believed to be the largest of its kind in Europe, which houses a wide range of indigenous plant species, provides habitat boxes for local wildlife, and will promote biodiversity in the area.
- 3.7.3 The scheme has also provided a green corridor along its eastern side and a cycle path along the western boundary, linking together sections of the existing cycle path network which were previously disconnected.

3.8 **Local community engagement**

- 3.8.1 Veolia and the Council have distributed information on the facility at key milestones in its development to keep local residents informed and to provide contact details. Although it is not being suggested that the RERF has now been fully embraced by the local community, the level of issues raised by local residents during construction and commissioning, and now through to commencement of full operations at the plant, has been extremely limited, providing no evidence for concerns about its ongoing impacts and long-term presence in this area.
- 3.8.2 A dedicated community liaison group has been established for some years now, although attempts to generate greater interest and attendance have been of limited success. Officers continue to make themselves available to meet with residents and attend community forums as required.
- 3.8.3 A community benefit fund has also been established via the PFI contract, and this will provide the opportunity for local groups to apply for funding for environmental and other community projects and improvements over the life of the contract. The Council's project team will be consulting local Ward Members on the eligibility criteria and the evaluation process for prospective applications.

3.8.4 The Council has also invested substantially in the neighbouring Cross Green and Nevilles estates during 2015, delivering a range of significant improvements to properties and their surrounding local environment.

3.9 Education

3.9.1 The project has attracted significant interest even throughout the construction period, with visits from a wide range of institutions including Leeds University and Leeds College of Building, and this is expected to continue into the operational phase.

3.9.2 The RERF features a dedicated Visitor Centre for use by the Council, enabling educational visits, presentations and facility tours. With the facility now complete, the Council's contract management team and Veolia are starting to organise visits, and have been working together with other partners to develop their format and content. It is intended that these visits will be made available to schools, and will provide an important opportunity, not just to explain what happens at the RERF, but also to communicate wider environmental messages, such as the importance of recycling at home, through interactive games and activities.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The completion of the RERF is the culmination of many years of work, and this project has been consulted on extensively at different stages during this time. The ongoing community engagement is outlined in section 3.7 above.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 A full Equality, Diversity, Cohesion and Integration Assessment was completed for the project in June 2012, and a subsequent update was appended to the Executive Board report on this project in September 2014. Public consultation raised issues regarding traffic impacts, odour, noise, visual impact, emissions and health impacts. An action plan was prepared during EDCI assessment to address these issues and demonstrate how any potential impacts will be mitigated. It has not been deemed necessary to complete any further updates for this project, and the previous assessments referred to above are appended for information.

4.3 Council Policies and Best Council Plan

4.3.1 The proposed strategy is consistent with the Best Council Plan 2015–20 in terms of contributing to:

- A strong economy and compassionate city; and
- Becoming a more efficient and enterprising council, through a reduction in landfill costs.

4.3.2 The delivery of the RERF is also significant in relation to the Council's Climate Change Strategy. Furthermore, the future development of a district heating

scheme will not only result in additional reductions in carbon emissions, but will also provide the opportunity to contribute to tackling fuel poverty in social housing.

4.4 Resources and value for money

4.4.1 The PFI contract with Veolia was already expected to save the Council around £2.7m per annum compared to the cost of continuing to landfill the majority of kerbside residual waste. However, with the payment of the £30m capital contribution and the agreement of the 'Non-Reverting Asset' option involving the extension of the lease to Veolia, the total savings are now expected to be £7.0m in 2016/17.

4.4.2 Overall, it is estimated that the PFI contract with Veolia will save the Council an estimated £270m over its 25 year life when compared to the projected cost of a continued reliance on landfill.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The issues covered in this report are all within the scope of the PFI contract which the Executive Board gave approval to the Council entering into with Veolia ES (Leeds) Ltd in November 2012.

4.5.2 The capital contribution and 'Non-Reverting Asset' options, and the installation of infrastructure at the RERF in order to facilitate a district heating scheme, have been exercised in accordance with the delegations agreed by Executive Board in September 2014.

4.6 Risk Management

4.6.1 A dedicated risk register has long been established for this project and is monitored regularly by the Project Board.

4.6.2 Clearly there is a wide range of potential risks associated with major infrastructure of this kind. However, robust contingency, health and safety, environmental and emergency plans and measures are in place either through the PFI contract or with the relevant regulatory and other authorities to ensure that risks have been fully assessed and are being effectively monitored and managed.

5 Conclusions

5.1 The RERF achieved Full Service Commencement under the PFI contract on 31st March 2016, over three months ahead of the anticipated date previously reported, thus triggering Full Service Commencement under the Contract. The facility is now delivering on a range of very significant environmental benefits, in particular in terms of recycling, landfill diversion and carbon reduction.

5.2 The contract will also deliver very substantial savings to the Council compared to the cost of a continued reliance on landfill.

6 Recommendations

- 6.1 Executive Board is recommended to note the contents of this report, most notably the fact that Full Service Commencement under the PFI contract has now been achieved, along with the resulting significant environmental and financial benefits to the Council and the City.

7 Background documents¹

- 7.1 None.

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

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Full Equality, Diversity, Cohesion and Integration Assessment



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Environment & Neighbourhoods	Service area: Waste Strategy
Lead person: Amanda Pitt	Contact number: 0113 2475609

1. Title: Residual Waste Treatment Project
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

<p>2. Please provide a brief description of what you are screening</p> <p>The Residual Waste Treatment Project has been developed in response to the need to move away from the current reliance on landfill for residual municipal waste due to its environmental impact and associated financial implications.</p> <p>The Project will deliver the infrastructure to divert the necessary level of waste from landfill, meet our targets for the recovery of value from waste and allow us to ensure that we increase recycling. The development of this infrastructure represents a radical change in terms of how Leeds' waste is managed and will deliver a major reduction in the impact of this waste on the environment.</p> <p>In July 2008, the Executive Board authorised officers to commence procurement of the Project in accordance with public procurement law and the City Council's Contract Procedure Rules by advertising in the Official Journal of the European Union (the OJEU notice). The procurement was to be undertaken using the competitive dialogue process.</p>
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Following a robust procurement process, the outcome of the evaluation of final tenders was noted by the Executive Board in November 2011 and authority was given to proceed to the Preferred Bidder Stage, including formally appointing Veolia as the preferred bidder to deliver an incinerator (with energy recovery) and mechanical pre-treatment of waste.

Veolia propose to use the former wholesale market site in the Cross Green industrial area of the City, which is in the Burmantofts and Richmond Hill ward.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related**

information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

Equality impact assessment workshop - An equality impact assessment workshop was carried out on the Project in February 2010, involving key members from the council's project team. The purpose of the workshop was to ensure that there is visible development and implementation of best practice in assessing and addressing equality issues within the City Council and that the project embraces and promotes City Council policy objectives in respect of equality, diversity and community cohesion. The workshop identified key issues and actions were assigned accordingly to ensure that requirements were addressed throughout the procurement process and were embedded in the project.

It was considered there could be a more significant impact on local residents and businesses in close proximity to the facility, these stakeholders have been the focus of much of the consultation & engagement work. Key impacts being equality, diversity, cohesion and integration highlighted in the findings section of the report and addressed in the Actions section.

Consultation and engagement activities - Throughout the City Council's PFI procurement for a Facility, community and stakeholder engagement has been an integral element of the project. An extensive programme of public and stakeholder communication and engagement activities has been delivered since the submission of the Outline Business Case in 2008. These are summarised below:

- In May 2008, the City Council undertook a survey to inform the evaluation criteria for the Project. This survey comprised seeking views from both residents city wide and local to the sites, and from over 300 internal and external interest groups (e.g. Elected Members, Town and Parish Councils, and the Environment Agency);
- In December 2009, an information pack about the Project was produced and distributed to approximately 12,000 households within a one mile radius of the two remaining sites. Following this, in January to March 2010, ten dedicated briefing sessions took place in venues convenient for the local communities and one within the city centre. Project officers also attended scheduled community forum meetings at this time, and have continued to attend these forums regularly throughout the process to provide updates on the Project;
- In September 2010, a further leaflet providing an update on the Project and additional information to address concerns raised at earlier events was developed and sent to all Elected Members, local MPs, local businesses and all households within a one mile radius of the sites (approximately 12,000); and
- Following this distribution, three drop-in workshop events were held in the East Leeds area in October 2010. An additional workshop was subsequently held in Rothwell in January 2010. These drop-in sessions provided the opportunity for Members and residents to view display boards about key aspects of the Project and information on concerns

previously raised (design, traffic management, health impacts, site selection, etc). City Council officers were available should a resident have any specific concerns or questions. These workshops were attended by approximately 110 people.

- Officers have routinely attended local community forums and other relevant public meetings throughout this time in order to provide updates and answer questions on the emerging proposals.

As outlined above, prior to the announcement of Preferred Bidder, the communications, consultation and engagement activities were delivered by the City Council. Since the announcement of Preferred Bidder in November 2011, Veolia has led the communications strategy, with support from the City Council's project team. To ensure a seamless transition between the phases, a Communications Working Group was set up comprising members of the City Council's project team and Veolia. This group discussed and agreed Veolia's consultation strategy to support their planning application, and items covered included knowledge sharing, exhibition venues, protocols to agree future consultation materials and the roles of City Council officers at consultation events. Following the announcement of Veolia as the Preferred Bidder in November 2011, Veolia has carried out pre-planning consultation and engagement with residents, principally between January and March 2012. This engagement included:

- The mailing of two publications to approximately 11,500 addresses in the Richmond Hill, Osmondthorpe and Halton Moor areas in January and March including invitations to the drop-in exhibitions;
- The placement of 16 newspaper advertisements to publicise the drop-in exhibitions, in Yorkshire Evening Post, Leeds Weekly News, Leeds Metro, Rothwell Advertiser, and Rothwell and District Record;
- Sending of advertisements on two separate occasions, for the January and March exhibitions, to libraries, One Stop Shops and community centres city wide (99 establishments);
- The delivery of seven day long drop-in exhibitions, delivered in sessions which ran into the evenings and weekend, at a number of locations around the area. A total of 175 visitors attended these exhibitions;
- The receipt and analysis of 65 feedback forms from visitors to the exhibitions;
- Engagement with all 99 Leeds Councillors and 8 Leeds MPs, including briefing sessions to 5 Councillors and 3 MPs, Councillor preview sessions as part of the March drop-in exhibitions and a Councillor visit to the Sheffield Energy Recovery Facility (2 attended although offered more widely);
- Engagement with 85 local community groups and stakeholders, 175 local businesses and 40 Technical Consultees via a minimum of 2 mailings

and email;

- A total of responses to 44 helpline telephone calls and 38 emails;
- A total of 8 presentations to local community forums and other stakeholder groups; and
- A total of 5 community liaison group meetings and a visit to the Sheffield Energy Recovery Facility for the community liaison group, which has attracted 25 members.

A wide variety of media has been used during the communication and consultation process to access hard to reach groups and all communications have been made in Plain English. As outlined above, since Veolia's appointment as Preferred Bidder, the engagement activities have particularly focused on the communities living closest to the proposed site, but measures have been taken to ensure engagement with residents city wide.

The Community Liaison Group that has been established by Veolia comprises representatives from a broad spectrum of the community. Its members have been drawn from people who registered their interest following Veolia publicising the group via press releases, mail-outs and at the public exhibitions. The members of the Group provide independent points of contact for community members to discuss issues and pass on their comments to Veolia. Actions and minutes are agreed and circulated to all members of the group, including the City Council and Veolia. Relevant actions and discussion points are then followed up and monitored by the group.

- **Key findings**

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

A number of potential impacts on different equality characteristics have been identified on the Residual Waste Treatment Project. The main issues identified at the February 2010 workshop were as follows;

Access to Grounds and buildings - safe accessibility for pedestrians, staff and visitors to the required / various areas of the facility for example grounds, operational areas, visitor centre etc. is required. Particular consideration needs to be given to the built environment and the physical location of the facility to ensure that it is accessible to all as visitors/potential employees can access external areas, visitor's centre and operational areas.

Perception of Grounds – perception of the facility and the grounds. A negative view of the facility and the grounds could lead to a negative perception of the local environment for local people, for the wider city of Leeds, and for the immediate surrounding areas.

Surrounding land use – clear messages regarding the land take for the facility and plans for any surplus land. Local residents may have concerns that there is little or no further development on the land surrounding the site, or that further development is for

waste use only.

Impact on existing businesses - Fears of negative impacts on local businesses.

Health concerns - Leeds residents, especially those in close proximity to the facility, may fear impacts to their health and that of their families as a result of the location of such a facility.

Equipment and construction – Local residents may fear local environmental impacts for example odour and noise if the facility is not designed and managed appropriately.

Safety - Residents may have concerns about health and safety on site during construction and operations.

Employment Opportunities - Recruitment, training and employment opportunities can be developed to achieve an inclusive demographic profile, including local, black minority ethnic groups, women and other underrepresented groups to promote diversity within the workforce.

Community Engagement – Allowing this facility to be used by the local community will encourage interest and understanding of the facility itself and of the Council's Waste Strategy. The provision of a visitor centre will also provide a venue for use by local community groups, aiding community cohesion and integration.

The main issues raised through the public consultation were broadly consistent with those identified through the workshop. The concerns most frequently raised during the public consultation were regarding traffic impacts, odour and noise, visual impact, and emissions and health impacts.

- **Actions**

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

The information from the impact assessment has informed both the service, design and the contract specification. The impacts identified have been used throughout the tendering process to strengthen the contract specification in relation to equality and diversity, cohesion and integration.

In order to ensure the key findings above were addressed and/ or managed at the appropriate time either during the procurement, through the planning, construction, commissioning and operational phases the actions set out below were highlighted;

During the procurement for the Residual Waste Treatment Facility, Bidders were requested to describe the measures they would take to mitigate against the findings of the equality impact assessment workshop, which in turn formed part of the City Council's contractual requirements as part of the tender process. Their responses were negotiated throughout the process and evaluated at key stages of the procurement and scrutinised to ensure compliance with the City Council's Equality, Diversity and Community Cohesions Policies and relevant legislation. In addition the Council has worked with bidders (and latterly the preferred bidder) to ensure that issues raised through stakeholder consultation have been adequately addressed.

Perception of and access to the grounds and buildings

A dedicated work stream has continually worked with bidders to develop and review the design proposals. The designs were commented and reviewed by the council's design

champion and City Development department, ensuring that the facility will be appropriately accessible, will comply with the relevant building regulations and the Equality Act and include designs that create a positive impact for both the City and immediate surrounding area.

Surrounding land use and impact on existing businesses

The dedicated design and planning work stream also considered the perception of the facility by the wider city, immediate surrounding area and local residents. The facility and layout has regard to the potential future use of the remaining former Wholesale Market land to the north. It has sought to present the community with a strong and inspirational design, which will be a landmark building for East Leeds and provide the community with a building to be proud of as well as pointing to the facility's function.

In response to some initial concerns about the appearance of the main building when viewed from the site entrance, the design has been developed to incorporate additional tree planting in the vicinity of the entrance and the greening of the car park.

Emissions and Health Impacts

Veolia have provided details of the highly efficient emission clean-up process, monitoring processes, legal operating limits, performance of other Veolia facilities including Sheffield, and the regulatory role of the Environment Agency. Also provided links to government and other reports on health impacts.

A detailed Air Quality Assessment and Human Health Risk Assessment have been developed as part of the Environmental Statement (an important component of the planning application). These reports have demonstrated that there will no significant impacts upon the environment or people living in the vicinity of the facility

The City Council required bidders to continually communicate with members of the public throughout the procurement process to ensure that accurate information was distributed, particularly around the technology and processes used. Stringent controls are required by the Environment Agency in relation to emissions and environmental impacts. These are continually monitored and reported on during the contract. The Contractor is also independently regulated by both the Health and Safety Executive and the Environment Agency.

Traffic

These concerns have been addressed by Veolia within their planning application by the development of a Transport Assessment, this document considers the route of approach to the facility avoiding residential & minor routes and keeping to the East Leeds Link Road and other major roads. This covers vehicles delivering waste to the facility and taking materials from the site, as well as staff vehicles and other associated traffic.

When the facility becomes operational a re-routing exercise will have to be undertaken by the City Councils operations department. This is not expected to cause as big an impact on the local community as may initially be perceived as a large percentage of the refuse vehicles currently tip at the Skelton Grange landfill site located further along the East Leeds Link Road near Junction 45 of the M1, and the Council's refuse depot is located on the Cross Green Industrial Estate, so many of the Council's waste vehicle movements are already happening in the area anyway. This message has been relayed to the public

at consultation events and Community Forums. The re-routing exercise when it takes place will comply with road traffic regulations. As always the Council operations department will monitor this and deal with any complaints from the public in the usual manner.

Odour and Noise

Residents' concerns were taken into account in final building design and detailed assessment as part of the Environmental Impact Assessment (conducted by specialists in their subject areas), including the recommendation of any mitigation measures. Design features to mitigate impacts include the enclosure of waste treatment processes, negative pressure on the tipping hall/mechanical pre-treatment process to prevent the release of odours, the use of fast acting doors and other mitigating features.

Site Selection

The consideration of alternative sites and the strengths of the Cross Green site are presented in the planning application (specifically within the 'Alternatives' chapter of the Environmental Statement and associated Appendix). The planning application also includes a detailed assessment of various matters including transport, ground conditions, noise and air quality which confirm there will be no significant impacts associated with the development.

The site already benefits from substantial support from the Waste Planning Authority through the emerging Natural Resources and Waste Development Plan Document and associated evidence base. The "Site Selection Study for Major Waste Facilities" report prepared on behalf of LCC by Jacobs UK in September 2007 and subsequently updated in 2009 included the assessment of over 2000 sites across Leeds and identified a shortlist of 4 potential sites suitable for the development of a strategic waste management facility. The study concluded by recommending that the Aire Valley is the best location for the development of a major waste management facility in Leeds.

Equipment and construction

Bidders have been required by the City Council to submit a proposal that provides a detailed description of how the construction of the Facility will be managed during the Works period to ensure that appropriate procedures are in place to monitor and control potential noise, dust or odour.

Safety

The City Council required bidders to evidence how their proposals will comply with health and safety and environmental legislation, and during the key evaluation stages, internal health and safety and environmental specialists have been consulted to provide assurance that the proposals adhere to the appropriate legislative requirements. These elements whilst being monitored during the contract by the City Council are also independently regulated by both the Health and Safety Executive and the Environment Agency.

Employment Opportunities and Community Engagement

Bidders have been required to demonstrate how local people can engage throughout the life of the contract with regards to employment and training both during the construction and operational phases of the Contract. Consideration was given to elements the Contractor has direct control over at the facility but also wider than this by adopting such

policies and initiatives as using local suppliers where possible. The City Council required bidders to demonstrate how recruitment, training and employment will achieve an inclusive demographic profile and how activities would be targeted through publicity and outreach to engage BME, women and other underrepresented groups to promote diversity within the workforce.

The construction phase in particular can potentially offer huge employment opportunities, Bidders were encouraged by the City Council to promote local employment and ensure that the workforce represents the local population (whilst adhering to EU procurement regulations). The performance against delivering the outcomes of these opportunities will be monitored throughout the delivery of the Contract.

Bidders were asked to provide a 'Visitor Centre' as part of the project, including a Method Statement outlining how they will ensure that the Visitor Centre and related published materials will be accessible to the whole community.

Contract Management

Monitoring performance of the Contract is a key priority. Proposals are included in the Contract to monitor performance against the agreed outputs throughout contract delivery. Breach of any of the individual performance indicators allows the Council to impose immediate financial penalties and also contribute towards wider legal remedies. The Council have put monthly and annual reporting procedures in place to formally record the achievement of targets and compliance with regulations and the Contractor is required to provide the Council with continual access to live performance data to ensure robust and regular monitoring.

Training & Policy Issues

The use of this facility will mean that the vast majority of the Councils refuse fleet will no longer be required to tip on landfill sites. A full induction programme will be undertaken for drivers, crew and any other Council staff requiring access to the site. This will be undertaken by Veolia and has been developed in conjunction with the Council's procurement and operations team. Appropriate provisions will be made for any staff with literacy problems or whose first language is not English to ensure all staff members are able to understand and comply with the site rules.

The City Council has required access to welfare facilities for all Council staff attending site. These facilities will obviously comply with both building regulations and DDA legislation.

Consultation and engagement activities

The City Council and Veolia will continue to ensure that a clear communications strategy is in place throughout the duration of the Contract to provide accurate and clear information to all stakeholders. This will help to avoid any unnecessary concerns that could be caused due to inaccurate, inconsistent or incomplete information being communicated through other channels.

Conclusion

The above section 4 demonstrates that consideration has been given to how the proposals for the Residual Waste Project impact on equality, diversity, cohesion and integration and that an impact assessment has therefore been carried out on the Project.

