
SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 14th February, 2018 at 10.15 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

R Grahame	Burmantofts and Richmond Hill;
M Harland	Kippax and Methley;
G Hyde	Killingbeck and Seacroft;
J Illingworth	Kirkstall;
A Lamb (Chair)	Wetherby;
S Lay	Otley and Yeadon;
K Maqsood	Gipton and Harehills;
M Robinson	Harewood;
R. Stephenson	Harewood;
K Wakefield	Kippax and Methley;
N Walshaw	Headingley;

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

Principal Scrutiny Adviser:
Angela Brogden
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Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3	LATE ITEMS	To identify items which have been admitted to the agenda by the Chair for consideration.	(The special circumstances shall be specified in the minutes.)
4	DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS	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.	
5	APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES	To receive any apologies for absence and notification of substitutes.	
6	MINUTES - 17TH JANUARY 2018	To approve as a correct record the minutes of the meeting held on 17 th January 2018.	1 - 6
7	UPDATE ON THE POSITION OF THE CARRIAGEWORKS THEATRE	To receive a report from the Head of Governance and Scrutiny Support reflecting the request made by the Chair for the Scrutiny Board to receive a verbal update from the Chief Officer for Culture and Sport on the position of the Carriageworks Theatre.	7 - 8
8	CULTURE STRATEGY DELIVERY PLAN	To receive a report from the Head of Governance and Scrutiny Support presenting information requested by the Scrutiny Board in relation to the development of the Culture Strategy 2017-2030 Delivery Plan.	9 - 20

WORK SCHEDULE

To consider the Scrutiny Board's work schedule for the 2017/18 municipal year.

DATE AND TIME OF NEXT MEETING

Wednesday, 14th March 2018 at 10.30 am (pre-meeting for all Board Members at 10.00 am)

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 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.

SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

WEDNESDAY, 17TH JANUARY, 2018

PRESENT: Councillor A Lamb in the Chair

Councillors R Grahame, M Harland,
G Hyde, J Illingworth, S Lay, K Maqsood,
R. Stephenson, K Wakefield and
N Walshaw

49 Late Items

The following late information was submitted to the Board:

- Agenda item 11 – Draft terms of reference relating to the Board's forthcoming inquiry into Information, Advice and Guidance (IAG) provision in Leeds.

The above information was not available at the time of agenda despatch but was subsequently made available on the Council's website.

50 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

51 Apologies for Absence and Notification of Substitutes

An apology for absence was submitted by Councillor M Robinson. Notification had been received that Councillor D Cohen was to substitute for Councillor Robinson.

52 Minutes - 13 December 2017

RESOLVED – That the minutes of the meeting held on 13th December 2017 be approved as a correct record.

53 Quarter 2, 2017/18 Best Council Plan Performance Report

The joint report of the Director of City Development; Director of Children and Families; and the Chief Executive provided a summary of the Best Council Plan Quarter 2 (2017/18) performance in relation to those areas that fall within the Scrutiny Board's remit.

The following were in attendance for this item:

- Councillor James Lewis, Executive Member for Resources and Strategy

- Councillor Richard Lewis, Executive Member for Regeneration, Transport and Planning
- Councillor Mohammed Rafique, Executive Member for Employment, Skills and Opportunity
- Martin Farrington, Director of City Development
- Sue Wynne, Chief Officer Employment and Skills

The key areas of discussion were:

- Actions aimed at improving productivity, with particular reference made to the positive role of the Council's Adult Learning Programme and existing relationships with a range of training providers aimed at supporting more people to improve their skills.
- Delivery of the Apprenticeship Hub programme, which is now the responsibility of Interserve through their Absolute Apprenticeships programme. However, in acknowledging that Interserve had issued a profit warning last September, the Board also sought further clarity surrounding the Council's wider involvement with the company.
- Continued efforts in promoting the Real Living Wage of £8.45 per hour amongst employers in recognition that in 2017, 19.8% of all working residents in Leeds earned less than the Real Living Wage.

RESOLVED – That the report be noted and further clarity provided to the Board in relation to the Council's wider involvement with Interserve.