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

Date to scope and plan your impact assessment:	<i>See previous sections</i>
Date to complete your impact assessment	<i>See sections for findings and actions</i>
Lead person for your impact assessment (Include name and job title)	<i>Amanda Pitt – Project Manager</i>

6. Governance, ownership and approval

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

Name	Job title	Date
<i>Neil Evans</i>	<i>Director of Environments & Neighbourhoods</i>	<i>20th June 2012</i>

7. Publishing

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

Please send a copy to the Equality Team for publishing

Date screening completed	<i>7th June 2012</i>
Date sent to Equality Team	<i>20th June 2012</i>
Date published (To be completed by the Equality Team)	

Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Environment & Neighbourhoods	Service area: Waste Strategy
Lead person: Amanda Pitt	Contact number: 0113 2475609

1. Title: Residual Waste Treatment Project
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

<p>2. Please provide a brief description of what you are screening</p> <p>The Residual Waste Treatment PFI Contract was signed and screened in 2012 (see attached full Equality Diversity Cohesion & Intergration Assessment) the aims and objectives of the contract remain unchanged from the original screening. Within the contract there are options available to the City Council to deliver further savings the Executive Board Report (Residual Waste Treatment PFI Update - cost saving options) details these in full and requests Executive Board approval to proceed with the options or requests that powers be delegated to the Director of Environment & Housing to approve the decisions once further financial information is provided. To that end this screening refers in most areas to the original screening report. The site for the Recycling & energy recovery Facility (RERF) is the former wholesale market site in the Cross Green industrial area of the City, which is in the Burmantofts and Richmond Hill ward.</p>
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3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

Please see original Equality diversity Cohension & Intergration Screening Report.

Equality impact assessment workshop – There has been no further assessment workshops subsequently however the original workshop identified local residents and businesses close to the facility as being more impacted by the development of the facility therefore these stakeholders have continued to be the focus of consultation & engagement work.

Consultation and engagement activities - Please see original Equality diversity

Cohension & Intergration Screening Report.

In addition to these activities the Contractor Veolia have continued to provide written updates/ information packs / leaflets to the approximately 12,000 households within a one mile radius of the site.

Officers and/or the Contractors representatives have routinely attended local community forums and other relevant public meetings throughout this time in order to provide updates.

Veolia have engaged with local ward members.

Continuation of the Community Liason Group meetings also now attended by local ward members, members of the local community, local businesses and representatives from the Local planning Authority.

- **Key findings**

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

Please see original Equality diversity Cohension & Intergration Screening Report.

- **Actions**

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

Additional actions since original assessment;

Perception of Grounds – a Freephone number is provided for members of the public / local businesses to report any issues/ concerns/complaints with activities on site. The Contractor has a proceeedure for dealing with any such issues to ensure they are satisfactorily resolved.

Surrounding land use – the rear of the site outside of the facility site boundary and construction compound boundary is currently being marketed by the City Development .

Emmissions & Health Impacts – the Environmental Permit for the facility has been granted by the Environment Agency. This sets the limits within which the facility will operate and monitoring regimes required to be undertaken.

Equipment and construction – a Freephone number is provided for members of the public / local businesses to report any issues/ concerns/complaints with activities on site. The Contractor has a proceeedure for dealing with any such issues to ensure they are satisfactorily resolved.

Employment Opportunities – as part of the S106 agreement the Contractor has agreed with Employment Leeds a method statement identifying number and types of employment and training opportunities including oportunites for local businesses. Opportunities are advertised via Construction Yorkshire. Opportunities for local businesses are also promoted with meet the buyer events being held and monitoring of the supply chain to report on the propotion of local, regional and national suppliers

being utilised.

Community Engagement – Continuation of the Community Liaison Group, engagement with local members and a community benefit fund provided by Veolia offering small amounts of funding to help with local community events/projects.

Conclusion

The above section 4 demonstrates that consideration has been given to how the proposals for the Residual Waste Project impact on equality, diversity, cohesion and integration and that an impact assessment has therefore been carried out on the Project.

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

Date to scope and plan your impact assessment:	<i>See previous sections</i>
Date to complete your impact assessment	<i>See sections for findings and actions</i>
Lead person for your impact assessment (Include name and job title)	<i>Amanda Pitt – Business Manager</i>

6. Governance, ownership and approval

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

Name	Job title	Date
<i>Neil Evans</i>	<i>Director of Environments & Housing</i>	

7. Publishing

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

Please send a copy to the Equality Team for publishing

Date screening completed	3 rd June 2014
Date sent to Equality Team	6 th June 2012
Date published (To be completed by the Equality Team)	



Report author: Oliver Priestley

Tel: 0113 247 5387

Report of Director of City Development

Report to Executive Board

Date: 20 April 2016

Subject: Leeds (River Aire) Flood Alleviation Scheme – Upstream of the City Centre

Capital Scheme Number: 32500 / 000 / 000

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): City & Hunslet, Kirkstall, Armley, Bramley & Stanningley, Horsforth, Calverley& Farsley		
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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Storm Eva that struck Leeds and the wider city region during the Christmas period of 2015 has been graded as being in excess of a 1:200 year event. Much of the destructive flooding that subsequently occurred to homes, businesses and infrastructure was caused as water overwhelmed the river channel, upstream of the city centre, and travelled east through the Kirkstall corridor toward the city. With such significant consequences from the flood event the Council is determined to progress a second flood alleviation scheme for the River Aire.

2. The ongoing River Aire Flood Alleviation Scheme is a crucial project for Leeds, which had the original aim of defending the City Centre against a 1 in 75 year river flood event, and the significant physical and economic damage that results from such a flood. Since becoming the Lead Local Flood Authority in Autumn 2010, the Council has continued to work with partners to develop proposals, secure external funding, drive down costs and improve the standard of protection offered by the ongoing works

3. In line with the Council's Best City ambitions the new defences support and solidify further growth and regeneration of the Leeds economy with particular emphasis on the South Bank of the city.

4. The mechanical weirs at Crown Point and Knostrop place Leeds are at the cutting edge of national flood defence schemes. The use of pioneering technology is the first of its

kind in the UK, and with regard to a flood defended city will raise the profile of Leeds both nationally and internationally. Works on site are approximately forty-percent complete and the current programme sees operational completion in March 2017, it is now anticipated that the finished scheme will provide a 1 in 100 year protection from the City Centre and Holbeck area, downstream to Knostrop.

5. Recent events triggered by the extended period of rainfall during November and December 2015, culminating with Storm Eva and the Boxing Day floods, has led to the government announcement of monies available to the city through the Environment Agency's Flood Defence Grant in Aid (FDGiA) to swiftly progress with an investigation into a potential extension of ongoing flood protection measures, upstream of Leeds City Centre.
6. The Environment Agency has developed an initial paper for the Secretary of State Department for Environment, Food & Rural Affairs (Defra) to inform of preliminary considerations and indicate primary scope of the feasibility/investigation study.

Recommendations

The Executive Board is requested to:

- 1) Agree that Leeds City Council, as Lead Local Flood Authority, working with the Environment Agency and partners, will direct and procure further work to develop proposals in efforts to secure funding to advance an upstream flood alleviation scheme and programme of flood defence measures.
- 2) Authorise spend of £3m, to be funded from the Environment Agency's Flood Defence Grant in Aid allocation to progress the recommendations of this report, including resourcing of technical staff, further feasibility design and river modelling work, undertake ecological surveys, legal work, securing of planning permission and procurement (Authority to Tender) of consultants and contractors for these purposes.
- 3) Agree the scope of the feasibility study and investigation covered under point 3.1.8 of this report.
- 4) Authorise the Director of City Development to negotiate the detailed terms of the acquisition of land required to facilitate the construction of the flood defences.
- 5) Give authority to negotiate the detailed terms and subsequently enter legal agreements with third parties for the incorporation of flood defence solutions.
- 6) Note that a working group representing the upper and lower reaches of the catchment outside of the Leeds boundary is to be established.
- 7) Note that the Chief Officer (Highways and Transportation) shall be responsible for the implementation of actions 1-6.

- 8) Note the intention to bring forward a Regeneration Strategy for the Kirkstall Corridor that will ensure integration of future flood alleviation works with any land use changes, development proposals and property improvements that will safeguard and promote the sustainable environmental, economic and social future of the area

1.0 Purpose of this report

- 1.1 This report seeks approval for the Council to lead, and develop with partners, a feasibility study to define the extent, standard of protection and subsequently engineer suitable solutions for a flood alleviation scheme upstream of the city centre.
- 1.2 This report seeks approval to incur expenditure for the resourcing of technical staff, feasibility design, river modelling, ecological surveys, legal and business case work, securing of planning permission and procuring of consultants and contractors for these purposes.

2.0 Background information

- 2.1 There is a clear emphasis from central government on integrated planning and scheme development. This can be seen by the formation of the National Infrastructure Commission, its links with the Flood Resilience Review, and the continued promotion of a Catchment Based Approach to engineer solutions for flood defence within cities and their localised communities.
- 2.2 The Northern Powerhouse concept has an increasing amount of governance and formality around it, with a focus on transport and connectivity as a key enabler to achieving a step change in economic growth across the north, there is a growing recognition and awareness that this needs to be complemented by targeted investments in key places.
- 2.3 Leeds City Region Local Enterprise Partnership (LEP) is refreshing its Strategic Economic Plan. In the current draft, the third Headline Initiative is to “develop an integrated flood prevention programme incorporating flood defences; green infrastructure and sustainable drainage measures; resilient development and preventive measures in existing businesses”.
- 2.4 Within the City Region, the West Yorkshire Combined Authority is aligned to the ambitions of the Northern Powerhouse with a focus on connectivity, and political commitment to ensuring the economic benefit of investments are maximised through integrated schemes. Leeds City Council is similarly ambitious to become the Best City in the United Kingdom and is keen to be HS2 ready as soon as possible.
- 2.5 During the last two months of 2015 northern Britain received some of the highest recorded rainfall on record, culminating with Storm Eva which, during the Christmas period, led to significant urban and rural flooding across Yorkshire, Cumbria and southern Scotland.

- 2.6 Initial evidence gathered from sites in Kirkstall indicate the flood event that began in Leeds on Boxing Day saw flood water levels rise higher than those in 1866, when a number of lives were lost to flooding in the city.
- 2.7 Multiple agencies are assessing the cost of damages caused by the flood waters, and over the coming months the Council is leading on the production of a formal publication, which will form part of the comprehensive report on recent flood events in the region for government consideration.
- 2.8 The preliminary finding of the impact of flooding on businesses and residential properties in the city is some 672 commercial properties and 2683 residential buildings suffering damage. In addition highway and rail infrastructure assets and properties including a museum, nature reserve and a professional sports training facility also experienced substantial loss.
- 2.9 Currently there are no formal flood defences along the River Aire upstream of those under construction in the city centre, where in Kirkstall alone businesses employing around 2000 people were significantly affected. Should the recent event have occurred outside the festive holiday period it is estimated that approximately 27,000 people would have been isolated in the city centre without road or rail exit to the west.

3 Main Issues

3.1 Overview

- 3.1.1 The option to provide a comprehensive flood defence scheme to protect both up and down stream of the city centre against a 1 in 200 flood event was not deemed as viable in 2010.
- 3.1.2 An alternative options study was undertaken in November 2011 and the Executive Board acknowledged and gave approval for an alternative approach by Leeds City Council to provide a 1 in 75 year Standard of Protection for the City Centre area from Leeds Station, downstream to Knostrop Weir by the end of 2016/17.
- 3.1.3 Funding to design and implement this £45.5m project was secured in 2014 and to date the scheme is progressing positively on time and within budget. The funding to deliver this scheme has principally come from Central Government and its agencies, recognising that Leeds City Council is not funded for the delivery of large scale flood alleviation schemes. The partnership approach adopted has secured the funding from the following:

- DEFRA Growth Fund £23.7m
- Flood Defence Grant in Aid £8.45m
- Regional Growth Fund £3.36m
- Leeds City Council Capital Funding £10m

- 3.1.4 The ongoing scheme has a positive impact on numerous downstream stakeholders, the high quality public services they support and secures associated key transportation infrastructure.
- 3.1.5 During the detailed design and construction phase of the works, refinement of the river modelling and consequent amendments from the tendered proposals have seen standard of protection levels increase from 1 in 75 to a 1 in 100 year event.
- 3.1.6 It is estimated that over 3,500 residential and commercial properties will be defended by the scheme together with key access routes to the train station area, telecommunications, broadband facilities, and south bank electricity sub-stations that all fall within the 2017 flood plain.
- 3.1.7 In anticipation of the city centre scheme, flood defence mitigation works in Woodlesford were completed in summer 2014. The construction of these new defences protected 74 homes from flooding in the recent event.
- 3.1.8 Set out below are the key areas to now be investigated as part of the feasibility study and development of a business case to propose an extension of the ongoing scheme:
- A review of all relevant prior studies and information relating to the former study area and its extents - providing the project with the ability to utilise previous work and information to offer both efficiencies and to highlight where additional studies and any fundamental broadening of catchment extent investigations are needed.
 - A review and update the development of hydraulic/hydrological models alongside data collected since Boxing Day to inform an options appraisal, and fully assess the extent of a proposed scheme area.
 - Investigate opportunities for the utilisation of informal and formal flood storage within the city boundaries, linking in to the master planning of High Speed 2, south bank regeneration, A65 corridor development sites and existing flood plain, and further tie this to integrating planned and potential interventions in the built environment (including both green and blue infrastructure).
 - Investigation of storage options and natural flood risk measures (run-off reduction, sediment control and landscape management) in the upper reaches of the catchment outside of the Leeds boundary.
 - Ensure any future work to reduce flood risk upstream is compatible with the ongoing scheme and downstream communities, and any other related water infrastructure, such as highway drainage, canal system and sewer networks.
 - Taking into account an integrated catchment approach, develop and implement a funding strategy for both the capital investment and long term maintenance of new assets. This will include levy based funding and engagement of the third sector.

- Develop the initial strategy for operation and maintenance of the scheme and integration with warning and informing options for the area affected.
- Develop a Catchment Partnership approach to reducing flood risk in Leeds and the River Aire Catchment. Early engagement with communities and stakeholders shall be essential.
- Investigate any potential “quick win” mitigation measures in advance of the main programme of project deliverables.
- Consider where possible suitable community and public/youth engagement work can assist in providing part solutions and initiatives within communities.
- Investigate with particular regard to upper Aire catchment the viability and benefit of land management and natural upstream water storage attenuation initiatives.

3.1.9 Where any upstream/catchment initiatives or defence proposals are defined from the feasibility study, these will be appropriately subject to the statutory planning process. This legislative route provides a rigorous Environment Agency overview to ensure that any upstream proposition of flood protection measures have no impact on downstream river levels without appropriate mitigation to accommodate even the slightest of potential or subsequent effects, thus affording appropriate assurance to downstream communities along the Aire that their level of flood risk is not increased.

3.1.10 To ensure that right and proper input from the wider catchment area is sought and considered, it is intended that during the feasibility stage a suitable working group be established to represent interested stakeholders and safeguard that appropriately comprehensive consultation is undertaken.

3.1.11 In addition it will be important to ensure that the feasibility and any emerging scope of works are co-ordinated with the regeneration strategy for the Kirkstall Road corridor, so that future works form an integrated part of any future land use changes and development proposals that support good place-shaping and economic success for the area.

3.1.12 The regeneration strategy is still being drafted and will be subject to discussion and consultation with ward members, residents and businesses but as a draft proposal will comprise:

- Review of land ownerships, property conditions and opportunities for land assembly to create new flood resilient development and investment opportunities aligned with flood alleviation measures;
- Targeted improvements to vacant, derelict and flood-hit properties to support re-use with appropriate flood mitigation and protection;
- Co-ordination of public and private sector investments in land and assets in and around Kirkstall District Centre to support the economic and social

heart of the area and ensure this remains vital and viable;

- The establishment of a business forum, with cross-sector working principles following the 'town team' approach used elsewhere in the city, through which flood alleviation proposals can be discussed;
- Co-ordination of development proposals around the gateway to the city centre and ensuring integration with Kirkstall, the canal and river waterfront and any works coming forward through the flood alleviation scheme;
- Work with existing businesses and supporting the environment for investment around local retail and key sectors such as the media cluster west of the city centre gateway so that the area remains open for business and great place for investment.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 With regard to progression of a feasibility study Members of Wards directly affected by the current corridor of interest were written to on the 14th of March 2016.

4.1.2 It is intended that during 2016, as details from the feasibility exercise begin to suggest potential initiatives and solutions to upstream flood defence protection measures, an inclusive and comprehensive consultation process will take place.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Future proposals to mitigate the risk and effects of flooding across the city will be subject to detailed Equality Impact Assessments to ensure that the most disadvantaged are not adversely impacted and that individual needs and the requirement to make reasonable adjustments where necessary are recognised.

4.3 Council policies and Best Council Plan

4.3.1 The investigation and feasibility study is consistent with the objectives in the Best Council Plan 2013-17, notably, 'Supporting communities and tackling poverty', 'Promoting sustainable and inclusive economic growth' and the Vision for Leeds, including:

- (i) Best City for business – comprehensively supporting the sustainable growth of the Leeds economy through safeguarding jobs in the area protected by flood defences. The investigation of measures to reduce flood risk with regard to opportunities presented by the South Bank Master Plan (Europe's largest regeneration area with the potential to create 35,000 new jobs and 4000 new homes), High Speed 2, the A65 Kirkstall corridor and its interface with wider existing Network Rail infrastructure.
- (ii) Best City for health and well-being – supporting people to live safely in their homes. Adopting a Catchment Based approach to flood defence would enhance

public citizen and stewardship involvement, moving toward a more holistic solution to a flood defence initiative and to vanguard community ownership and their association to local flood protection measures.

- (iii) Best City to live – enabling the growth of Leeds whilst protecting the distinctive green character of the city. The study would investigate enhancing waterfront areas and its civic and community importance, whilst fitting within its urban context, sense of place and identity.
- (iv) Best City Region – The study would look at protecting accessibility to the city, thus contributing to the Vision for Leeds 2030 by safeguarding the city region transport strategy and helping the city become ready for High Speed 2.
- (v) Strong nationally and internationally – An innovative engineering approach together with a community connection will form part of the feasibility investigation and, much like the ongoing flood defence works, place Leeds at the forefront of engineering flood defence solutions which would be globally recognised.

4.4 Resources and value for money

4.4.1 Funding - The government has made £3m available through the Environment Agency Flood Defence Grant in Aid for initial scoping development, business case, feasibility design and planning application of a potential scheme upstream of Leeds city centre. The delivery of the scheme post feasibility will require further resources from Central Government similar to the partnership approach developed for the Phase 1 scheme, as outlined in paragraph 3.1.3.

4.4.2 Capital Funding and Cashflow

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 On £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 On £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	1000.0		650.0	350.0			
OTHER COSTS (7)	2000.0		1300.0	700.0			
TOTALS	3000.0	0.0	1950.0	1050.0	0.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 On £000's
Flood Defence Grant in Aid	3000.0		1950.0	1050.0			
Total Funding	3000.0	0.0	1950.0	1050.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Parent Scheme Number: 32500/000/000

Title: Flood Alleviation - Upstream of City Centre

4.4.3 Revenue Implications – None at this stage.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no specific legal implications at this the feasibility stage, however under Section 165 of the Water Resources Act 1991, powers will be subsequently devolved from the Environment Agency to enter private land for the purpose of undertaking flood defence and drainage works as part of the scheme.

4.6 Risk Management

4.6.1 There is significant risk that if the progression of the study is delayed, difficulties will be encountered in achieving the deadlines and funding could be withdrawn.

5 Conclusions

5.1 The City Council has demonstrated its capability to attract sponsorship-support and lead the delivery of major flood defence work in the city. Since 2010 and the decision to not progress with the original 1 in 200 year proposals, there has been rapid and successful advancement of the alternate scheme which will shortly see the city centre, downstream to Knostrop, protected from a 1 in 100 year flood event. With Woodlesford afforded defences against 1 in 200 years.

5.2 Moving forward on progress to define and deliver a second flood alleviation scheme to protect areas further west and south of the city centre, is crucial to underpin the aspiration of a Northern Powerhouse, its foundation of secure and rapid transport and the ambitions of a Best City together with the objectives of the Local Enterprise Partnership Strategic Economic Plan.

5.3 Protecting communities, the well-being of people and sustaining inclusive economic growth is the basis of the Best Council Plan. Recent weather and flood events have visibly demonstrated the necessity to develop a scheme or programme of upstream works to safeguard the local population from river and surface water flooding.

5.4 Whilst the existing delivery team is in place to continue progress of the ongoing scheme, it is of value to enhance and draw on these skills, knowledge and experience whilst augmenting the city's ability to begin progress on the feasibility of a second project.

6 Recommendations

6.1 The Executive Board is requested to:

1) Agree that Leeds City Council, as Lead Local Flood Authority, working with the Environment Agency and partners, will direct and procure further work to develop proposals in efforts to secure funding to advance an upstream flood alleviation scheme and programme of flood defence measures.

2) Authorise spend of £3m, to be funded from the Environment Agency's Flood Defence Grant in Aid allocation to progress the recommendations of this report, including resourcing of technical staff, further feasibility design and river modelling work, undertake ecological surveys, legal work, securing of planning permission

and procurement (Authority to Tender) of consultants and contractors for these purposes.

- 3) Agree the scope of the feasibility study and investigation covered under point 3.1.8 of this report.
- 4) Authorise the Director of City Development to negotiate the detailed terms of the acquisition of land required to facilitate the construction of the flood defences.
- 5) Give authority to negotiate the detailed terms and subsequently enter legal agreements with third parties for the incorporation of flood defence solutions.
- 6) Note that a working group representing the upper and lower reaches of the catchment outside of the Leeds boundary is to be established.
- 7) Note that the Chief Officer (Highways and Transportation) shall be responsible for the implementation of actions 1-6.
- 8) Note the intention to bring forward a Regeneration Strategy for the Kirkstall Corridor that will ensure integration of future flood alleviation works with any land use changes, development proposals and property improvements that will safeguard and promote the sustainable environmental, economic and social future of the area.

7.0 Background documents¹

- 7.1 None

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



Report author: S Wynne/M Wilton
Tel: 0113 37 83154

Report of the Director of Children’s Services

Report to Executive Board

Date: 20 April 2016

Subject: Leeds Apprenticeship Recruitment Fair

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The Council’s Apprenticeship Hub, funded through the City Deal, works with training providers, sector skills bodies and employers to broker apprenticeships to meet business development needs and promote these opportunities to young people in both schools and community settings. Working with partners in the city, the Apprenticeship Hub delivered the Leeds Apprenticeship Recruitment Fair at the First Direct Arena on the 14 March 2016. Held for the last 3 years, this year’s event was the most successful yet and the biggest event held in Leeds City Region during National Apprenticeship Week.

2. The event supported 116 employers and training providers to promote apprenticeships and advice and recruit to over 240 current vacancies and was attended by over 5,000 young people and their families and carers to learn more about what apprenticeships are on offer in the city and the career opportunities they offer.

3. Apprenticeships are a key tool to promote access to employment and continuing skills development to young people and to address the growing technical and professional skills shortages in the workforce to boost productivity and support growth. These activities contribute to the achievement of the More Jobs, Better Jobs Breakthrough Project and the Best Council Plan objectives of promoting sustainable and inclusive economic growth and building a Child Friendly City.

Recommendations

4. Executive Board is asked to note the successful delivery of the above event to promote apprenticeships and support the proposal to deliver a series of future events in 2017 to respond to the demand for information by young people and businesses to prepare for the introduction of the Apprenticeship Levy.

1 Purpose of this report

- 1.1 This report seeks to provide an update on activity to support young people to access Apprenticeships, in particular, the Leeds Apprenticeship Recruitment Fair held at the First Direct Arena on 14 March at the beginning of National Apprenticeship Week.

2 Background information

- 2.1 Apprenticeships offer entry level jobs with skills training and enable progression through recognised career pathways across all sectors of the local economy. The Council's Apprenticeships Hub, funded through the City Deal, currently works with 40+ training providers, sector skills bodies and around 600 employers each year to broker apprenticeships to meet business development needs and promote these opportunities to young people in both schools and community settings. It has supported over 500 young people into apprenticeships and provided information and guidance to many more.
- 2.2 Delivered by the Hub, working in partnership with local training provider, schools and employers, the Apprenticeship Recruitment Fair has become an annual event providing information and guidance on apprenticeships and the wide range of vacancies available with local businesses.

3 Main issues

- 3.1 Previously held in July at the Town Hall, the event was designed to engage those young people who had either not applied for vacancies or had yet to find a suitable opportunity at the end of the school term. However, feedback from employers and schools indicated a preference to undertake recruitment and support job search and applications earlier in the school year. The event was scheduled in March to take advantage of the significant promotional activity undertaken by local, regional and national partners during National Apprenticeship Week 14 to 18 March.
- 3.2 The Victoria Hall and the Crypt at the Town Hall had previously enabled the display of around 60 information stands by employers and training providers and the attendance of around 1,700 visitors. To accommodate the increasing number of exhibitors and maintain a central location accessible by public transport, the First Direct Arena was selected as the venue for 2016. The increased space and layout enabled more interactive and welcoming visitor displays as well as a wall display of current vacancies.
- 3.3 116 employers and training providers attended the event representing a wide range of job roles across all sectors including business administration roles at Ernst and Young, Eversheds and Lloyds Banking Group; construction / built environment roles at Carillion, Keep Moat and NG Bailey; customer service roles at British Gas; engineering and manufacturing roles at One Subsea, Sulzer Pump and Volkswagen; financial services role at First Direct and Yorkshire Building Society; health/care and public service roles at Leeds Teaching Hospital Trust, Leeds City Council, Yorkshire Ambulance Service; hospitality / catering and leisure and tourism roles at Raddison Blu, Marriott, Premier Inn and Q Hotels; information technology roles at BAE Systems, Unilever and Yorkshire Water; law at Addleshaw Goddards, Eversheds and Gordons LLP.

- 3.4 The primary mechanism for promoting the event to young people and their families was a mail out of the event flier to approximately 25,000 young people in Leeds using the Children's Services Insight database (Years 11, 12 and 13, plus the NEET cohort aged 16-19). This was supplemented by other promotional activity including:-
- An electronic invitation to schools, colleges and stakeholders throughout the city and 16-18 year olds registered as jobshop customers;
 - Posters and fliers for display at key locations across the city to include Jobcentre Plus offices, Council Community Hubs and Job Shops & Libraries, Connexions Services, Secondary Schools, Colleges and other community venues;
 - Fliers distributed by elected members to a variety of locations within their wards;
 - Promotion on the Council intranet Insite and Essentials pages and Leeds.gov.uk Jobs webpage along with information on all outgoing Council emails
 - Advertisements on the Apprenticeship Hub Facebook page.
- 3.5 In the two weeks preceding the event, adverts were also run in the Yorkshire Evening Post and in the Metro newspapers with digital copy displayed on their websites along with information on the Breeze Website, Leeds Pathways and First Direct Arena Facebook page. Regular Tweets were issued via the Leeds Apprenticeship Hub Twitter feed as well as training providers using their own marketing resources to promote the event. Digital displays were also delivered at Millennium Square and at Trinity Shopping Centre, the Vue cinemas in Kirkstall and Birstall, information displayed on billboards in Armley and Headingley and streetliner adverts on the side of 30 buses on busy routes in the city.
- 3.6 Learning from the feedback gathered from parents at the event in the previous year, it was clear that there was still a low level of awareness and knowledge about apprenticeships. The flier included additional explanatory notes, 'Apprenticeships Explained', to address this. It provided further information on the way in which apprenticeships are delivered and the roles of the employer and the training provider to better enable parents to support their children make informed choices and encourage them to attend the event, and apply for vacancies.
- 3.8 Visitor feedback from the event was largely positive with comments reflecting the large number and range of exhibitors and the help and information available. However there were negative comments about the long queues to access the venue and to access information from particular employers and training providers. It is clear there is a huge appetite for information on apprenticeships that is not currently being met.
- 3.9 Feedback forms enabled visitors to rate the various aspects of the event as poor, fair, good or excellent. Completed forms indicated that 80% rated the event as good or excellent; 77 % rated the range of exhibitors as good or excellent and the 84% rated the scheduling of the event in March as good or excellent. 39% of respondents indicated that they were informed about the event by post; 9% by e-mail; 18% through the internet or social media; and 16% through their school or college.

- 3.10 Exhibitors were asked to complete evaluation forms and the feedback was very positive and there is clearly an appetite from employers and training providers to engage in future events. All respondents rated the event as either good (32%) or excellent (68%); 96% rated the venue as excellent and 97% rated the timing of the event in March as good or excellent.

“I just wanted to say how worthwhile we found hosting a stand at the Apprenticeship fair on Monday. It was incredibly well run. The venue was excellent. All the ushers/staff were so welcoming and helpful. We were amazed by the turn out. We spoke non-stop for 3 hrs to many, many quality candidates. We were pleased by the genuine interest in the construction industry and by the eloquence, confidence and maturity of Leeds’s young people. I was personally pleased to talk to three girls about my experience within the construction industry. We came away with over 50 expressions of interest, many of which have been followed up by further correspondence from the candidates. A truly tiring but inspiring evening” – **National civil engineering consultancy**

“Just wanted to send you a quick e-mail to congratulate you and your team on a brilliant night last night – a real testament to all of the hard work and preparation that took place. Please pass on my thanks to everyone who came over to make sure everything was OK before and during the event. We have had great feedback and been able to capture lots of data, which we are planning on using to create our new Apprenticeship Scheme. Looking forward to supporting again next year” – **National financial services provider**

“Leeds City Council is at forefront of promoting apprenticeships in the UK. It should provide a masterclass to other agencies demonstrating good practice on engaging potential apprentices and businesses” – **CILEX Law School**

“What a fantastic event last night!! We had huge interest in our vacancies and met some great candidates. We never stopped talking to people for the whole 3 hours. This was such a great event that we would like to make sure that we get our name on the list for next year. Therefore I would be grateful if you could mark us in your records for next year” – **Kirk Newsholme**

- 3.11 Over 5,000 young people and their parents and carers attended the 3 hour event and had access to employers and training providers with live and planned vacancies. Visitors were able to obtain information on a wide range of possible job roles and careers or to seek more detailed advice on specific job roles or employers. Employers were able to promote existing apprenticeship vacancies but were also able to gather information to inform the planned expansion of their apprenticeship programmes in response to the introduction of the Apprenticeship Levy and Public Sector Targets for Apprenticeships.
- 3.12 Over 1,100 expression of interest forms were completed by young people at the event in response to live vacancies and these have now been processed by

Apprenticeship Hub staff and referred to the appropriate employers and training providers. These will be tracked over the next few months to record how many are offered and start an apprenticeship and to ensure that those that do not can continue to access help and support to access other opportunities.

- 3.13 Given the appetite by young people for further information on apprenticeships evidenced by the high attendance numbers and the planned expansion of apprenticeships by the Government through the introduction of the Levy for large employers and introduction of targets for public sector bodies, it is proposed to hold a series of events over the coming 12 months including a similar event in National Apprenticeship Week in 2017.
- 3.14 Further detailed work will be undertaken with partners and stakeholders to evaluate and learn from this event and establish a working group to commence event planning. Opportunities to provide meaningful work experience for undergraduate students in marketing and event management will also be discussed with the Universities. It is proposed that now the annual event has an established track record with business, that we will seek a headline sponsor and charge exhibitors to ensure that event costs can be recovered.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Apprenticeship Recruitment Fair event was developed and delivered as part of a wider programme of activities to promote awareness of apprenticeships, to support an increase in the number of young people starting an apprenticeship and support SME businesses to create and recruit to apprentice positions. The programme has included a range of activities including advice sessions and application workshops for young people in school and community settings, recruitment fairs, and sector focused support for businesses. The programme was designed and delivered in partnership with local training providers including Leeds City College and Leeds College of Building, the Chamber of Commerce and the National Apprenticeship Service.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 In 2014/15, there were a total of 6,718 apprenticeship starts in Leeds. 54.2% of those starting an apprenticeship were female and 45.8% were male and 11.2% of starters were BAME against a school year 11 BAME population of 21.2%. Data on apprentices with disabilities is not available at the local level.
- 4.2.2 Work is currently being progressed with a range of community and third sector organisations working within BAME communities to address the under-representation of BAME young people participating in apprenticeships and to deliver against the Council's Equality Improvement Priority to improve access to apprenticeships for young people from BAME communities. Work includes engagement with young people from BAME communities to better understand any additional cultural barriers they may face and how these may be overcome. Targeted information and activity is also being delivered through community led organisations such as Hamara and Path Yorkshire, as well as the Council's Prevent co-ordinator, and media

campaigns through local radio in community heritage languages to engage with parents and carers.

4.3 Council policies and best council plan

4.3.1 The work of the Apprenticeship Hub and this particular event will contribute to the achievement of the Best Council Plan 2015-20 objectives to support sustainable and inclusive economic growth by meeting the workforce development and skills needs of local businesses. This will also contribute to the achievement of the Child Friendly City objective by supporting a reduction in youth unemployment and the number of young people identified as NEET and to our ambition to be a compassionate city based on a strong economy.

4.4 Resources and value for money

4.4.1 The total cost of the event, including venue hire charges and the promotional activity, was £29,688. This was funded through external grant funding allocated to the Apprenticeship Hub under the City Deal to promote apprenticeships.

4.4.2 While the overall event costs increased, largely related to venue hire, this enabled a higher participation rate by young people with a broader range of employers showcasing a wider variety of job roles and future progression pathways. Employers and training providers covered their own costs associated with attending the event.

4.5 Legal Implications, access to information and call In

4.5.1 There are no specific implications for this report

4.6 Risk management

4.6.1 There are no specific implications for this report

5 Conclusions

5.1 The high attendance levels at the recent event are reflective of the need to strengthen the provision of good quality, impartial Information, Advice and Guidance for young people and specifically the inclusion of apprenticeships to ensure that young people can make informed choices about the full range of career options and alternative pathways to higher level skills qualifications.

5.2 Progress has been made in engaging schools, young people and their parents or carers on apprenticeships through the Apprenticeship Hub, but there is far more to do and a high profile event that brings young people into direct contact with leading employers in the city will make a significant contribution to raising their awareness of the wide and growing range of opportunities that apprenticeships can deliver. The attendance at the event and feedback from leading employers in the city is evidence of their willingness to engage in collaborative work to invest in young people's skills development and ensure that they can meet their future workforce development needs.

6 Recommendations

6.1 Executive Board is asked to note the successful delivery of the above event to promote apprenticeships and support the proposal to deliver a series of future events in 2017 to respond to the demand for information by young people and businesses to prepare for the introduction of the Apprenticeship Levy.

7 Background documents¹

7.1 There are no background documents.

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

Report of the Deputy Chief Executive

Report to Executive Board

Date: 20th April 2016

Subject: Financial Health Monitoring 2015/16 – Provisional Outturn

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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of the revenue budget and the Housing Revenue Account (HRA).
2. The 2015/16 financial year is the second year covered by the 2013 Spending Review and again presents significant financial challenges to the Council. In terms of the medium-term financial strategy, it is clear that the Government's deficit reduction plans will extend through to at least 2019/20, with the announced reductions in government funding for local government meaning that further savings will be required.
3. Executive Board will recall that the 2015/16 general fund revenue budget provides for a variety of actions to reduce spending by £45m. It is clear that actions have taken place across all areas of the Council and also that significant savings have been delivered in line with the budget.
4. The provisional outturn position is for an overall underspend of £0.17m. This projection represents an improvement of £0.8m from the previously reported position.
5. The Housing Revenue Account is projecting a surplus of £1m.

Recommendations

6. Members of the Executive Board are asked to note the provisional outturn position of the Authority for 2015/16.

1. Purpose of this report

1.1 This report sets out for the Executive Board the Council's projected financial health position for 2015/16 together with other key financial indicators.

1.2 Budget management and monitoring is a continuous process throughout the year, and this report presents the provisional outturn position and also comments on the key issues impacting on the overall achievement of the budget for the current year.

1.3 Although the Council's revenue accounts are not closed at the time of writing, this report does provide members with a provisional outturn position for 2015/16. The final position, subject to audit will be reported to the June meeting of the board.

2. Background information

2.1 Executive Board will recall that the net budget for the general fund was set at £523.78m, supported by the use of £1.45m of general fund reserves.

2.2 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. In 2015/16 we reinforced this risk-based approach with specific project management based support and reporting around the achievement of the key budget actions plans.

3. Main Issues

3.1 Table 1 below provides a summary of the provisional outturn position for the year.

Directorate	Director	(Under) / Over spend for the current period				Previous Month (under)/over Spend
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adult Social Care	Cath Roff	(3,259)	(224)	(206)	(430)	(157)
Children's Services	Nigel Richardson	(1,295)	6,871	(2,495)	4,376	3,753
City Development	Martin Farrington	(1,009)	189	(499)	(310)	(275)
Environment & Housing	Neil Evans	(2,769)	755	(2,139)	(1,384)	(1,469)
Strategy & Resources	Alan Gay	(2,595)	(2,677)	2,353	(324)	(202)
Citizens & Communities	James Rogers	(224)	236	(1,412)	(1,176)	(233)
Public Health	Dr Ian Cameron	(676)	806	(852)	(46)	146
Civic Enterprise Leeds	Julie Meakin	429	25	176	201	200
Strategic & Central	Alan Gay	954	245	(1,322)	(1,077)	(1,161)
Total Current Month		(10,444)	6,226	(6,396)	(170)	601

3.2 The key issues are outlined below and further information is shown in the financial dashboards at appendix 1.

3.2.1 **Adult Social Care** – The provisional outturn position for the directorate is an underspend of £0.43m. Projected expenditure has increased on community care placements, including those within the learning disability pooled budget. This has been offset by reductions across a range of budget heads.

Some slippage and likely non-achievement of planned savings has been identified on some of the most challenging budget action plans. There is slippage in delivering the specific actions for savings of £0.8m within the community care packages budget. £1m relates to revenue funding for community intermediate care beds from health which is now unlikely, but contingency funding has been applied to offset the shortfall. The current projection is for shortfalls of £1.2m in the budgeted saving from reviewing grants and contracts with third sector providers and £0.3m on transport. Slippage of £0.7m on the charging review will occur as any changes will not now take place before April 2016. These pressures are offset by projected underspends on a range of budget heads, further details of which are outlined in the dashboard at appendix 1.

3.2.2 **Children's Services** – the provisional outturn position for the directorate is an overspend of £4.4m. The overall number of children looked after is now 1,226 which represents a reduction of 29 over the last month, however within this there has been a net increase of 2 externally provided residential placements (now 53) and there are now 212 placements with independent fostering agencies which includes 9 unaccompanied asylum seeking children. The anticipated overspend (gross) for all children looked after placements is £5.5m. Staffing - overall the directorate is anticipating to underspend of £1.3m which is mainly due to slippage against recruitment plans for services which are funded from the Innovations Fund [£1m], Children's Homes [£0.7m] and Complex Needs [£0.3m]. The directorate is also anticipating to deliver a £0.6m underspend on agency staffing and overtime costs. These savings are partly offset by slippage on the budget action plans for Service transformation £0.8m and Youth Services £0.3m. The 2015/16 budget for home to school/college transport included £0.83m of anticipated savings around demand management. However, the service is projecting a £1.7m overspend which is due to continuing and increasing demand pressures around SEN transport, a rise in the number of children and young people requiring education outside the city and in their complexity of need.

Other Income – the provisional outturn position includes additional income of £2.5m which includes £1.6m of additional Health funding for family support services in children's centres, an additional £1m of funding agreed by the schools forum and also £1m of additional High Needs DSG funding to support children with special educational needs and disabilities. The provisional outturn position assumes that the directorate will carry forward £1.1m of unspent Innovations Funding into 2016/17 to maintain family group conferencing capacity and to fund commissioned services in respect of domestic violence and also DfE evaluation costs.

3.2.3 **City Development** – the directorate is anticipating a bottom-line underspend of £0.31m against the £46m net managed budget. The provisional outturn includes the receipt of additional one off income. The majority of the budget action plans are expected to deliver the anticipated savings with the exception of the plans around

increased asset management income [£0.6m], the community asset transfer proposals [£0.14m] and the anticipated savings in sport and active recreation [(£0.06m)].

- 3.2.4 **Environment & Housing** – the provisional outturn position for the directorate is a year-end underspend of £1.4m against its £59.7m net managed budget. A key area of underspend relates to car parking where, through a combination of staffing savings and additional fee income from both off and on-street, an underspend of £1.2m is projected.

Waste Management are anticipating an underspend of £0.7m which includes the £0.4m of additional PFI grant income savings due to the Recovery and Energy from Waste Facility (RERF) being certified as ready to take waste for commissioning a month earlier than assumed in the budget. Parks and Countryside and Community Safety are forecasting overspends of £0.4m and £0.04m respectively and Environment Action & Health is anticipating to outturn £0.2m under budget.

- 3.2.5 **Public Health** – overall, the anticipated position is a marginal underspend of £0.05m against the £50.6m public health budget. This reflects the implementation of the 6.2%, or £200m national in-year cut to the 2015/16 Public Health grant allocation which for Leeds represents a reduction of £2.8m in grant income against which savings have been identified and are assumed within the provisional outturn position.

- 3.2.6 **Strategy & Resources** – the provisional outturn position for the directorate is an underspend of £0.32m which reflects the positive progress against the range of budget savings plans. The main pressure is around court fee income [£0.2m] which is offset by additional savings across Human Resources, Information Technology and Democratic Services.

- 3.2.7 **Citizens & Communities** – the provisional outturn position is that the directorate will deliver the budgeted level of savings and deliver an underspend of £1.2m of which £0.5m relates to the recovery of Housing Benefits overpayments income. Many of the required budget action plans have already been implemented and achieved, and in all cases work is progressing to achieve the required savings.

- 3.2.8 **Civic Enterprise Leeds (CEL)** – the overall provisional outturn position for CEL is an overspend of £0.2m which is primarily accounted for by a £165k overspend against the Catering net budget and a £150k overspend on Property Cleaning. The catering overspend is a result of an income shortfall against the increased budgeted number of meals whereas the property overspend arises from not meeting efficiencies included within the base budget. These pressures are mitigated by anticipated underspends in Facilities Management, Corporate Property Management and the Business Support Centre.

- 3.2.9 **Strategic & Central budgets** - overall, the strategic & central budgets are forecast to underspend by £1.1m. There are a number of key variations within this figure.