54 Financial health monitoring

The report of the Head of Governance and Scrutiny Support presented the latest financial health monitoring report (month 7) as presented to the Executive Board on 13th December 2017.

However, the Chair proposed that the Board's consideration of this report be undertaken in conjunction with Agenda Item 9 'Initial Budget Proposals for 2018/19'.

RESOLVED – That the Board's consideration of the Financial Health Monitoring report be undertaken in conjunction with Agenda Item 9 'Initial Budget Proposals for 2018/19'.

55 Initial budget proposals for 2018/19

The report of the Head of Governance and Scrutiny Support presented details of the Initial Budget Proposals for 2018-19, which included a copy of the Executive Board report dated 13th December 2017. The Board was asked to consider matters and proposals relating to service areas that fall within its remit and identify any comments and/or recommendations to be submitted for consideration by the Executive Board at its meeting on 7th February 2018.

As agreed, the examination of the initial budget proposals was undertaken in conjunction with a review of the in-year financial health of the authority (as at month 7).

The following were in attendance for this item:

- Councillor James Lewis, Executive Member for Resources and Strategy
- Councillor Richard Lewis, Executive Member for Regeneration, Transport and Planning
- Councillor Mohammed Rafique, Executive Member for Employment, Skills and Opportunity
- Martin Farrington, Director of City Development
- Ed Mylan, Chief Officer Resources and Strategy
- Jill Stuart, Principal Financial Manager

The key issues raised were as follows:

- The Board welcomed the successful application of the pilot 100% business rates retention in 2018/19, acknowledging that 50% of additional growth income is to be retained with the Pool to continue to support and enable regional economic growth.
- The Board acknowledged the existing budget pressures within the City Development directorate and the actions identified to mitigate these in order to reach a balanced budget.
- The Board discussed existing pressures within Sport and Active Lifestyles, equating to £374k in month 7. In particular, Members acknowledged the notable downturn in income at John Smeaton Leisure Centre (a pressure of £228k) due to two new budget gyms opening in close proximity.
- Linked to this, reference was made to the European Court of Justice ruling in July 2017 stating that local authority in-house leisure services should be in an identical VAT position to Trusts and 'not for profit' companies. Acknowledging the ruling had resulted in a £1.2m in-year income windfall the Board noted the subsequent actions taken to help retain and attract customers, such as a reduction in the price of the Bodyline Membership. However, the Board noted that not all of the VAT saving had been passed directly onto customers and so further clarity was sought in this regard.

In conclusion, the Chair confirmed that whilst the Scrutiny Board did not wish to make any formal recommendations to the Executive Board in relation to the initial budget proposals for 2018/19, a summary of the Board's key observations would be reported back to the Executive Board as part of a composite report produced by Scrutiny.

RESOLVED – That a summary of the Board's key observations in relation to the Initial Budget Proposals for 2018/19 be reported back to the Executive Board as part of a composite report produced by Scrutiny.

56 Best Council Plan Refresh for 2018/19 - 2020/21 - Initial proposals

The report of the Head of Governance and Scrutiny Support invited the Scrutiny Board to consider and provide any comment on initial proposals linked to a refresh of the Best Council Plan for 2018/19 – 2020/21. A copy of the Executive Board report dated 13th December 2017 was appended to provide further details of the initial proposals.

The following were in attendance for this item:

- Councillor James Lewis, Executive Member for Strategy and Resources
- Coral Main, Head of Business Planning and Risk

The key issues raised were as follows:

- Particular reference was made to the recent piece of work undertaken by the Scrutiny Board in supporting the development of a whole systems approach towards physical activity. The Board acknowledged that ‘supporting healthy, active lifestyles’ is to be reflected within the refreshed Health and Wellbeing priority. However, the Board felt that this area still warranted more prominence in terms of becoming a Best Council Plan priority or city-wide obsession if a sustainable whole systems approach is to be achieved.
- Whilst acknowledging the complexities in capturing data surrounding loneliness and social isolation, the Board emphasised the importance of undertaking further work aimed at developing a Best Council Plan KPI that focuses on reducing loneliness and social isolation.
- There was also support from the Board for the retention of the ‘Child Friendly City’ priority.