- i) The Business Rates Retention Scheme came into effect in April 2013 and significantly changed the system of financing local government. In terms of business rates income, whilst there has been some growth, this has been offset by the impact of successful valuation appeals and other reductions to

the rating list, either through closure, Valuation Office reviews or other appeals against the rating list. Whilst the impact of major variations in business rates income is managed through a collection fund and therefore will impact on future years, there will be an impact on the levy payment to the business rates pool which is budgeted for within the general fund. Based on the latest business rates information, we are anticipating a levy payment of £1.5m in 2015/16 which is £1.3m less than the budget.

- ii) An additional £2.3m of savings to the revenue budget are anticipated in 2015/16 through the additional capitalisation of eligible general expenditure (£0.3m) and eligible spend in schools budgets (£2m).
- iii) The forecast on the strategic budget also recognises that the £1m corporate procurement target will be achieved through Directorate budgets. Likewise, the £1.2m saving in respect of spend outside of council contracts will be managed through directorate resource allocations.
- iv) New Homes Bonus is a funding mechanism rewarding councils that increase the number of occupied homes within their areas. The reward effectively doubles the amount of Council Tax for every new home built or empty home brought back into use, and is payable for six years. The 2015/16 budget assumes some £18.5m in respect of New Homes Bonus. The provisional outturn recognises the confirmed shortfall of £0.85m.
- v) Early Leavers Initiative – the provisional outturn anticipates costs of £3.8m in 2015/16 which is a shortfall of £1.8m against the £2m earmarked reserve and which will generate net savings of around £23m over a 5-year period.
- vi) In addition, there is a potential reduction in section 278 income of approximately £3.1m which reflects lower development activity than anticipated.
- vii) Earmarked Reserves - members will recall that the previous month 9 financial health report included savings from utilising £0.5m of reserves which had been previously earmarked in respect of a potential liability in respect of past insurance receipts with regards to Municipal Mutual Insurance. Unfortunately, communication has very recently been received which now indicates that these monies will be needed and therefore the funding has been moved back into earmarked reserves. Following a review of future liabilities, this is offset in the provisional outturn position by a £1.5m transfer from the earmarked capital reserve.
- viii) Holiday Pay enhancements – following recent case law, the provisional outturn position includes £1m relating to the regional collective agreement in respect of the Council's obligation to pay 'normal pay' to employees on annual leave. This agreement applies an up-lift to annual leave payments to reflect enhancements, primarily overtime payments, which are not currently paid to employees on annual leave.

3.2.10 Additional information across the range of budget action plans, other risk areas and forecast budget variations can be found in the financial dashboards at appendix 1.

3.3 Other Financial Performance

3.3.1 Council Tax

The Council Tax in-year collection rate to the end March 2016 stands at 95.88% which is marginally ahead [0.22%] the performance in 2014/15. The year-end forecast is to achieve the 95.7% target collection rate, collecting some £287m of income in the year. The anticipated year-end surplus on the council tax collection fund is estimated to be £2.5m of which the Leeds share is £2.1m.

3.3.2 Business Rates – the in-year Business Rates collection rate to the end of March 2016 stands at 97.81% which is ahead [0.47%] the performance at this point in 2014/15. The year-end forecast is to achieve the 97.7% target collection rate, collecting some £372m of business rates income. However, whilst collection rates continue to be on target, as mentioned at paragraph 3.2.9, there continues to be a significant issue around the total income to be collected and specifically the high number and backdating of business rates appeals. The financial impact of these will manifest in 2016/17 through the collection fund and this has been recognised in the 2016/17 budget.

3.3.3 Prompt payment of Creditors - the performance as at February 2016 for the prompt payment of invoices processed within 30 days is 93.12% which continues to be above the target of 92%.

4. Housing Revenue Account (HRA)

4.1 The provisional outturn position for the Housing Revenue Account is an anticipated surplus of £1m.

4.2 Overall income is projected to be £0.7m more than the budget which is primarily due to additional rent income of £0.4m, along with additional income from service charges of £0.34m. Savings of £0.9m are anticipated in relation to employees, which is primarily due to vacant posts. Additional spend on the disrepair provision [£0.24m], internal services [£0.4m] and repairs to dwellings [£0.7m] are expected to be offset by reduced spend on premises [£0.37m] and supplies and services [£0.9m]. Additional information can be found in the financial dashboard at appendix 1.

5. Corporate Considerations

5.1 Consultation and Engagement

5.1.1 This is a factual report and is not subject to consultation

5.2 Equality and Diversity / Cohesion and Integration

5.2.1 The Council's revenue budget for 2015/16 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 25th February 2015.

5.3 Council Policies and Best Council Plan

5.3.1 The 2015/16 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget.

5.4 Resources and Value for Money

5.4.1 This is a revenue financial report and as such all financial implications are detailed in the main body of the report.

5.5 Legal Implications, Access to Information and Call In

5.5.1 There are no legal implications arising from this report.

5.6 Risk Management

5.6.1 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans is in place from 2015/16.

6. Recommendations

6.1 Executive Board are asked to note the projected financial position of the Authority for 2015/16.

7. Background documents¹

7.1 **None**

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

ADULT SOCIAL CARE FINANCIAL DASHBOARD 2015/16 PROVISIONAL OUTTURN

Overall narrative

The directorate is currently projecting an underspend of £0.4m by the financial year-end, a reduction of £0.1m since Month 10. Since Period 10 virements have taken place to reflect Care Act funding being utilised across different expenditure types than was originally anticipated when the budget was set. The projection now includes increased holiday pay agreed with the Trades Unions following recent case law. Projected expenditure has increased on community care placements, including those within the learning disability pooled budget. This has been offset by reductions across a range of budget heads.

Some slippage and likely non-achievement of planned savings has been identified on some of the most challenging budget action plans. There is slippage in delivering the specific actions for savings of £0.8m within the community care packages budget. £1m relates to revenue funding for community intermediate care beds from health which is now unlikely, but contingency funding has been applied to offset the shortfall. The current projection is for shortfalls of £1.2m in the budgeted saving from reviewing grants and contracts with third sector providers and £0.3m on transport. Slippage of £0.7m on the charging review will occur as any changes will not now take place before April 2016. These pressures are offset by projected underspends on a range of budget heads, further details of which are outlined below.

The main variations at Month 11 across the key expenditure types are as follows:

Staffing (-£3.3m – 5.4%)

Savings due to vacancies within the care management, business support, reablement and telecare services amount to £1.8m. Within older people's residential care staffing savings of £0.6m reflect the closure of Primrose Hill and the Roseville laundry earlier than was anticipated when the 2015/16 budget was set. Savings of £1m are projected in commissioning services, resources and strategy, health and wellbeing and care reform services due to staff turnover and careful vacancy management.

Transport (+0.3m – 6.1%)

The budgeted savings have not yet been fully identified, but work is ongoing in conjunction with Passenger Transport Services.

Community care packages (+£3.3m – 1.9%)

The main variation relates to residential and nursing care placements, mostly relating to people with mental health needs and physical impairments. These cost pressures relate mainly to a relatively small number of customers with very high cost care packages. Expenditure on the learning disability pooled budget is also higher than budgeted due to a higher number of complex care packages. Direct payments, independent sector domiciliary care and supported accommodation are slightly higher than budgeted.

Income (-£0.2m – 0.3%)

Additional government grant income of £0.2m relates to delayed transfers of care. There is a small income shortfall due to the closure of Primrose Hill residential home earlier than was expected and some slippage on the charging review budget action plan, but these have been offset by increased income in other areas, including one to one staffing support funded through the learning disability pooled budget.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under / overspend) £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health Partnerships	428	(388)	40	(82)	0	10	(1)	0	51	0	0	0	(23)	2	(21)
Access and Care Delivery	239,584	(44,568)	195,017	(2,200)	(364)	329	(108)	363	2,173	272	0	0	465	(106)	359
Care Reform	1,469	(167)	1,302	(230)	0	15	(2)	33	60	0	0	0	(123)	(115)	(238)
Strategic Commissioning	19,993	(29,651)	(9,658)	(289)	50	(365)	(15)	185	328	0	0	0	(106)	7	(99)
Resources and Strategy	7,030	(1,020)	6,010	(458)	2	(39)	(14)	72	0	0	0	0	(437)	6	(431)
Total	268,504	(75,793)	192,711	(3,259)	(312)	(50)	(140)	653	2,612	272	0	0	(224)	(206)	(430)

**ADULT SOCIAL CARE FINANCIAL DASHBOARD
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments	Action Plan Value	RAG	Variation against Plan/Budget
				£m		£m
A. Key Budget Action Plans						
1.	Reablement service	L Ward	Targets set for increased referrals that will reduce the demand for community care services	0.3	G	0.0
2.	Impact of telecare	L Ward	Targets for increased telecare installations to reduce the demand for community care services	0.5	G	0.0
3.	Review of high cost mental health care packages	M Naismith	Clear strategy for achieving savings including targeting of high cost providers, but delivery not yet fully evidenced	0.7	A	0.4
4.	Review of high cost physical disability care packages	J Bootle	Targeting high cost providers. Review capacity required.	0.2	A	0.1
5.	Review of mental health cases (CHC and Section 117)	M Naismith	Target saving considered difficult to achieve, but work ongoing to identify all the actions that can be taken.	0.3	R	0.3
6.	Reduce growth in learning disability pooled budget	J Wright / M Naismith	Actions include reviewing care packages and reviewing the local authority that has responsibility for cases in the light of the Care Act. Monitoring of savings arising from these actions is quite difficult.	1.2	G	0.0
7.	Reducing care costs through innovation	J Bootle	Work to deliver underway, including reviews of packages, better use of technology and staff training. Monitoring of savings arising from these actions is quite difficult.	2.0	G	0.0
8.	Transfer of home care packages to independent sector	D Ramskill	Plans in place to deliver through staff turnover and ELI	0.9	G	0.0
9.	Home care Better Care Fund scheme	S Hume	Business case being developed to calculate/evidence contribution from Health. Report then to be produced to enable detailed negotiations with Health	3.0	G	0.0
10.	Health Funding	S Hume	Funding received and the need for additional spend in addition to that budgeted in 2015/16 is minimal	5.9	G	0.0
11.	Community Intermediate Care beds	S Hume	Original plan for revenue payment from Health re LCC capital to build new units now unlikely to be achieved. Contingency actions being developed.	1.0	R	1.0
12.	Transport	M Naismith	Delivery of savings not yet evident	0.4	R	0.3
13.	Review of contract/grant arrangements including Supporting People	M Ward	£1m of savings identified with good delivery plans associated with them. Remainder looking difficult to achieve at this stage.	2.0	R	1.2
14.	Charging and Income Collection	A Hill	Dependent on the outcome of customer consultation over the summer. Some slippage in the timetable but contingency savings identified.	0.9	R	0.7
B. Other Significant Variations						
1.	Staffing	Various	Savings within Access and Care Delivery relate to care management, business support, reablement, telecare and the closure of Primrose Hill residential home earlier than budgeted. Vacancy management in back office functions has delivered further savings.			(3.3)
2.	Community care packages	J Bootle	The main variation relates to residential and nursing care placements, mostly relating to people with mental health needs and physical impairments			2.0
3.	Grants & contracts	M Ward	Contingency funding applied to offset the shortfall in achieving the budgeted savings			(0.9)
4.	Community Intermediate Care beds - contingency actions	S Hume	Options being explored to address the likely non-achievement of the CIC bed plan			(1.0)
5.	Service user income	S McFarlane	Client contributions are higher than budgeted and this is largely offsetting the slippage in the charging review.			(0.5)
7.	Grant income	S McFarlane	Grant for delayed transfers of care			(0.2)
8.	Net effect of other minor variations	Various				(0.4)
Adult Social Care Directorate - Forecast Variation						(0.4)

CHILDREN'S SERVICES FINANCIAL DASHBOARD
2015/16 PROVISIONAL OUTTURN

Overall - the Directorate is anticipating an overall year end overspend of £4.4m.

CLA Obsession - net decrease in the overall number of children looked after of 29 (now 1,226 from 1,255) but a net increase of 2 external residential placements (53) from 51 over the period; There are now 212 IFA placements including 9 Unaccompanied Asylum seeking children (up 2 from Period 10) . The forecast overspend (gross) for all CLA placements is up by £300K to £5.5m this month reflecting the net increase in external placements NB the P10 projection previously assumed a net reduction of 7 external residential placements (51 to 44) and 3 IFA placements (210 to 207) by the end of the financial year.

Staffing - Overall the Directorate is projecting a year end underspend of £1.3m. This is primarily due to slippage against the Directorate's recruitment plans for services funded from the Innovations Fund £1m, Children's Homes £0.7m and Complex Needs £0.3m. The directorate is also on track to deliver a £0.6m underspend on agency staffing and overtime costs. These savings are partly offset by slippage on the budget action plans for Service transformation £0.8m and Youth Services £0.3m.

Supplies & Services - Overall forecast underspend of £0.8m mainly relates to consultancy costs for the Innovations Fund Scheme.

Transport - the 2015/16 strategy includes £0.83m of anticipated savings around demand management . The service is projecting a £1.7m overspend ,(up £0.5m) as a result of further demand pressures around SEN transport , a rise in the number of children and young people requiring education outside the city and in their complexity of need.

Partnerships/Trading - At this stage, the action plans around trading the Directorate's services are projected to be delivered in full.

Other Income - Projected favourable variation of £2.5m , including £1.6m of additional Health funding for Children's Centres (Family Services), £1m of additional funding from Schools Forum and £1m of additional High Needs DSG funding for SEND. The projections assume that the Directorate will carry forward £1.1m of unspent Innovations Funding into 2016/17 in order to maintain FGC capacity , fund commissioned services around domestic violence and DfE evaluation costs.

Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Partnership, Development & Business Support	20,111	(2,828)	17,283	996	(10)	(454)	1,745	61	(14)	2	0	492	2,818	100	2,918
Learning, Skills & Universal Services	131,156	(116,486)	14,670	(915)	0	15	(14)	(185)	(1,356)	(6)	0	3	(2,458)	1,275	(1,183)
Safeguarding, Targeted & Specialist Services	125,855	(32,776)	93,079	(1,360)	(50)	(393)	208	1,013	5,949	429	0	565	6,361	(3,720)	2,641
Central Overheads	9,069	(12,851)	(3,782)	(16)	0	0	0	150	0	0	0	16	150	(150)	0
Total	286,191	(164,941)	121,250	(1,295)	(60)	(832)	1,939	1,039	4,579	425	0	1,076	6,871	(2,495)	4,376

CHILDREN'S SERVICES FINANCIAL DASHBOARD

2015/16 PROVISIONAL OUTTURN

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	Action Plan Value	RAG	Forecast Variation
A. Key Budget Action plans (BAP's)				£m		£m
1.	Children Looked After (CLA) Placements - reducing the need for children to be in care	Steve Walker	At 31/3/15 the active cohort of CLA stood at 1, 270, down 70 from the position at 31/3/14 (1,340) but 40 greater than assumed within the budget. At P11 the CLA cohort stands at 1,226 - main issue continues to be dependency on external residential placements (53) and Independent Fostering Agency placements (212)	7.0	R	5.5
2	Service Transformation/Redesign	Steve Walker	£3.15m savings from service re-design & Early Leavers Initiative (£2.15m) and exploration of joint/co-funding from key partners (£1.00m) to support devolvement of preventative/targeted services to localities. Discussions on-going with partners re joint funding of multi-agency teams; ELI driving staffing savings through post deletions and service reconfiguration - slippage anticipated	3.2	R	1.0
3	Reduction/reconfiguration of Youth Services (recommissioning of targeted Information & Advice contract and In-house Youth Services)	Andrea Richardson	£3.05m savings from re-commissioning of the Targeted Information & Advice Contract (£1.35m) and reducing in-house provided Youth Services (£1.70m). Commissioning target delivered - pressure of circa £0.6m anticipated (£0.45m staffing; £0.10m running costs & £0.05m activity centre income).	3.1	R	0.6
4	Reconfiguration of Children's Centres (including Family Support & Parenting Team & Early Help Commissioned Services)	Andrea Richardson	Slippage in plans to re-configure Children's Centres and associated services circa £1.3m; joint funding of Children's Centre services agreed with the CCGs and Schools Forum	2.2	R	1.3
5	Additional traded income within Children's Services	Paul Brennan	New "Leeds for Learning" web-site implemented enabling schools to enrol/subscribe for services on-line and services to track demand and inform marketing strategy - no slippage in achieving traded income target anticipated at this stage.	1.0	A	0.0
6	Transport -savings through reducing demand (Independent Travel Training) and general efficiency savings	Sue Rumbold	Team continue to actively work on Independent Travel Training element of savings; rise in the number of children and young people requiring education outside the city and in their complexity of need	0.8	R	1.7
7	Partner Heads/active schools/	Paul Brennan	Original plans put on hold pending the outcome of on-going consultation with schools forum (see 8 below)	0.3	A	0.3
B. OTHER SIGNIFICANT VARIATIONS						
8	"A life Ready for Learning" - agreement for co-funding from Schools	Paul Brennan	Joint funding proposal around devolvement of early intervention/targeted services to clusters (including Children's Centres services and Youth Services) agreed by Schools Forum in June).	0.0	A	(1.0)
9	Sustainability of Children's Centres - agreement for co-funding from Health	Paul Brennan	£1.60m of CCG funding secured to sustain the universal offer around Children's Centres and services provided by the Family Support and Parenting Team.	0.0	G	(1.6)
10	Agency/other Staffing	Steve Walker	Directorate on track to deliver £1.6M of savings on a range of staffing budgets including a £0.7m saving on Children's Homes, £0.3m saving on Complex Needs and £0.6M saving on agency staffing/overtime	0.0	G	(1.6)
11	Innovations Fund	Various	Further maximisation of Innovations Fund	0.0	A	(1.0)
12	Other	Various	Other minor variations including additional income for the Vine (£0.24m)	0.0	A	(0.7)
Children's Services Directorate - Forecast Variation						4.4

**CITY DEVELOPMENT FINANCIAL DASHBOARD
2015/16 PROVISIONAL OUTTURN**

Overall - The provisional outturn position is that the Directorate will spend £0.31m below the £46m net managed budget. This is slightly higher than the position reported for Period 10. It is also projected that the Directorate will receive additional one off income in achieving this position.

Staffing - An underspend of £1,009k is projected. The budgeted reduction in FTEs has been achieved following over 100 staff leaving the Directorate through the Early Leaver Initiative scheme in the final quarter of 2014/15. Vacancies will continue to be closely managed during the remainder of the year to ensure that further savings are realised.

Income - the forecast position is an overachievement of £499k with a projected shortfall in advertising and other income in Asset Management offset by additional income in other services.

Planning and Sustainable Development - is forecast to spend below budget by £136k. Staffing is expected to be on budget. The service is still experiencing high volumes of planning applications and workloads and at Period 11 planning and building fee income is £4,456k against the phased budget of £4,186k. Total income is projected to be above budget by £145k.

Economic Development - is forecast to spend £80k above budget. The main variation is additional building maintenance expenditure at Kirkgate Market. Income at Kirkgate Market is currently in line with the budgeted assumptions. Savings against other expenditure budget in Economic Development are projected to partly offset the additional maintenance spend.

Asset Management and Regeneration - is forecast to overspend by £411k. Staffing is projected to underspend by £485k as a result of a number of vacant posts. A shortfall in income of £1,382k is forecast, mainly due to longer lead in times required to secure new income from various budget initiatives including new commercial property acquisitions, additional advertising income and income from operating additional car parking at the Leeds International Pool site. Although all these are progressing income will be less than the budgeted assumptions this financial year.

Highways and Transportation - is forecast to spend below budget by £160k with an underspend on staffing and additional spend on premises and supplies and services offset by additional income mainly as a result of additional spend on contractors reflecting the increase in work that the service is managing. The Period 11 position also includes additional projected spend of £238k incurred by the service as a result of the flooding over Christmas. This includes additional staff costs and repairs to Urban Traffic Control equipment.

Libraries, Arts and Heritage - is projected to overspend by £145k. The overspend is as a result of some budget actions not progressing as quickly as assumed in the budget. The budget for the district library service has been transferred to Citizens and Communities.

Sport and Active Recreation - The service is expected to spend below budget by £85k with additional income of £99k and some expenditure savings including energy costs.

Resources and Strategy - is projected to have an underspend of £565k. This underspend is as a result of additional one-off income that is expected to be received in the directorate.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES															
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Supplies & Services				Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	Total (under) / overspend £'000
				Staffing £'000	Premises £'000	Services £'000	Transport £'000									
Planning and Sustainable Development	8,882	(5,496)	3,386	1	0	(28)	(8)	44					9	(145)	(136)	
Economic Development	4,897	(3,985)	912	(22)	201	(60)	4	34					157	(77)	80	
Asset Management and Regeneration	11,706	(10,698)	1,008	(485)	(19)	(126)	(8)	(285)		(48)			(971)	1,382	411	
Highways and Transportation	55,963	(36,373)	19,590	(184)	(595)	494	455	(16)		(4)			150	(310)	(160)	
Libraries, Arts and Heritage	22,669	(8,145)	14,524	(181)	85	755	14	101	20	11			805	(660)	145	
Sport and Active Recreation	24,850	(19,117)	5,733	(169)	(59)	(130)	(18)	390		0			14	(99)	(85)	
Resources and Strategy	1,220	(108)	1,112	31	0	40		(46)					25	(590)	(565)	
Total	130,187	(83,922)	46,265	(1,009)	(387)	945	439	222	20	(41)	0	0	189	(499)	(310)	

**CITY DEVELOPMENT FINANCIAL DASHBOARD
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:

				Action Plan Value	RAG	Forecast Variation against Plan/Budget
A. Budget Action Plans		Lead Officer	Additional Comments	£'000		£'000
1.	Efficient and enterprising Council - Reduction in asset running costs	Ben Middleton	Mostly savings on Merrion rent and on schedule to be delivered. Merrion purchase completed end of May.	560	G	0
2.	Dimming/switching off street lights	Gary Bartlett	A further report on delivery options being produced for discussion with the Executive Member. Proposals may need to include invest to save initiative. Savings achieved through new contract and lower fuel prices.	300	G	0
3.	Staff savings through ELIs and vacancies	Ed Mylan	ELI reductions managed across directorate. FTE reductions achieved following a number of ELI leavers at the end of March.	680	G	0
4.	Joint working with WYCA and City Region efficiencies	Tom Bridges	Leeds and Partners now wound up and new arrangements put in place which will deliver the budgeted savings. The budgeted £250k contribution from L&P reserves has been received.	950	G	0
5.	New income in Asset Management including increased income from advertising from 2 new advertising towers, new commercial property acquisitions and income from establishing a temporary car park on the LIP site	Chris Gomersall/Ben Middleton	JC Decaux progressing with the new sites with some new sites earning income. Max potential income 15/16 is £140k. Harper St car park purchased, additional acquisition on hold. LIP car park opened at the beginning of September 2015.	700	R	620
6.	Increased income Planning and Building Control	Tim Hill	Pre-application planning charges have been implemented and there is an increased income target for building control. Additional income is also assumed from the Community Infrastructure Levy to fund administration costs. The authority has now started to receive CIL income.	300	G	0
7.	Other additional income from fees and charges/VAT exemption and changes in volumes	Various CO's	Proposed price increases have been implemented. No significant variations expected.	810	G	0
8.	Arts grant reduction - new funding arrangements	Cluny MacPherson	New grant allocations will deliver the savings. DDN published 25 March and implemented 1st April	500	G	0
9.	Other Culture savings. Including savings on the events budget, Breeze and CAT proposals for Pudsey Civic Hall and Yeadon Tam Sailing Centre and other running cost savings	Cluny MacPherson	Most saving proposals being implemented. The CAT opportunities are in the process of being advertised.	820	A	140
10.	Savings in Sport and Active Recreation including reduction in operating hours and realignment of sports development unit	Cluny MacPherson	Detailed proposals being worked up. Any changes will require consultation therefore implementation not possible by 1 April and likely now to be January 16 and this will impact on savings target although expected to be offset by other savings.	200	A	60
11.	Reduction in highways maintenance budgets	Gary Bartlett	Budget reduced	360	G	0
B. Other Significant Variations						
1.	Other Staff savings	Ed Mylan	Projected net savings from vacancies and expected ELIs			(381)
2.	Other expenditure	Ed Mylan	Net other variations.			(159)
3.	Other Income (net)	Ed Mylan	Additional one off income anticipated to be received in 15/16 subject to final agreement being reached.			(590)
City Development Directorate - Forecast Variation						(310)

**ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
2015/16 PROVISIONAL OUTTURN**

Overall Position (£1,384k under budget)

Community Safety (+£40k over budget)

A £272k staffing underspend is projected for the service following the restructure implementation. Legal charges are now expected to be £140k over the budgeted level due to increased involvement in anti-social behaviour cases. Charges to the HRA will be £107k lower than budgeted. Other net overspends are expected to total £25k.

Parks & Countryside (+£410k over budget)

The net income generated at Tropical World is projected to be £227k higher than the budget due to increased visitor numbers following redevelopment works at the attraction. A net underspend of £81k is expected at the other main estates within Parks & Countryside. A net pressure of £159k is expected for cafe/retail activities, however it should be noted that this is after a revenue contribution have been assumed to facilitate development work that will help to secure future income streams at Temple Newsam (£290k) and Tropical World (£100k). Additional equipment costs of £350k have been projected for 2015/16 and a pressure of £103k is expected on golf. Other variances of £106k.

Environmental Action & Health (£196k under budget)

Includes: staffing savings in Env Health (£95k), Env Action continue to utilise staffing savings in other 'cleansing activities' including the new 'Big Bely' compacting bins.

Car Parking (£1,199k under budget)

Vacant attendant posts are projected to save £282k. Fee income remains strong and forecast to be above the budget (£690k higher), and BLE income is projected to be £243k higher than the budget. However, there has been a slight reduction in the number of PCNs issued. PCN income is now forecast to be £27k below the budget. Expenditure variations on the replacement IT system and additional bank charges for credit card payments are £30k. Other savings amount to £42k

Housing Support/Partnerships/SECC/Contracts/GFSS (£213k under budget)

£482k of staffing underspends due to vacant posts are partially offset by £349k of related income pressures from the HRA/Capital, a £45k target for DSU and Intelligence efficiencies and the £165k outstanding directorate wide staffing efficiency target. Supporting people contract savings of £139k. Additional £70k Rogue Landlord funding and other variations across all areas are projected to be £132k.

Leeds Building Services (+£516k over budget)

There is a projected shortfall of £416k against the £5.2m budget surplus. This relates to the potential under recovery of costs on jobs b/f from 2014/15 as well as issues re the full recovery of costs on current year works. Additionally £100k relates an efficiency target which was expected to be delivered from the Total Repairs system, but has slipped.

Waste Management (£744k under budget)

Refuse Collection (£130k)

Staffing costs are £38k under budget. Transport costs are forecast to be £347k below budget primarily due to fuel savings of (£274k) insurance reductions (£76k). Additional £200k to fund IT developments in year rather than borrowing over life. £40k contribution to redevelopment of Bin yards and £15k of minor spend variations account for the balance.

HWSS & Infrastructure (£168k)

Slippage on the Kirkstall Road redevelopment will realise an in year saving of £240k in financing costs. Additional spend being incurred on replacement skips £137k. Income at TLS is projected to be £65k higher

Waste Strategy & Disposal (£444k)

Additional PFI grant of £434k as a result of the RERF taking waste for commissioning ahead of the budgeted date. Waste disposal costs +£181k mainly due to falling market prices for recycled material which is increasing cost of green bin waste & falls in other recycling income.

An estimated £153k of programme management costs from the PPPU will be required to help the service deliver key waste projects. However, savings of £84k on PFI advisor costs, staffing savings of £105k and £155k of other expenditure savings will mitigate the impact.

Budget Management - net variations against the approved budget:

Summary By Expenditure Type

	Latest Estimate £'000	Projected Variations											Total (under) / overspend £'000	
		Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000		
Month 1	61,432	0	0	0	0	0	0	0	0	0	0	0	0	0
Month 2	61,432	(573)	(27)	(142)	(70)	95	110	0	0	0	(607)	377	(230)	
Month 3	61,432	(972)	3	9	77	246	114	0	0	0	(523)	80	(443)	
Month 4	61,223	(1,137)	234	(282)	(32)	351	32	0	0	58	(776)	263	(513)	
Month 5	61,223	(1,243)	196	1,127	(54)	182	32	0	0	58	299	(1,256)	(957)	
Month 6	61,151	(1,320)	66	1,443	(183)	65	35	0	0	308	414	(1,792)	(1,378)	
Month 7	59,739	(2,252)	109	1,978	(253)	326	8	0	0	448	366	(1,705)	(1,339)	
Month 8	59,739	(2,733)	50	2,521	(304)	420	0	0	0	448	402	(1,764)	(1,362)	
Month 9	59,739	(2,185)	42	2,038	(300)	429	(1)	0	0	448	471	(1,840)	(1,369)	
Month 10	59,692	(2,395)	77	1,944	(473)	774	29	0	0	448	404	(1,773)	(1,369)	
Month 11	59,692	(2,769)	(12)	2,650	(485)	838	84	0	0	448	755	(2,139)	(1,384)	

Summary By Service

	Latest Estimate £'000	Monthly Variations										Prov. Outturn £'000	Outturn £'000
		Month 1 £'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		
Community Safety	1,909	0	(180)	(159)	(149)	(149)	(121)	60	17	40	82	40	40
Strategic Housing, SECC, Contracts and GFSS	9,692	0	(20)	(8)	(108)	(157)	(157)	(90)	(91)	(120)	(253)	(213)	(213)
Leeds Building Services	(5,215)	0	0	0	0	0	0	0	(3)	(3)	246	516	516
Parks & Countryside	7,958	0	(30)	(57)	(57)	(88)	243	262	316	316	415	410	410
Waste Strategy and Disposal	18,629	0	0	0	0	175	(340)	(344)	(349)	(349)	(237)	(444)	(444)
Household Waste Sites & Infrastructure	4,199	0	0	68	99	(105)	(76)	(86)	(86)	(86)	(166)	(168)	(168)
Refuse Collection	16,534	0	0	0	0	0	(87)	(120)	(120)	(120)	(130)	(130)	(130)
Environmental Action	10,606	0	0	(81)	(30)	(31)	(51)	(58)	(49)	(50)	(47)	(98)	(98)
Environmental Health	2,406	0	0	0	(3)	(3)	(10)	(22)	(30)	(30)	(100)	(98)	(98)
Car Parking	(7,026)	0	0	(206)	(265)	(599)	(779)	(941)	(967)	(967)	(1,178)	(1,199)	(1,199)
Total	59,692	0	(230)	(443)	(513)	(957)	(1,378)	(1,339)	(1,362)	(1,369)	(1,368)	(1,384)	0

**ENVIRONMENT & HOUSING DIRECTORATE SUMMARY
2015/16 PROVISIONAL OUTTURN**

A. Key Budget Action Plans				£m		£m
1.	Dealing Effectively with the City's waste	Susan Upton	AWC4 roll out complete; £0.4m extra PFI grant anticipated & new contracts for disposal now in place; Temp contracts in 14/15 all ended.	1.6	G	(0.4)
2.	HWSS Strategic Review and Permit scheme	Susan Upton	Permit scheme implemented in April 15; Strategic review underway; Report expected July.	0.3	A	0.1
3.	Parks and Countryside additional income	Sean Flesher	New charges implemented and working with taxation team to support VAT exemptions	0.4	G	0.0
4.	Integration of Property Maintenance and Construction Services	Simon Costigan	Review of rates to be charged in progress;	1.4	G	0.0
5.	Woodhouse Lane Car Park	Helen Freeman	Price rise implemented Jan 15. Income on line as at end of May	0.3	G	(0.0)
6.	WYP &CC grant use	Sam Millar	£743k funding secured; £57k from ASBU; £60k costs won't be incurred; £143k to find	1.0	G	0.1
7.	Savings in Housing related support programme	Neil Evans	Contracts reviewed / renegotiated and savings expected to be delivered	0.8	G	0.0
8.	Directorate wide staffing reductions	Neil Evans	£100k to be identified but given current level of vacant posts, this will be achieved	1.5	A	0.2
9.	Contract / Procurement Savings / Line by Line		Savings from insurance, fuel, pest control contracts;	1.0	G	0.0
10.	All Other action plan items			0.0	G	0.0
				Subtotal		(0.1)
B. Other Significant Variations						
1.	Waste Disposal Costs	Susan Upton	Net budget £16.8m for 324.8k tonnes of waste; SORT waste expected to be £400k over but other reductions offset this			0.2
2.	Refuse Collection staffing costs	Susan Upton	£12m pay budget in service; Continue to monitor weekly numbers			(0.0)
3.	Refuse Collection vehicle costs	Susan Upton	Repairs budget has been under pressure for a few years; additional provision made + 17 new vehicles and reduction in landfill; Fuel costs £1.5m			(0.3)
4.	Car Parking Fee Income BLE / PCN income	Helen Freeman	BLE £1.4m in total . Phase 3 to start February. PCN's £2.4m			(0.2)
5.	Car Parking Fee Income Fee Income	Helen Freeman	£7.6m budget. P - On street income approx. £0.35m above budget			(0.7)
6.	Car Parking Staffing	Helen Freeman	Vacant posts in service			(0.3)
6.	Environmental Action staffing	Helen Freeman	New structure being implemented - in year variation from slippage			(0.9)
7.	Parks & Countryside - Tropical World income	Sean Flesher	Income rec'd to date above budgeted level - trend to be monitored throughout the year.			(0.4)
8.	Parks & Countryside - Bereavement Services	Sean Flesher	£385k pressure in 14/15 - trend to be monitored throughout the year			0.0
9.	Property Maintenance	Simon Costigan				0.5
10.	Community Safety - CCTV/Security restructure	Sam Millar	Restructure proposals now agreed and implementation commenced			(0.3)
11.	Strategic Housing Partnerships	John Statham	Staffing efficiencies delivered through holding posts vacant and grant fallout managed			0.0
12.	Strategic Housing Support	Liz Cook	Staffing efficiencies delivered through holding posts vacant and grant fallout managed			0.0
13.	All Other variations	All CO's	Balance of all other budget variations across all divisions including £220k savings on Kirkstall Road financing costs			1.1
				Sub Total		(1.3)
				Environment & Housing - Forecast Variation		(1.4)

CITIZENS AND COMMUNITIES FINANCIAL DASHBOARD - 2015/16
2015/16 PROVISIONAL OUTTURN

Overall

At this stage in the year the Directorate is expecting to achieve the budgeted level of savings. Many of the actions have already been achieved and in all cases work is progressing to deliver the savings and an underspend of £1,176k is anticipated.

Communities

Community Centres were overspent by £100k last year and £75k of this is recurring meaning the true pressure in 15/16 is £175k. Whilst it is expected that this will be contained within Citizens and Communities work is ongoing with Facilities Management to deliver efficiencies. All other action plan items have been delivered. The Communities Team and Area Support have some vacant posts and a number of staff are on maternity leave, posts have been filled but delays in recruitment have generated budget savings of approx £160k. Further savings amounting £50k have arisen on supplies and services giving a net underspend of £35k.

Customer Access

Currently the overall staffing cost is within budget and the Contact Centre is now resourced to meet targets and cope with existing workloads. The delays in implementation of Customer Access Phase 1 has meant that Contact Centre is over budget but this is offset by savings in Business Support and Digital Access. There is still a risk that the budget could be overspent by the year end. The cost of 10 Senior Customer Support Officers employed to help people back into work and reduce the incidence of Council Tax Support is expected to be approximately £120k in year and this is to be funded via savings from the Council Tax Support Grant. The projections now reflect that £250k additional income from Benefits, Welfare and Poverty will be used to fund allow priority development of the five community hubs in phase 2.

Elections, Licensing and Registration

Overall an underspend of £191k is projected as a result of greater than anticipated savings in staffing and other running budgets and greater than estimated income levels. However as per the income shortfall in Registrars and Entertainment Licensing in 2014/15, income trends have followed a similar pattern in 2015/16. A shortfall of £86k in Registrars and £109k in Entertainment Licensing is projected; this will be offset by savings on staffing budgets in these same service areas. Local Land Charges income has been continually above budget in 2015/16, as such a small surplus of £20k is now projected. Vehicle Licensing income also continues to do well, it is anticipated a surplus of £100k will transfer to reserves in 15/16. The projected expenditure and income in relation to Elections have been brought more closely in line with actuals this period although overall this has not had an impact on the bottom line.

Benefits, Welfare and Poverty

An underspend overall of £1.1m is projected by year end based on the information at the provisional outturn. Expenditure reported on staffing overtime now has a budget in place with a small £35k overspend due to the increased workload. The supplies and services overspends, are in part mitigated by additional income received through external grants from the DWP and the DCLG relating to new burdens work which the section is involved with, additionally a new mail provider has seen the overspends reduced in year from their original expected position. The main reason for the overall underspend position is the increased level of housing benefits overpayments, mainly a result of specific initiatives led by the service. The overall net impact, pending the year end assessment of bad debt provision, is approx £342k. In respect of the revised Local Welfare Support Scheme for 2015/16, an underspend of at least £65k is expected against the budget of £1.1m. This includes estimated spend of £100k on support for the migrant third sector as reported to Executive Board on 23/9/15. Spend on Discretionary Housing Payments is also expected to be £77k below budget.

Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000	
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000		
Communities	7,771	(1,920)	5,851	(160)	175	(50)	0	0	0	0	0	0	0	(35)	0	(35)
Customer Access	16,814	(1,610)	15,204	120	0	0	0	0	0	0	0	0	0	120	0	120
Elections, Licensing & Registration	5,783	(5,240)	543	(85)	102	(87)	(4)	329	0	0	0	204	459	(651)		(192)
Benefits, Welfare and Poverty	300,714	(297,639)	3,075	(99)	2	539	(17)	(4)	0	(729)	0	0	(308)	(761)		(1,069)
Total	331,082	(306,409)	24,673	(224)	279	402	(21)	325	0	(729)	0	204	236	(1,412)		(1,176)

**CITIZENS AND COMMUNITIES FINANCIAL DASHBOARD - 2015/16
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:							
		Lead Officer	Additional Comments	Action Plan Value	RAG	Forecast Variation against Plan/Budget	£m
A. Key Budget Action Plans				£m			£m
1	Review of Communities running costs	Shaid Mahmood	Budget reduced	0.10	B		0.0
2	Further integration of Contact Centre with Council Tax	Lee Hemsworth/Steve Carey	Low risk and ELI based. Depends on finding more efficient ways of working together	0.10	G		0.0
3	Reduce property visits in Council Tax Service	Steve Carey	Use more efficient ways of identifying properties that may be occupied	0.08	G		0.0
4	Increase in fees in Licensing and Registration services and Translation and Interpretation	John Mulcahy	Actioned	0.06	B		0.0
5	Housing Benefits overpayments	Steve Carey	Will be achieved	0.15	G		0.0
6	Fraud and error reduction incentive scheme	Steve Carey	Govt grant. Level of payment depends on how effective we are at reducing fraud	0.25	G		0.0
7	Use Social Inclusion Fund to support financial inclusion work	Steve Carey	Actioned	0.20	B		0.0
8	10% reduction in Well Being budget	Shaid Mahmood	Budget reduced - to be managed by Area Committees	0.15	B		0.0
9	Review of community centres	Shaid Mahmood	Consultation process started. Once complete a delivery plan will be developed including: general efficiencies in facility management; CAT or other community management arrangements and closure options. Any proposals for closure will require Executive Board decision.	0.13	A		0.2
10	Reduce Advice Agency Grant by 10%	Steve Carey	Actioned	0.13	B		0.0
11	Reduce opening hours of contact centres 9am-5pm	Lee Hemsworth	Opening hours reduced as planned on 1st April.	0.13	B		0.0
12	Delivery of transactional web services	Lee Hemsworth	Some technical issues with new system meant that it was only part implemented on 1st April (employee portal only) in the areas of environmental services and highways. This will result in lower overall savings being achieved in 2015/16..	0.25	A		0.0
13	EClaim for Benefits	Steve Carey	Introduce online claim form for HB and CTB.	0.10	G		0.0
14	Reduce innovation fund by 25%	Shaid Mahmood	Budget reduced	0.05	B		0.0
15	Community based assets -reduction in relevant costs from participating services as Community Hubs formed	Lee Hemsworth	Budgets (£2.5m) transferred to C&C on 1st April. New management arrangements will be introduced during the year and there is a high level of confidence that full savings will be delivered.	0.10	G		0.0
A. Other Significant Budgets							
1	Housing Benefit Payments, Subsidy and Overpayment Income	Steve Carey	Gross expenditure budget of £295m. Monitored monthly throughout the year. No variance to budgets currently anticipated.		G		(0.5)
2	All other budget headings	All			G		(0.9)
Citizens and Communities Directorate - Forecast Variation							(1.2)

**PUBLIC HEALTH FINANCIAL DASHBOARD - 2015/16
2015/16 PROVISIONAL OUTTURN**

Overall

The allocation of ring fenced Public Health grant for 2015/16 had been frozen at 2014/15 levels of £40.5m. However, in addition the responsibility for the 0 - 5 years services (health visiting services and Family Nurse Partnership) transferred to LCC in October and further funding of £5m has been provided. Work is ongoing with the current provider of health visiting and Family Nurse Partnership services to ensure a smooth transition to LCC from NHS England. In 2014/15 there was an underspend of £1,211k of the ring fenced grant which has been brought forward for use in 2015/16 in line with grant conditions. Of this amount, £800k had been expected to fund the base budget for 2015/16 and the remaining £411k has been allocated to services committed to during 2014/15 but which had not yet taken place.

On the 4th November the Government announced the result of the consultation with local authorities on the implementation of a £200m national cut the 2015/16 Public Health grant allocation. This confirmed the Department of Health's preferred option of reducing each local authority's allocation by 6.2%, which means a reduction of £2,818k for Leeds City Council. Although the Public Health grant for 2015-16 is already committed, work has taken place to identify savings and critical decisions are being taken in order to meet this significant challenge. Savings required to meet the grant reduction have now been identified and are reflected in the projections below. There are still some risks to the identified 2015/16 savings, in particular around the activity based contracts which are paid based on demand. The third quarter's activity data has shown a decrease in activity. Further savings have been made through successful negotiations with partners and providers resulting in savings on public health programmes and service contracts. After taking into account normal variations in existing services, a slight underspend of £46k is now expected. The recent Comprehensive Spending Review has shown that this £2,818k is continuing with a further 3.9% real terms reduction in 2016/17 which equates to a reduction of approximately £1.1m. In real terms, this would equate to a cash reduction of 7.65%. The grant allocation for 2016/17 has recently been announced at 46,630k, which is a reduction of £3,896k compared to the initial grant announcement for 2015/16.

Detailed Analysis

New contracts for integrated sexual health services and drugs and alcohol services commenced on 1st July. Work is ongoing to identify any potential financial pressures particularly in relation to Shared Care activity, medical costs, testing and prescribing and dispensing costs for drugs and alcohol treatment and recovery. Recent improvements in activity led budgets (particularly the Nalmaphene drug) has improved the projected outturn slightly since last month.

There is currently an underspend on the staffing budget due to staff turnover and posts being held vacant as part of the challenge to meet the Government's announcement on the reduction to the Public Health grant.

General Fund staffing costs are projecting to be £111k underspent as a result of vacancies during the early part of the year and further recent staff turnover. As staffing costs are partly funded from elsewhere, the reduction in costs is partly offset by a reduction in corresponding income.

Specific funding from Leeds South and East CCG for tackling health inequalities of £3m has been received and will be carried forward to be spent during the period 2016/17 through to 2019/20.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	Total (under) / overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Public Health Grant		(45,533)	(45,533)	0	0	0	0	0	0	0	0	0	0	2,818	2,818
Staffing and General Running Costs	5,435	(1)	5,434	(557)	5	(32)	6	(96)	0	0	0	0	(674)	(261)	(935)
Commissioned and Programmed Services:															
- General Public Health	259		259	0	0	0	0	0	(82)	0	0	0	(82)	0	(82)
- Population Healthcare	489		489	0	0	(65)	0	0	(92)	0	0	0	(157)	0	(157)
- Healthy Living and Health Improvement	16,426		16,426	0	0	(34)	0	(39)	(345)	0	0	0	(418)	(2)	(420)
- Older People and Long Term Conditions	3,081	(66)	3,015	5	0	(34)	0	(3)	3	0	0	0	(29)	(197)	(226)
- Child and Maternal Health	10,654		10,654	2	0	44	0	0	(406)	0	0	0	(360)	(55)	(415)
- Mental Wellbeing and Sexual Health	9,234		9,234	(15)	0	(47)	0	3	(117)	0	0	0	(176)	(3,235)	(3,411)
- Health Protection	1,233		1,233	0	0	0	0	0	(131)	0	0	0	(131)	(28)	(159)
Transfer From Reserves Supporting People	936	(1,211)	(1,211)	0	0	0	0	0	0	0	0	3,000	3,000	0	3,000
Drugs Commissioning	2,786	(637)	299	(111)	0	(5)	(1)	0	0	0	0	0	(117)	58	(59)
	2,786	(2,854)	(68)	0	0	(2)	0	0	(48)	0	0	0	(50)	50	0
Total	50,533	(50,302)	231	(676)	5	(175)	5	(135)	(1,218)	0	0	3,000	806	(852)	(46)

PUBLIC HEALTH FINANCIAL DASHBOARD - 2015/16

2015/16 PROVISIONAL OUTTURN

Key Budget Action Plans and Budget Variations:						
		Lead Officer	Additional Comments	Action Plan Value	RAG	Forecast Variation against Plan/Budget
				£m		£m
A. Key Budget Action Plans						
2.	Increase in ring fenced grant	Ian Cameron	From October 2015 funding and contract responsibility for 0-5 years public health services transfers to the council. This responsibility is funded by an increase in ring fenced grant.	4.99	G	0.0
3.	Reduction in staff costs	Ian Cameron	Following a review of essential posts, savings have been identified.	0.25	G	0.0
4.	PCT legacy balance not required	Ian Cameron	The DoH notified the council of a PCT legacy balance outstanding. Provision was made in 2014/15 for this and so is not required in 2015/16.	0.28	G	0.0
5.	PPPU reviews completed during 2014/15	Ian Cameron	Work on new contracts is complete and no further charges are expected for this service.	0.16	G	0.0
6.	Reduction in social marketing costs	Ian Cameron	Reduction in social marketing activity.	0.05	G	0.0
7.	NHS Healthcheck - estimated reduction in demand	Ian Cameron	Based on current levels of activity, the demand for this service has reduced resulting in an estimated saving.	0.15	G	0.0
8.	Reduction in small projects	Ian Cameron	A number of projects carried out in 2014/15 are no longer required.	0.26	G	0.0
9.	Adult Weight Management	Ian Cameron	Responsibility has passed to the CCG's for this service with no requirement to transfer funding.	0.11	G	0.0
10.	Underspend brought forward from 2014/15	Ian Cameron	Grant conditions allow for underspends in one year to be used in the following year.	0.80	G	0.0
11.	Charge to HRA from Supporting People Team	Ian Cameron	A proportion of staff time is spent supporting HRA contracts. An analysis of the time spent on this has resulted in a recharge to HRA.	0.27	G	0.0
B. Other Significant Variations						
1.	Staffing budget	Ian Cameron	Delays in recruitment and posts deliberately held vacant have resulted in a projected underspend			(0.7)
2.	Grant reduction	Ian Cameron	Confirmed reduction in 2015/16 grant allocation			2.8
3.	External Providers	Ian Cameron	Savings identified to offset reduction in grant			(2.2)
Public Health - Forecast Variation						(0.05)

**STRATEGY AND RESOURCES FINANCIAL DASHBOARD - 2015/16 FINANCIAL YEAR
2015/16 PROVISIONAL OUTTURN**

Overall - in respect of the savings associated with the Council's commitment to reduce the cost of support services by 30% over a 4 year period, services have implemented actions to achieve the savings in 2015/16. Use of the early leavers initiative together with non-filling of leavers and exploitation of income opportunities means that services should be able to realise the savings required. Currently an underspend of £324k is projected for the year mainly due underspends on staffing partly offset by lower court fee income.

Strategy and Improvement - Strategy and Improvement are projecting a £39k underspend . This is mainly due to the service meeting its staffing efficiency targets for this year and then planning ahead in anticipation of the further reductions in pay costs in the 2016/17 budget.

Finance - a projected overspend of £152k is now expected. The service has met the budgeted reduction in staffing and also made savings in running costs.

However, the trend in court fee income, which is dependent on the number of summonses raised in respect of Council debt, is £203k lower than budgeted. In addition a number of directorate wide savings targets were included in the Finance budget and will not now be achieved in 2015/16 and this amounts to £95k.

Human Resources - HR have met the £622k pay savings incorporated in the budget, through freezing recruitment and the use of the early leavers initiative. Currently an underspend of £216k is expected.

Information Technology - savings targets are expected to be achieved and an additional £100K will be saved due to further savings from PrintSmart and £60k from the transition of telephony from BT to Virgin Media - these additional savings are been used to fund some one off initiatives on the Smart Cities Agenda and the transition costs of West Yorkshire Joint Services. Staffing budgets are underspent due to a large number of vacant posts and a reduction in use of agency/contractors working on projects - this underspend is offset by reduced charges to capital projects. Overall, an underspend of £65k is projected.

Projects, Programmes and Procurement Unit - following the outturn 2014/15 a key budget risk area is PPPU income, specifically the level of non-chargeable or reduced rate work. A new monitoring arrangement has been implemented in in 2015/16. Based on latest information on from the time recording system, chargeable income is expected to be £886K short compared to the budget - this is mainly offset by £807K savings on the staffing and an additional £80K of external income from YPO. Agency staff are currently employed to work on critical projects due a shortage of permanent staff resources. The Unit have supported 8 Break Through Projects during the year and the cost of this work (income valued at £285k) has been contained within overall budget.

Legal Services - savings built into the budget for 2015/16 are on line to be delivered. The staffing budget is currently underspent but there are plans to recruit to posts and Legal Services have two locums covering vacant posts (Planning and Housing Disrepair) as these have proved difficult to recruit to. There is expected be some overspend in supplies and services although this is more than offset by savings on travel costs.

Democratic Services - overall an underspend on Members Allowances is forecast which along with staff leaving under ELI and not being replaced has helped to deliver a forecast staffing saving of £43k. Savings of approx. £60k are arising in supplies and services £15k Scrutiny; £20k Governance; £15k Members Support/Lord Mayors. During the year a member of staff has been seconded to the Combined Authority and this has generated external income of £33k which combined with internal income of £11k gives additional income of £44k. Many of these events are one off and there still remains some base budget pressure for next year.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategy & Improvement	5,081	(697)	4,384	(321)	9	4	4	61	0	0	0	0	(243)	204	(39)
Finance	16,434	(7,109)	9,325	(86)	0	(100)	0	(83)	0	0	0	0	(269)	421	152
Human Resources	7,902	(1,818)	6,084	(300)	(3)	75	(17)	(19)	0	0	0	0	(264)	48	(216)
Information Technology	20,972	(7,188)	13,784	(853)	0	52	2	0	0	0	0	0	(799)	734	(65)
Projects, Programmes & Procurement	7,799	(7,339)	460	(807)	0	(1)	(2)	(5)	0	0	0	0	(815)	806	(9)
Legal Services	4,767	(6,854)	(2,087)	(185)	0	19	(18)	0	0	0	0	0	(184)	184	0
Democratic Services	5,027	(56)	4,971	(43)	0	(60)	0	0	0	0	0	0	(103)	(44)	(147)
Total	67,982	(31,061)	36,921	(2,595)	6	(11)	(31)	(46)	0	0	0	0	(2,677)	2,353	(324)

**STRATEGY AND RESOURCES FINANCIAL DASHBOARD - 2015/16 FINANCIAL YEAR
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	Action Plan Value £m	RAG	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
1.	Finance	Doug Meeson	Budgeted savings expected to be achieved	0.75	G	0.0
2.	HR	Lorraine Hallam	Budgeted savings expected to be achieved	0.62	G	0.0
3.	ICT	Dylan Roberts	Actions underway for delivery of £448k of savings. Plans in place for delivery of residue.	0.71	G	0.0
4.	Legal and Democratic Services	Catherine Witham	Legal services savings of £117k on-line. Democratic Services, savings delivered: £100k Scrutiny, £9k Members Support, £105k reduction in Members Superannuation . Balance of £91k intended to be delivered from the Members Support budget and a combination of ELI, maternity and other efficiencies .	0.45	G	0.0
5	Strategy and Improvement	Mariana Pexton	Required level of savings have now been achieved through staff movements, leavers and ELI.	0.25	G	0.0
6	Business improvement - print savings	Dylan Roberts	Implemented and savings being delivered on target.	0.20	B	(0.1)
7	Income - court fees	Doug Meson	Shortfall of £203k projected	0.20	R	0.2
B. Other Significant Variations						
1	Net effect of other minor variances	All			A	(0.4)
Strategy and Resources Directorate - Forecast Variation						(0.3)

CIVIC ENTERPRISE LEEDS FINANCIAL DASHBOARD

2015/16 PROVISIONAL OUTTURN

Overall

The overall projected position at period 11 for CEL is an overspend of £202k which is primarily accounted for by a £165k overspend against the Catering net budget and a £150k overspend on Property Cleaning. The Catering overspend is a result of an income shortfall against the increased budgeted number of meals whereas the Property Cleaning overspend arises from not meeting efficiencies included within the base budget. The projection does not currently include the estimated costs of £154k for CEL relating to holiday pay on overtime which are due to be paid in March.

Business Support Centre

Savings of £80k are projected, mainly arising from staffing savings linked to the implementation of Employee Self Service/ Manager Self Service. In order to create Shared Services budgets for Mailroom, Document Management and Services Agency (Print and Signs) have transferred to BSC (from Facilities). An assessment of advertising and DBS income has been carried out at period 7 resulting in an increased income expected of £137k, costs associated with this additional income are £83k included mainly within supplies and services.

Commercial Services

The Commercial Services overspend of £366k is, as explained above, accounted for by a shortfall against an increase in the budgeted number of meals on Catering (£350k full year effect for Universal Free School Meals assumed in the 2015/16 budget) to period 11; the projection assumes optimism in that the budgeted number of meals will be achieved for the remainder of the financial year. Due to delays in implementing the £200k budgeted savings by implementing a lower cleaning specification, Property Cleaning are forecasting an overspend of £150k. The projection assumes that the transfer of budgets for ASC catering and cleaning staff will be cost neutral. An overspend of £50k is projected against the Presto budget, mainly due to a shortfall in income.

Facilities

Savings of £20k are projected at period 11 mainly arising from the overtime budget. There's an overall pressure on the staffing savings as a result of non delivery of closure savings assumed in the 2015/16 Asset Rationalisation programme for community centres, although this pressure is reflected in the Citizens and Communities budget. There are risks around the income accruals for service charges for 2013/14 and 2014/15 relating to the joint service centres of £332k. The payment of these charges and those in 2015/16 is being dealt with by Legal Services. There is also a potential risk on savings assumed in the Asset Rationalisation programme for Merrion House NNDR of £430k and the outcome of the rating appeal should be known before the year end.

Corporate Property Management

Savings of £65k are projected at period 11 mainly from an underspend on the buildings maintenance budget. The projected overspend against staffing will be managed by a combination of additional income and savings against running costs.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	Total (under) / overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Business Support	14,897	(5,779)	9,118	(66)	15	62	(8)	71	0	0	0	0	74	(154)	(80)
Commercial Services	55,265	(55,021)	244	525	(24)	(96)	(638)	2	0	0	0	0	(231)	597	366
Facilities Management	9,628	(3,752)	5,876	(68)	200	60	11	1	0	0	4	0	208	(228)	(20)
Corporate Property Management	6,787	(535)	6,252	38	(113)	45	4	0	0	0	0	0	(26)	(39)	(65)
Total	86,577	(65,087)	21,490	429	78	71	(631)	74	0	0	4	0	25	176	201

**CIVIC ENTERPRISE LEEDS FINANCIAL DASHBOARD
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:						
		Lead Officer	Additional Comments	Action Plan Value	RAG	Forecast Variation against Plan/Budget
				£m		£m
A. Key Budget Action Plans						
1	Asset rationalisation	Julie Meakin	Primarily reduction in utility bills/bus rates on Merrion and other vacated buildings. Merrion vacated March 2015	0.87	G	0.0
2	Better business management: admin/intel/mail & print/prog & project management	Jo Miklo	Virements for centralising Core Admin & Exec Support into BSC	0.21	G	0.0
3	Fleet services vehicle replacement savings and efficiencies	Terry Pycroft	Half way through fleet replacement programme. New vehicles are more efficient, require less maintenance and are covered by warranty	0.10	G	0.0
4	Fleet services pay as you go tyre contract	Terry Pycroft	New contract in place since Oct 14. Currently £10k pm cheaper than old fixed price contract.	0.10	G	0.0
5	Transfer of ASC properties to Facilities Management	Mandy Snaith	Relates to the transfer of Catering & Cleaning staff from ASC to CEL Group. DDN now signed.	0.08	G	0.0
6	Other savings: insurance, JNC review, legal charges, TU convenors	Julie Meakin	Expected to achieve	0.06	G	0.0
7	Procurement off contract spend	Dave Outram/Julie Meakin	See comments in S&R tab against Procurement non-contract spend	TBC	G	0.0
8	Extension of catering in Civic Hall	Mandy Snaith	Savings proposals being actioned but impact needs to be monitored	0.05	G	0.0
9	Increased trading with public by Fleet Services, servicing etc.	Terry Pycroft	New trading now taking place includes: MoT testing; extension of vehicle maintenance contract with Uni of Leeds; and safety training courses.	0.05	G	0.0
10	Efficiencies from lower cleaning spec to building and selling services to others	Richard Jackson	Savings proposals being actioned but impact needs to be monitored	0.20	R	0.1
B. Other Significant Variations						
1	Net effect of all other variations					0.1
Civic Enterprise Leeds - Forecast Variation						0.2

**STRATEGIC & CENTRAL ACCOUNTS 2015/16 BUDGET
2015/16 PROVISIONAL OUTTURN**

Overall :

The Strategic budget provisional outturn is for an underspend of £1.1m.

External debt costs and Minimum Revenue Provision (MRP)

The budget for MRP includes £14.8m of savings targets - £10.5m from the use of capital receipts and £4.3m for the realignment of MRP on pre-2007/08 debt to an asset lives based approach. To support the achievement of these savings we are closely monitoring the levels of capital receipts both in 2015/16 and across the medium-term and also working with the Council's valuers around the reasonable determination of asset lives.

Corporate targets

The Strategic budget includes targets for general capitalisation of £4.9m, capitalisation of spend in schools revenue budgets of £2.5m and in line with the 2014/15 outturn, the latest 2015/16 projections anticipate additional savings from capitalising eligible costs. In addition the strategic budget includes savings of £1m around procurement [£1m forecast variation at month 10] together with a PFI contract/monitoring target of £0.9m [which will be allocated to service budgets following confirmation of where the reductions in spend will actually be achieved]. The provisional outturn also recognises that the £1.2m procurement target will be delivered across Directorate budgets.

Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'000		
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000	
Strategic Accounts	(11,480)	(32,488)	(43,968)	954		(225)						0	(679)	50	3,750	3,800
Debt	47,052	(1,075)	45,977									(1,277)		(1,277)		(1,277)
Govt Grants	2,828	(27,830)	(25,002)										(1,300)	(1,300)	(2,300)	(3,600)
Joint Committees	37,697	0	37,697											0		0
Miscellaneous	2,317	(1,172)	1,145											0		0
Insurance	10,227	(10,227)	0			7,313		(3)					(4,538)	2,772	(2,772)	0
Total	88,641	(72,792)	15,849	954	0	7,088	0	(3)	0	(1,300)	(1,277)	(5,217)	245	(1,322)	(1,077)	

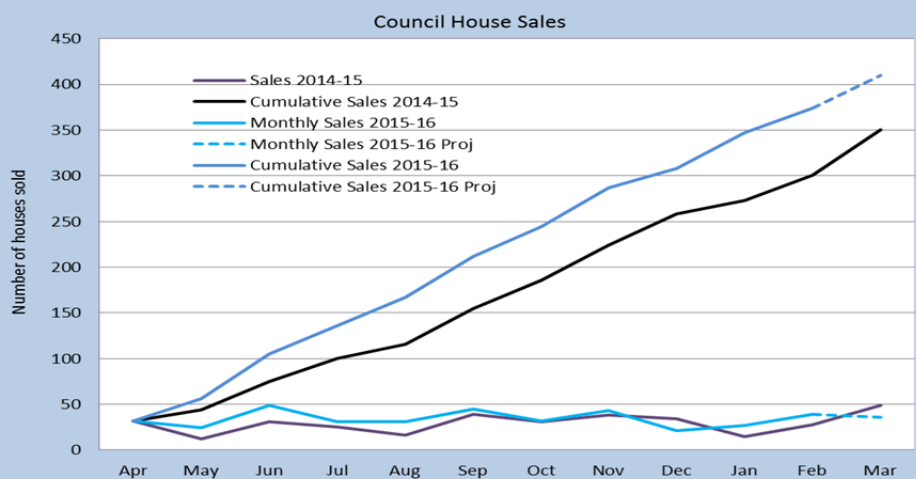
**STRATEGIC & CENTRAL ACCOUNTS 2015/16 BUDGET
2015/16 PROVISIONAL OUTTURN**

Key Budget Action Plans and Budget Variations:				Budget	RAG	Forecast Variation against Budget
		Lead Officer	Additional Comments	£m		£m
A. Major Budget Issues						
1.	Debt Costs and External Income	Doug Meeson	External interest, internal borrowing and MRP	45.9	G	(0.8)
2.	Minimum Revenue Provision	Doug Meeson	Calculated £12m reduction in MRP from asset life method (budgeted £4.3). Required usage of capital receipts to balance to budget is therefore reduced.	29.8	G	(0.5)
3.	New Homes Bonus	Doug Meeson	Activity across the City increasing, however marginal shortfall in anticipated grant income forecast for 2015/16	(18.4)	A	0.9
4.	Business Rates (S31 Grants, Levy & EZ)	Doug Meeson	No material variations anticipated at this stage	(9.2)	G	0.0
5.	S278 Contributions	Doug Meeson	Forecast from Capital team is £2.1m, potential risk of £3.1m	(5.2)	R	3.1
6.	General capitalisation target	Doug Meeson	Potential additional capitalisation of eligible costs held across Directorate revenue budgets	(5.0)	G	(0.3)
7.	Schools capitalisation target	Doug Meeson	Potential additional capitalisation of eligible costs held across school revenue budgets	(2.5)	G	(2.0)
8.	Corporate Procurement Target	Doug Meeson	Centrally-held budget savings target. Actual savings will be shown in Directorate budgets.	(1.0)	A	1.0
9.	PFI Contract Monitoring Target	David Outram	Budget held in the strategic accounts pending confirmation of where the reductions in expenditure will be achieved	(0.9)	A	0.6
10.	Early Leaver Initiative	Doug Meeson	£2m earmarked reserve established to fund the severance costs in 2015/16. Latest information on approved business cases together with staffing plans from Directorates indicate that spend in the year to March 2016 is likely to be above the level of the reserve	0.0	R	1.8
11.	Directorate Procurement Target	David Outram	Work is progressing around reducing the level of non-contract spend across the Council. The latest information is that £0.6m of savings will be achievable in 2015/16 with £0.6m of savings slipping into 2016/17.	(1.2)	A	1.1
12.	Flood relief grant	Doug Meeson	Element relating to business rates and council tax reliefs affecting 2015/16 Collection fund	0.0	G	(2.3)
B. Other Significant Budgets						
1.	Insurance	Doug Meeson	Potential additional costs in-year which will be managed through the Insurance Reserve	0.0	A	0.0
2.	Business Rates Levy	Doug Meeson	Potential saving on the levy payment to the Business Rates Pool reflecting the level of Business Rates Growth and revaluation appeals	2.8	G	(1.3)
3.	Prudential Borrowing Recharges	Doug Meeson	Contra budgets in directorates/service accounts. Reduction on budgeted schemes currently offset by expected £1.2m increase ref Southbank regeneration scheme	(9.9)	G	(0.2)
4.	Enhancement to holiday pay	Doug Meeson	Detail to assign to individual directorates not yet available	0.0	A	1.0
5.	Earmarked Reserves	Doug Meeson	Maximising the use of earmarked reserves	0.0	G	(3.1)
Strategic & Central Accounts - Forecast Variation						(1.1)

Housing Revenue Account 2015/16 Provisional Outturn

Directorate	Current Budget	Projected Year End Spend	Variance to budget	Comments	Previous Month (Under / Over Spend
Income	£000	£000	£000		£000
Rents	(220,466)	(220,909)	(443)	Void numbers lower than budget.	(396)
Service Charges	(6,588)	(6,924)	(336)	Contributions from leaseholders for major works (£184k), additional furniture income (£80k) and MSF service charges (£87k).	(336)
Other Income	(28,221)	(28,137)	84	Savings in DR&M (£71k), PFI PTC/adaptations income (£86k), insurance refund (£12k), RTB fee income based on projected 410 sales (£78k). Loss of £77k in telecomms income (renegotiated leases), reductions of £15k in external income and £50k internal income, reduction in capitalised salaries £190k.	126
Total Income	(255,275)	(255,970)	(694)		(606)
Expenditure					
Disrepair Provision	1,500	1,743	243	Disrepair compensation & fees.	81
Repairs to Dwellings	42,733	43,429	696	Additional expenditure incurred due to the requirement to address outstanding repairs resulting from the backlog of disrepair cases, and taking a more pro-active approach to avoid disrepair claims in the future	696
Council Tax on Voids	663	700	37	Reforecast projection.	37
Employees	27,019	26,145	(874)	Savings on vacant posts (£1068k), training (£236k), Occupational Health (£45k) offsetting additional pensions and severance costs £141k and Agency £334k.	(861)
Premises	7,205	6,836	(369)	Navigation House rent & premises costs £81k and Little London Bus Stop works £10k, Utilities saving (£328k), Miscellaneous Cleaning (£17k), Rent offset by dilapidations monies (£115k)	(398)
Supplies & Services	5,749	4,821	(928)	Heatlease refund (£775k) one off for 2015/16. £364K Insurance claim. Tenant incentive mobility scheme (£170k), Local initiatives (£38k), EPC savings (£56k), Offsets overspends on Link officers £51k and Tenant furniture £80k. Swarcliffe PFI scheme variances: Insurance refund (£68k), RTB reduction in UC (£30k), PTC £59k, Access refusals (£265k). LLBH PTC £68k and Consultancy for Japanese Knotweed £39k. Other savings following budget/projection reviews: Bank Charges (£52k), Grants (£28k), ICT (£21k), Consultancy (£16k), Audit (£16k), Uniforms (£16k), Other savings (£38k)	(943)
Internal Services	36,511	36,955	444	Supporting troubled families £300k, Welfare advice & support £300k, PPPU: Category Management £171k & Energy Portfolio £110k, Legal costs for disrepair work £69k, HR charge £116k, increased charge for Regeneration time spent on HRA projects £108k, Additional accommodation charge £50k, Floating support (from ASC) £47k, Surveyor fee work £27k, HR recharge for new capital posts £18k. Offset by savings on CDC recharge (£197k), Housing Services & ASBU (£178k), Savings in legal fees (£119k), Parks & Countryside (£148k), Supporting People (£26k), Corporate salary recharges (£65k), Equal Pay (£42k), Savings on 0800 no. recharges (£33k), PPPU PFI (£39k), Internal Audit recharge (£18k), Other savings (£7k).	(171)
Capital Programme Appropriations	69,888 (17,941)	69,888 (17,566)	-	(£110k) Energy Portfolio Projects, PFI transfer from reserves: £423k Swarcliffe and £62k LLBH (PTC)	-
Unitary Charge PFI	31,971	31,811	(160)	Savings on Swarcliffe (£86k) and Little London (£74k) Unitary Charge PFO	17
Capital Charges	42,372	42,710	338	Reduction in interest from GF in line with Treasury projections.	(96)
Other Expenditure	7,605	7,479	(126)	Void incentive £51k, Welfare change £10k, BITMO recharge to tenants £7k, Leeds Tenant Fed (£36k), reforecast transport costs (£143k), Other (£15)	338
Total Expenditure	255,275	254,951	(324)		(93)
Total Current Month	-	(1,017)	(1,017)		(1,999)

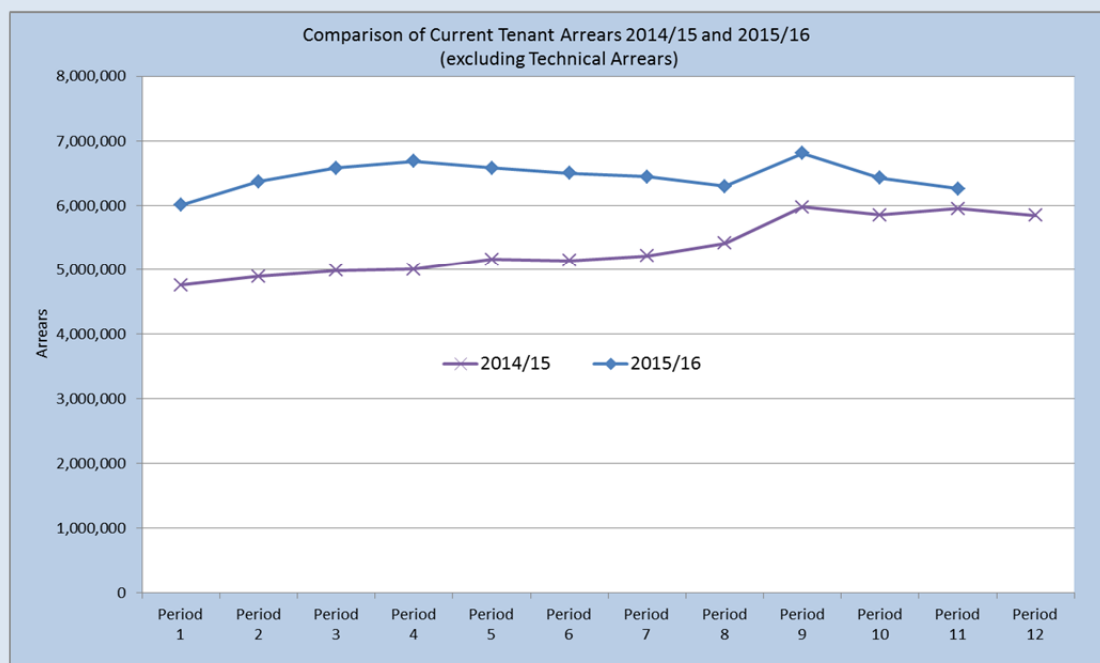
Housing Revenue Account 2015/16 Provisional Outturn



Change in Stock	Budget	Projection
Right to Buy sales	350	410
Taken out of Charge	50	50
New Build (PFI)	(250)	(255)
New Build (Council House Growth)	(142)	(32)
Brought back into Charge	(30)	(30)
Total	(22)	143

Provisions	Budget	Projection
Disrepair provision	1,928	1,928
Bad Debt provision (Current Tenants)	1,610	1,610
Bad Debt provision (Former Tenants)	2,835	2,835
Others	1,124	1,124
Total	7,497	7,497

	2014/15 Week 52	2015/16 Week 48	Variance
	£000	£000	£000
Tenant Arrears (Domestic Rents and Charges)			
Current Tenants - exc Tech	5,847	6,264	417
Former Tenants	3,037	3,527	490
Total	8,884	9,791	907
Under occupation			
Volume of Accounts	5,255	5,121	(134)
Volume in Arrears	2,792	2,871	79
% in Arrears	53%	56%	3%
Collection Rates	855	855	-
Dwelling rents			
Dwelling rents	97.45%	97.00%	-0.45%
Target	98.06%	98.06%	0.00%
Variance to Target	-0.61%	-1.06%	-0.45%



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Report of: Deputy Chief Executive/ Director of City Development

Report to: Executive Board

Date: 20th April 2016

Subject: Changing the Workplace – progress and business case refresh

Are specific electoral wards affected? If relevant, name(s) of ward(s):	No
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for call-In?	Yes
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	No

Summary of main issues

1. Changing the Workplace (CTW) is one of the significant programmes of work that is helping the organisation to improve how we work to ultimately deliver better services for customers. As a consequence of staff working in new ways we can make significant savings by reducing the number of buildings that we need. CTW is part of the wider Best Council Plan - Efficient and Enterprising Organisation.

2. A CTW business case was approved in 2012 to support 3500 staff through new ways of working, develop a city centre customer hub and deliver £15M of estimated net savings mainly through release of assets.

3. £1.5M has been saved to date from the release of 6 properties, with further significant savings over the next 3 years as we release the remaining properties. We have also successfully reduced our anticipated delivery costs by circa £9M since 2012, through optimising use of our existing buildings as we refurbish Merrion House. Alongside this we are now joint owners of Merrion House which will undergo a major refurbishment starting in April 2016. Our initial investment into this venture has already seen an increase in value of 25% following a revaluation of the Merrion House investment on 31st December 2015, which valued the Council's share at £35 million. The current uplift in value reinforces the decision to enter into the co-ownership model.

4. The 2016 refresh of the phase 1 business case has shown that the cost of delivering Changing the Workplace in the city centre over the 25 year lifecycle is

projected to reduce. This is being achieved by improving how we work across the programme, ongoing challenge of costs of delivery and using existing buildings more effectively. This, together with future release of additional buildings, has resulted in an anticipated total net present value NPV saving for phase 1 of £27M based on 2016 figures, an increase of £12M compared to the £15M total saving estimated in 2012. These savings figures are taken against the original baseline used: that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms.

5. Within the refresh we are additionally bringing in essential areas of work under the CTW umbrella such as the Digital Information project. This is about moving the organisation from paper to digital information, and is vital if we are to improve ways of working and reduce costs. We are also funding the initial work to bring further business cases through to Executive Board to roll CTW out across localities, with the first anticipated in Summer 2016.
6. Importantly the work we have already done means that our leadership teams, as well as many of our key services, are now working better together delivering essential services in the right place and at the right time. The Chief Executive, Directors and Chief Officers have moved out of their individual offices and are working collaboratively with their teams. To date 2000 staff have been through CTW, with the remainder in phase 1 to go through in the next 18 months. The programme has been so successful that demand exceeds supply and the team are now supporting services to do their own Changing the Workplace projects. This is hugely beneficial as it brings with it much greater ownership within services and helps sustain the improvements being delivered.
7. The results from our CTW evaluation surveys are very positive overall with the majority of staff reporting; better communications with colleagues, better able to manage general changes taking place at work, better flexibility to manage their own/ their teams workload thus improving productivity, better balance of their work life with personal commitments helping to improve health and wellbeing, happier that their work environment better supports them to do the job they need to do. We are not complacent as this is about continuous improvement and there are pockets where things have not gone so well. Our cross council lead change champions and change agents are helping with this.
8. CTW is about having the right tools, workplaces and practical support to work effectively. Staff are closer to the customer when they need to be, working effectively within integrated teams and using collaborative physical workplaces alongside virtual technology solutions. This means they are much more productive and better able to provide quality services with less resource.
9. All this links together with our cross council people and culture agenda, where staff have the opportunity to develop and learn across a range of activities. Re-energising managers, laying out an expectation for all 2,500 managers to be 'Doing Our Best' linked to the values of the organisation. This focus on values led leadership, different ways of working and the city wide workforce also helps us to promote a positive vision of the future at a time when the council is seeing times get tougher. These challenges have become a catalyst for positive change in our

workforce, with staff appreciating flexible working and the empowerment that brings.

10. As a wider recognition of the positive outcomes that are being delivered through Changing the Workplace, this programme of work was shortlisted for the 2015/16 LGC Business Transformation awards.

Recommendations

11. That Executive Board note the successful delivery to date, future plans for the remainder of phase 1 city centre and start of phase 2 localities.
12. That Executive Board note the 2016 refresh of the 2012 phase 1 business case indicates total net present value NPV savings of £27M, increasing by £12M from the original estimate of £15M.

1 Purpose of this report

- 1.1** To advise Executive Board of the progress made across Changing the Workplace phase 1, update on plans to complete and start of phase 2.
- 1.2** To advise Executive Board of the updated savings estimate to be delivered for phase 1

2 Background information

- 2.1** A business case was approved in 2012 to support 3500 staff through new ways of working, create an integrated city centre customer hub, with £15M of net savings identified mainly through release of assets. This has required investment in our technology and our people to create a more agile workforce. The proposal also included reducing our office buildings in the city centre from 17 to 4: developing a new Merrion House and investing in Civic Hall, St George's House and Enterprise House so they are fit for a modern flexible organisation in the 21st century.
- 2.2** As well as looking at best practice internally we have learnt from other organisations, linking with local authorities such as Herts, Cambridgeshire, Essex, Barnsley, Derby, Wakefield and York. Thanks to funding from the LGA, Derby CC came on board to work in partnership with us on this and across our linked better business management agenda. We have also provided support to partner organisations wanting to establish CTW practices in their own organisations eg Health and Police.
- 2.3** Progress has been reported to Executive Board on an annual basis in line with recommendations of the 2012 business case. This report focusses on the progress made, future plans and refresh of the 2012 business case.

3 Main issues

- 3.1** Changing the Workplace is fundamentally about changing the way we work to improve outcomes for customers and the people of Leeds. Our key aim is to support an agile workforce so that they can work when and where they need to. This is about having access to the information they need to do their jobs wherever they are, and getting the support and tools to work as effectively as possible. It is also about creating more collaborative ways of working both virtually and across our workplaces.
- 3.2** We have taken a total of 2000 staff through new ways of working and released 6 buildings at a cost saving of £1.5M. We have also successfully reduced our anticipated delivery costs by circa £9M since 2012. This has mainly been through use of existing assets for displaced staff as we refurbish Merrion House, thus avoiding the need to take on an additional 3rd party leased building as was originally anticipated. This has involved the team in more complex planning and delivery but has achieved significant opportunity cost savings. It should be noted that the majority of other authorities that have undertaken similar agendas have taken on temporary 3rd party premises, with similar size organisations spending in excess of £10M.

- 3.3** The development of the city centre customer hub has been on-going since 2012. In that time a significant amount of change has occurred including; the full refurbishment of the current city centre one stop on the ground floor of 2 Great George Street, the move of Registrars from the Town Hall and shift of responsibility for Registrar enquiries to Customer Services, the development of the Volunteer Centre now located next to the Job Shop to link people who aren't work ready but can gain skills and experience by volunteering, the integration of the School Admissions process into the customer hub, the introduction of self-serve PCs to help people get on-line and transact with the Council, and free telephone help lines to linked services such as Step Change Debt Charity, DWP and CAB.
- 3.4** Further to the above, work continues to prepare the way for the opening of the new city centre customer hub in Merrion House in 2018. As part of this, work is on-going with Housing Options at 2 Great George Street to create an integrated service by 2018. Work also continues to finalise the plans for the new customer hub at Merrion, where a major change will see the facility and relevant services operate over 3 floors. Through creative design, change in working practices plus use of effective technology the customer hub will provide an effective one stop service in the city centre.
- 3.5** As part of Changing the Workplace senior management right through to front line services are now working more effectively. The Chief Executive, Directors and Chief Officers have released their individual offices and are based within shared collaborative space with key colleagues. This has improved communications overall and reduced the physical barriers to collaborative working. A balance of quiet working areas, breakout space and informal/ formal meeting space supports this. By having the right tools and support to do the job, mobile working then becomes the norm with officers working when and where they need to do their jobs. The consequence of this is that we are now more productive overall and need less space to support how we work. Since the start of CTW we have moved from workstation: staff ratios of 1:1 in 2010 to an average of 7:10 in 2016 which ultimately allows us to release whole buildings. We will improve this further in phase 2.
- 3.6** As part of the roll out of Changing the Workplace we have refreshed our benefits plan – see appendix 1. We evaluate how successful we have been through perception surveys 6 months after a project has been delivered: this is whilst the change is being embedded by the business. We also publish blogs from individuals that have been through CTW to see what this really means to everyday working life and improved outcomes – see appendix 2. The collated results from the project evaluations delivered to date show:-
- 66% of respondents report better communications with colleagues
 - 76% of respondents can better manage general changes taking place at work as a result of the support and tools they have received through CTW
 - 76% of respondents have better flexibility to manage their own workload resulting in productivity improvements

- 80% of respondents can better balance their work life with personal commitments helping to improve overall health and wellbeing
- 65% of respondents are happier that their work environment better supports their needs

3.7 We are linking closely with the organisational development agenda on all this. We are keen to promote opportunities that support more agile working such as; management by outcomes, managing a mobile workforce, supporting virtual meetings. There is however more we can do collectively to integrate and embed this culture change within our overall organisation development agenda.

3.8 We have also brought together a team of change champions who support the culture change, communication and engagement activity. The change champions are a key part of the delivery team, embedded within services undergoing the change and therefore understand the business, staff and inherent challenges. Working with their service managers, they critically ensure that improvements are sustained beyond the project lifecycle.

3.9 An equally important part of Changing the Workplace is the information and technology agenda. This is about having the right tools to do the job and the right support to work differently. Technology enables us to collaborate effectively wherever we are reducing the time and costs wasted in travelling. It is also about accessing information and applications on the move.

3.10 We are further developing how we do this as part of phase 2, reviewing our user profiles based on how and where people need to access digital information. We have also set up the CTW digital information project that will establish a clear framework to move from paper based information to digital information. This will bring together a number of related projects so that services are all working in the same way, and we have the right tools and ways of working to support this. This is a significant agenda given that many records are currently paper based and do not support agile ways of working, with the associated costs of management and storage of this information.

3.11 We also need to consider those staff that currently have no access to electronic information and are wholly reliant on paper based information to do their jobs. As we move into phase 2 the digital divide needs to be addressed, so that all staff ultimately have the access and tools they need to work in the most effective way. This is about linking agendas across organisational development, the digital divide and mobility to find simple and sustainable solutions.

3.12 During 2015/16 significant milestones were achieved on Merrion House. Following completion of the development agreement and agreement for lease in October 2013, the building was vacated and handed over to Town Centre Securities in May 2015 to undertake initial surveys. The base design for the building has also now been finalised and letters of intent have been issued to the preferred contractor, allowing them to undertake the enabling works including the erection of two tower cranes on site. The intention is to award the main construction contract for the works towards the end of April 2016, with practical completion of the building currently estimated by the end of December 2017, and services

starting to relocate back into the New Merrion House from Spring 2018. The council also acquired a 50% stake in the investment partnership which owns the Merrion House investment in May 2015. Since completing the development agreement in October 2013, the Council's share in the investment has increased in value by 25% from £28 million to £35 million, which re-enforces the Council's decision to enter into the co-ownership model.

- 3.13** The electricity market is presently undergoing huge changes, with implications for the way the organisation pays for power to reach its premises. As more of the UK's energy generation comes from renewable sources there is an increasing requirement for generation infrastructure that can be turned on quickly to meet demand. To meet this need, a large standby generator will be installed within the new Merrion House development. This will enable the organisation to generate income from the inducement payments from the National Grid, and from the sale of power. The generator will reduce the overall tariff paid by LCC for all its electricity and enable the organisation to avoid paying for electricity at its peak rate for Merrion House. The Changing the Workplace Programme more broadly will also deliver very significant energy and carbon reduction benefits by delivering the transition to a smaller, more efficient office estate.
- 3.14** Whilst Merrion House will accommodate the city centre customer hub, generator and be the main staff base, there are also three other CTW workplaces planned to be retained in the city centre. Decisions have been based on long lease commitments or strategic importance. The 3 buildings are; St George House, Civic Hall and Enterprise House. All CTW workplaces are being designed using the same principles so that space is standardised and shared to support an agile workforce. Whilst services will have a nominal base in line with the agreed blueprint – see appendix 3, the expectation is that staff will work wherever they need to. Multi service/ partner teams for example will work together in the workplace when it makes business sense.
- 3.15** It should be noted that we can accommodate all staff projected to be in the city centre in 2018 within 3 of the 4 buildings. Further discussion on the future use of Enterprise House is taking place and could allow further properties to be released beyond those already identified, or alternatively income to be generated. This would further increase the savings figures for phase 1 identified in this report.
- 3.16** Work is progressing on detailed design of our workplaces and how we will work better within them. A cross council chief officer group is helping to steer this. As part of the next stages of CTW, feasibility surveys have recently been undertaken on St George's House and Civic Hall. Enterprise House has already been refurbished to accommodate Adult SCS as part of the stage 1 projects. The feasibilities are providing up to date information, designs and cost estimates for the work required to support a modern workplace within the budget envelope available. The results coming through are helping us to plan the next CTW projects, and cost estimates have been used to refresh the business case for phase 1.
- 3.17** Legal Services have recently gone through new ways of working and are moving from St George's House to Civic Hall. The next two CTW projects will focus on colleagues in BSC and IT who will be based in St George's House. This will

enable the release of a further 2 leased properties in 2017. The remainder of staff in scope are going through CTW over the next 18 months in their current locations.

- 3.18** Due to the success of CTW, services are keen to have the benefits as early as possible. In order to meet demand the team are now working with a range of staff in services so they can deliver CTW themselves, with support from the main team where appropriate. This has worked well to date and meant we can speed up the delivery, plus the business takes greater ownership of the change. A good example of this is in Planning Services where a significant shift is taking place to move the team to more mobile and electronic ways of working led by officers in the service.
- 3.19** Alongside the demands of delivering phase 1, improving how we work across CTW plus supporting services to do it for themselves, the team are now planning phase 2 in the localities. The first business case is expected in summer 2016 with initial costs of feasibility covered under phase 1. This will focus on a further 1,000 plus staff going through CTW and additional release of property with associated cost savings.
- 3.20** Communications and engagement are key to the successful delivery of CTW. We have a well-developed approach that has been refined over the last 3 years, although current challenges around communications resource to support means we are finding alternative ways of working. We also share information through the How we Work Insite pages so all staff can see what is happening, not just those going through new ways of working currently. We encourage people to do blogs of their experience and have attached examples of these at appendix 2.

4 Corporate considerations

4.1 Consultation and engagement

As part of the planning and delivery of the programme, plus preparation of this report, there has been extensive consultation and engagement with Members, Chief Officers, staff, unions. This is through a number of channels including; CTW targeted engagement sessions, Best Council Design Team, SLTs, CTW Programme Board, JCCs, Insite How we Work, Essentials, one to one briefings.

4.2 Equality and diversity / cohesion and integration

CTW programme has undertaken equality impact assessments at programme and project levels. These are currently being updated as part of the inclusion and diversity agenda. Whilst there have been some individual issues arising with members of the disability network, these have been addressed as quickly as possible. Further work has been undertaken to ensure that every-one is clear on how the process of assessment needs to work going forward. Generally the feedback has been positive with CTW providing all staff with opportunities to work flexibly.

New enhanced inclusion and diversity guidance has been recently produced to provide a steer on workplace best practice for the council. Changing the Workplace

is currently reviewing how to apply the guidance and to implement where this is practically possible.

4.3 Council policies and best council plan

The CTW programme supports the council ambition to be the best council in the UK through modernising working practices. CTW supports the Best Council Plan, Efficient and Enterprising Organisation. This is through; supporting good quality public services, delivering to deadlines and to budget, managing our assets efficiently, and ensuring internal processes are standardised and simplified. CTW also uses every opportunity to improve, evolve and innovate with council employees at the centre of this.

It links closely with other key programmes of work including Better Business Management and Accessible Services so we can simplify, standardise and share how we work to improve outcomes for customers.

The proposal will also underpin the regeneration of Leeds, complementing the public realm improvements such as the Arena development and the proposal being progressed by TCS to improve the wider Merrion Centre.

4.4 Resources and value for money

In 2012 Executive Board approved the full delivery of Changing the Workplace in the city centre including additional investment in retained workspaces and required technology to support the introduction of more flexible ways of working. This included the refurbishment and extension of Merrion House via the partnership and share ownership option with Town Centre Securities. Our initial investment into this venture has already seen an increase in value of 25% following a revaluation of the Merrion House investment on 31st December 2015, which valued the Council's share at £35 million. The current uplift in value reinforces the decision to enter into the co-ownership model

The whole life cost of the approach has been refreshed for 2016 and shows a NPV saving of £27M over the 25 year period. This compares very favourably with the NPV saving estimate in 2012 of £15M. These savings figures are taken against the original baseline used: that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms.

This improved financial position has been achieved through a combination of factors. The optimisation of our existing buildings thereby avoiding the use of third party leases. A generator has been incorporated into Merrion House which will sell energy to the national grid. Further buildings will be released in addition to those included in the original proposal to achieve further savings, and advances in technology have reduced the ongoing cost of ICT provision. This total savings figure could potentially be increased further subject to decisions on future use of Enterprise House.

4.5 Legal Implications, access to information and call In

There is no specific decision requested from Executive Board as key approvals were given in 2012. Within this separate project approvals are under agreed delegations of authority. All legal requirements are being fulfilled as part of this programme.

4.6 Risk management

Risk registers are available at both programme and project level. These are regularly updated and considered through the agreed governance of the programme.

5 Conclusions

- 5.1** The CTW programme has successfully delivered the first stage of phase 1 in the city centre. 2000 staff have gone through new ways of working and reported improvements in; productivity, health & wellbeing and communications. Six properties have been released to date at a saving of £1.5M. A further £9M opportunity cost has been saved across capital and revenue through use of existing assets whilst the Merrion House refurbishment takes place. The refreshed business case now shows an anticipated total £27M saving from phase 1 of the programme, increasing from an estimated £15M in 2012. These savings figures are taken against the original baseline used: that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms.
- 5.2** The programme continues to build good practice and establish new work to take the organisation into the digital age. This agenda requires a significant culture change so the links to organisational development are key. We are also now working up the next business cases for phase 2 in the localities and anticipate that the first of these will come through to exec Board in summer 2016.

6 Recommendations

- 6.1** Executive Board note the successful delivery to date, future plans for the remainder of phase 1 city centre and start of phase 2 localities.
- 6.2** That Executive Board note the 2016 refresh of the 2012 phase 1 business case now indicates total NPV savings of £27M , increasing from the original estimate of £15M.

7 Background documents¹

None

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

ID	Description	Strategic outcome	Business outcome	Realisation measure			Date benefit identified	Expected realisation date	Dependencies - activity or trigger required to confirm realisation	Risks to realisation	Benefit owner	Next benefit review date	Progress to date	Date realised
				Method	Baseline value	Target value								
1	Reduction in city centre office accommodation space	Becoming a more efficient and enterprising council	<ul style="list-style-type: none"> Reduction in revenue expenditure Capital receipt opportunities (detail in original Business Case) Reduction in FM costs as efficient buildings require less hard and soft FM and require less energy Delivering effective services to our customers 	Financial	From the 2012, we established a zero base in order to assess the benefits. Therefore the savings achieved is what is over and above that zero base	The benefits generated by the successful delivery of the project are projected to result in a net cash cost saving of £27m	Jul-12	The financial benefits are long term and profiled over a 25 year period. The project commenced in 2010, and requires investment over the initial years to implement change of the scale required	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	1. Delay to completion of New Merrion House, Civic Hall and / or St George House 2. Market conditions mean that the expected capital receipts not realised. 3. Paper records and other items not reduced or transferred to out of city locations, therefore space not reduced	Jane Watson / Ben Middleton	April 2016 (Business Case refresh)	Progress to date - £1.5m from release of property plus opportunity cost saving of £6m revenue and £3.5m from not taking on a 3rd party property to decant staff to during Merrion refurb	
2	More greener, efficient and modern city centre office environments	Promoting sustainable and inclusive economic growth	<ul style="list-style-type: none"> Reduced carbon footprint as greener buildings have less impact on the environment Increased efficiency for relocating services within city centre buildings 	Financial and Quantifiable	Per capita: Electricity kWh 2,073 Gas kWh 2,810 (Total Energy kWh 4,489) CO2 kg 1,849	<ol style="list-style-type: none"> Electricity kWh 1,061 - reduction of 48.8% per capita Gas kWh 831 - reduction of 70.4% per capita (Total Energy kWh 1,892 - reduction of 57.9% per capita) CO2 kg 1,849 727 - reduction of 60.7% per capita BREEAM excellent rating 	Jul-12	1yr after reoccupation of New Merrion House	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	1. Delay to completion of New Merrion House, Civic Hall and / or St George House	Energy Unit	April 2016 (Business Case refresh)	No progress will be made until 2019/20 (i.e. 1 year after reoccupation of new Merrion House)	
3	Reduced business journeys and reduced journeys to work	Breakthrough Project - Cutting Carbon	<ul style="list-style-type: none"> Increased productivity and reduced business travel costs Reduced carbon footprint Improved ways of holding meetings using appropriate technology and challenging the need for meetings leading to improved productivity Improved ICT technology leading to improved productivity and financial savings 	Financial and Quantifiable	<ol style="list-style-type: none"> Work Related Travel agreement rate 30% Technology at Work agreement rate 48% 	<ol style="list-style-type: none"> 75% strongly agree or agree to Work Related Travel Perception Survey questions 75% strongly agree or agree to the Technology at Work Perception Survey questions 	Jul-12	1yr after reoccupation of New Merrion House	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	<ol style="list-style-type: none"> Delay to completion of New Merrion House, Civic Hall and / or St George House NWoW not embedded sufficiently Inadequate meeting room space provided, including inadequate ICT and AV 	Jane Watson / David Ingham	April 2016 (Business Case refresh)	<ol style="list-style-type: none"> Work Related Travel agreement rate 34% Technology at Work agreement rate 42% 	
4	Improved city outcomes through co-location, integration and ways of working	Becoming a more efficient and enterprising council	<ul style="list-style-type: none"> Cross organisational efficiencies and improvements Improved integrated partnership working internally and externally with city partners Improved services to all Leeds citizens and increased customer satisfaction 	Quantifiable	<ol style="list-style-type: none"> Communications at Work agreement rate 53% Service Delivery agreement rate 89% Working Environment agreement rate N/A 	<ol style="list-style-type: none"> 75% strongly agree or agree to Communications at Work Perception Survey questions 75% strongly agree or agree to Service Delivery Perception Survey questions 75% strongly agree or agree to the Our Working Environment Perception Survey questions 	Jul-12	1yr after reoccupation of New Merrion House	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	<ol style="list-style-type: none"> Delay to completion of New Merrion House, Civic Hall and / or St George House Unwillingness of services to grasp the opportunities on offer from enhanced collaboration and more flexible approach. Unwillingness of external partners to take advantage of the potential to improve services by working in collaboration with LCC partners. 	Jane Watson / David Ingham	April 2016 (Business Case refresh)	<ol style="list-style-type: none"> Communications at Work agreement rate 62% Service Delivery agreement rate 37% Working Environment agreement rate 36% 	

ID	Description	Strategic outcome	Business outcome	Method	Baseline value	Target value	Date benefit identified	Expected realisation date	Dependencies - activity or trigger required to confirm realisation	Risks to realisation	Benefit owner	Next benefit review date	Progress to date	Date realised
5	Improved staff wellbeing and motivation	Becoming a more efficient and enterprising council	<ul style="list-style-type: none"> Increased flexibility for staff leading to increased health and wellbeing, performance and ultimately improved service delivery 	Quantifiable	<ol style="list-style-type: none"> Change at Work agreement rate 37% Working Environment agreement rate 51% Service Delivery agreement rate 89% Wellbeing at Work agreement rate 61% 	<ol style="list-style-type: none"> 75% strongly agree or agree to the Change at Work Perception Survey questions 75% strongly agree or agree to the Our Working Environment Perception Survey questions 75% strongly agree or agree to the Service Delivery Perception Survey questions 75% strongly agree or agree to the Wellbeing at Work Perception Survey questions 	Jul-12	1yr after reoccupation of New Merrion House	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	1. Delay to completion of New Merrion House, Civic Hall and / or St George House	Jane Watson / David Ingham	April 2016 (Business Case refresh)	<ol style="list-style-type: none"> Change at Work agreement rate 67% Working Environment agreement rate 51% Service Delivery agreement rate 37% Wellbeing at Work agreement rate 73% 	
6	Improving organisational culture through well designed, supportive workplaces and ways of working	Becoming a more efficient and enterprising council	<ul style="list-style-type: none"> Staff are more efficient because they can work in a more flexible manner 	Quantifiable	<ol style="list-style-type: none"> 1 & 2. N/A Remote working agreement rate 29% 	<ol style="list-style-type: none"> 100% of action plans completed by services with positive outcomes following identification of service issues in Perception Surveys Lessons learned from individual project delivery incorporated into future project and programme delivery as appropriate 75% strongly agree or agree to the Perception Survey questions around remote working 	Feb-16	12 months from individual project go-live dates	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017)	<ol style="list-style-type: none"> Delay to completion of New Merrion House, Civic hall and / or St George House NWoW not embedded sufficiently 	CTW / Service E&C Leads	April 2016 (Business Case refresh)	<ol style="list-style-type: none"> New target added 2016 All lessons learned to date incorporated into future project and programme delivery as appropriate Remote working agreement rate 54% 	
7	Improved access to physical and digital records to support an agile workforce and delivery of outcomes	Becoming a more efficient and enterprising council	<ul style="list-style-type: none"> Physical records that are not frequently accessed but which are needed should be stored in the corporate records management facility, rather than in expensive office space Improved access to information supports flexible working, effective decision making, and efficient service delivery 	Quantifiable	<ol style="list-style-type: none"> Corporate store 26% full at end of 2012 0% of records digitised as not yet started Managing Information at Work agreement rate N/A 	<ol style="list-style-type: none"> Corporate records management store 100% full 100% of records identified as suitable for digitisation moved to digital format as part of digital information project 75% strongly agree or agree to the Managing Information at Work Perception Survey questions 	Jan-16	1yr after reoccupation of New Merrion House	Completion and reoccupation of New Merrion House (Spring 2018), St George House (Autumn 2016) and Civic Hall (Autumn 2017) Successful completion of the Digital Information Project	<ol style="list-style-type: none"> Delay to completion of New Merrion House, Civic Hall and / or St George House Benefits of Digital Information Project not realised 	IKM / CTW	April 2016 (Business Case refresh)	<ol style="list-style-type: none"> Corporate store 97% full, therefore nearly reached target 0% of records digitised as not yet started Managing Information at Work agreement rate N/A 	

Changing the Workplace

A personal view

Mary Stockton – Deputy Head of Land and Property, City Development

Flexible working has enable me to save time and money.

- Make fewer unnecessary journeys
- Work around city so access the network at the most sensible location
- Helps with my childcare arrangements
- People can embrace CtW in their own way by working as flexibly as they want, but there is no pressure to work from home if you don't want to
- Welcome the trust and support that managers demonstrate by trusting us to work from various locations

'Personally, I'm absolutely loving working more flexibly! I feel fortunate that I'm now empowered to make the most of the flexible working options available to me. I'd never want to go back to the former ways of working.'

Stephen Webb - Support and Development Officer, Strategy and Improvement

Began working in new ways over two years ago and definitely would not go back.

- No longer have to come into the office every day
- Work from a number of different LCC locations
- Hasn't affected my ability to provide support to a Chief Officer
- Technology helps me keep in touch with colleagues and my manager no matter where we are
- Welcome being able to start later and work from home on occasion

I definitely prefer new ways of working to how I used to work, it just makes more sense.

Adam Atack, Customer Relations Officer, Children's Services

My journey through the CtW process as my team moved from Merrion House to Landmark Court.

- Helped team better manage documents and records
- Supported by the CtW team throughout the process
- Enabled to work from the most sensible location and reduced unnecessary travel
- Technology helps me stay in touch with team
- More suitable meeting space

'I've found it actually becomes nice to not have to sit at the same desk all the time. You know those days when you need to just be able to read or work quietly? Just sit a little away from people for the time you need.'

Andrew Taylor - System Analyst, LCC and Leeds North CCG

Enabled to continue to work for Leeds City Council despite having to move to London.

More disciplined about attending meetings

Skype makes staying in touch easier no matter wherever they are based

Furniture is excellent, a great improvement

‘Skype is a great time saver if your job sees your moving sites for regular meetings and work sessions.’

Sue Rumbold - Chief Officer Partnership Development and Business Support, Children's Services

Moving from Merrion House to St George House has brought many benefits

- Basing teams together in the same locations has helped us work smarter
- Circle room helps make sure that restorative practices are at the heart of the way we work
- Much better working environment

‘The office is also a much nicer place to work in. Our space is much cleaner and tidier than what we were used to in Merrion.’

Phil Cox - Building Surveyor, Civic Enterprise Leeds

Changing the workplace helped me to work smarter and be more productive.

- Able to work from a variety of locations
- Helped reduce travel time
- Easier to contact wherever working
- More in-line with the way colleagues work in the private sector

‘I'd encourage everyone to take a fresh look at how they can make it work for them.’

Date of meeting:	14 th July 2015
Lead Officer:	Alan Gay
Paper author:	Jane Watson
Paper title:	Changing The Workplace Phase 1 Blueprint
Information (B): <input checked="" type="checkbox"/>	Discussion (A): <input type="checkbox"/>

Corporate JCC

Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If relevant, Access to Information Procedure Rule number: Appendix number:		

Purpose:
The purpose of the paper is to outline the high level plans for the next stage of work to deliver CTW, including a further 2000 staff going through new ways of working plus where services will be nominally based across the four retained city centre campus offices; New Merrion House, Civic Hall, Enterprise House and St George's House. Best fit has been considered on the basis of agreed CTW principles, known service synergies, access to customer facing facility, building capacities, lease expiries/ breaks and staff in scope. The plans have been supported at CTW Board, Best Council Design Team and CLT.
Key issues or outcomes:
<p>CTW is based on an agreed vision where staff are more agile supporting better customer outcomes, and our retained workplaces are fit for purpose creating an environment that readily supports whatever the future organisation will look like. This means a clear focus on people and culture, and on simplifying, standardising and sharing our workplaces.</p> <p>There has been positive feedback from services and staff that have gone through CTW already and we have fed learning into the next stage of delivery. Services and staff will now take a much greater role in delivering the service change element of CTW. We have been working closely with our lead change champions from across the council who will be supporting this activity, and they in turn will be working with local change agents in each service area.</p> <p>The first stage of CTW has been successfully completed with 1600 staff having gone through new ways of working. Merrion House is now vacated and ready for the refurbishment work to commence later this year based on previously agreed specifications (It is anticipated that completion of the New Merrion House will now be towards the end of 2017). Services are now working out of their interim workplaces as the second stage of the delivery programme commences.</p> <p>The second stage is focussed on taking the remaining 2000 plus staff through new ways of working, delivering the four fit for purpose workplaces namely; New Merrion House, Civic Hall, St Georges House and Enterprise House (NB the refurbishment of this building has been largely completed as part of stage 1), and ensuring release of property in scope in a timely manner to achieve the savings predicated in the business case. The latter will entail moving staff out of leased property before the New Merrion House is available for occupation; namely Business Support Centre from Belgrave House by mid-2016 and ICT from Evolution House by end of 2016.</p> <p>Whilst it is accepted that there is a business requirement to have some limited specialist space such as the city centre one stop and contact centres, the main office areas will be to a standard design supporting different work activities. This enables easier movement of services/ staff when they need to work together and ensures that as the organisation changes over time the environment can readily support that. It is therefore important to consider how services can best work in this environment and use the space to support service needs. This might include consideration around furniture and technology solutions rather than changing the physical space. It is anticipated that services will have an allocated space within a building; however flexibility for others to use that space is important to optimise use of the workplaces and bring together cross council and partner working groups where appropriate.</p> <p>An exercise has therefore been undertaken to review all the available information and bring together a</p>

best fit plan for where services would be nominally based in the city centre with summary as follows:-

St Georges House

- PPU
 - BSC (Belgrave House to be vacated by Autumn 2016)
 - ICT (Apex and Evolution combined with Evolution to be vacated by end 2016)
- NB Working space to be available for services/ partners to work alongside as appropriate

Civic Hall

- Core Finance
 - Core HR
 - Legal & Democratic
 - Strategy & Improvement
 - Citizens & Communities (those city centre based other than Customer Services)
 - Civic Enterprise Leeds
 - Members
 - Chief Execs
- NB Working space to be available for services/ partners to work alongside as appropriate

New Merrion House

- Adult Social Care
 - Children's Services(including Adams court staff)
 - Environment & Housing
 - City Development
 - Public Health
 - Customer Services (one stop and contact centre)
- NB Working space to be available for support services/ partners to work alongside as appropriate

Enterprise House

- This would be available for other services that could be based in the city centre or as a training venue with release of property/ agreements elsewhere – further review to be undertaken linked to phase 2 localities work. NB this property cannot be released as tied into a long term lease.

CTW Board /BCDT/ CLT discussion:-

Supportive of proposals. Comfortable to agree subject to further discussion on the 'how' through a nominated senior officer working group.

Next steps:-

A core group of senior officers has been set up to support further detailed planning, delivery, communication and engagement around the CTW blueprint. A rep from each Directorate has been nominated and the first meeting of this group took place in June.

A programme plan for delivery has now been developed based on the blueprint. Services identified in the early projects are now being involved in project set up discussions with the project teams.

Regular communications and briefings are to take place with unions and staff. Briefing at July CJCC and further staff comms to go out in July. The How we work Insite page provides regular updates on activity.

Actions or recommendations:

1. CJCC are asked to support this work and to consider how the team can best engage with unions and staff.