In conclusion, the Chair explained that the comments made by the Board would be reflected in a composite report by Scrutiny and reported back to the Executive Board at its meeting on 7th February 2018.

RESOLVED – That the above comments made by the Board are reflected in a composite report by Scrutiny and reported back to the Executive Board at its meeting on 7th February 2018.

57 Scrutiny Inquiry into Information, Advice and Guidance (IAG) provision in Leeds - draft terms of reference

The report of the Head of Governance and Scrutiny Support presented the draft terms of reference for the Board’s forthcoming inquiry into Information, Advice and Guidance (IAG) provision in Leeds.

The following were in attendance for this item:

- Councillor Mohammed Rafique, Executive Member for Employment, Skills and Opportunity
- Martin Farrington, Director of City Development
- Sue Wynne, Chief Officer Employment and Skills

Draft minutes to be approved at the meeting
to be held on Wednesday, 14th February, 2018

RESOLVED – That the draft terms of reference in relation to the Board’s forthcoming inquiry into IAG provision in Leeds be approved.

58 Work Schedule

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board’s work schedule for the 2017/18 municipal year.

The Chair made a suggestion to shorten the next pre-meeting to 15 minutes and therefore proposed that the Board’s formal meeting on Wednesday 14th February 2018 commences at the earlier time of 10.15 am

RESOLVED –

- (a) That the Board’s next meeting on Wednesday 14th February 2018 commences at the earlier time of 10.15 am.
- (b) That subject to any on-going discussions and scheduling decisions, the Board’s outline work schedule be approved.

59 Date and Time of Next Meeting

Wednesday, 14th February 2018 at 10.15 am (pre-meeting for all Board Members at 10.00 am)

The meeting concluded at 12.15 pm.

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 14th February 2018

Subject: Update on the position of the Carriageworks Theatre

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

Summary of main issues

1. Following recent media coverage about the use of the Carriageworks Theatre by the Leeds Community Arts Network, the Chair has requested that the Scrutiny Board receives a verbal update from the Chief Officer for Culture and Sport on the latest discussions surrounding this matter.
2. The Chair of the Leeds Community Arts Network has also been invited to attend today's meeting.

Recommendation

3. Further to the Board's discussion, Members are asked to determine what, if any, further Scrutiny action it may wish to undertake.

Background papers¹

4. None used

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

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 14th February 2018

Subject: Culture Strategy Delivery Plan

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

Summary of main issues

1. At the beginning of the municipal year, the Inclusive Growth, Culture and Sport Scrutiny Board agreed to consider and monitor progress with the city's European Capital of Culture 2023 Bid as well as monitoring the development of a delivery plan linked to the city's new Culture Strategy 2017-2030, which was formally adopted in July 2017.

2. During the Board's meeting on 13th December 2017, the Chief Executive, Chief Officer for Culture and Sport and the Leader of the Council provided a verbal update on the Leeds 2023 European Capital of Culture Bid in light of developments surrounding the eligibility of the UK to host European Capital of Culture 2023.

3. At that stage, the Board was also reminded that it would be receiving a more detailed update on the Culture Strategy 2017-2030 Delivery Plan early in the New Year. Linked to this, the Board requested that other relevant external partners also be invited to contribute to the Board's consideration of the Culture Strategy 2017-2030 Delivery Plan.

4. The appended report from the Director of City Development provides an interim update on the development of the Culture Strategy Delivery Plan following the adoption of the new Culture Strategy for Leeds 2017-2030. The report also outlines the implications of recent events relating to the city's bid for European Capital of Culture.

5. Representatives from the City Development directorate will be attending to present the attached report along with representatives from other relevant external partners.
6. Following today's meeting, a formal Statement of the Scrutiny Board will be drafted and brought to the Board's next meeting for consideration and agreement. This Statement will set out the Board's concluding views in relation to the situation with the 2023 European Capital of Culture Bid and moving forward with the delivery of the city's Culture Strategy for 2017-2030.

Recommendations

7. The Scrutiny Board is asked to consider the attached report and any issues arising from the Board's discussion that it may wish to reflect as part of its formal Statement.

Background papers¹

8. None used

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

Report of the Director of City Development

Report to Inclusive Growth, Culture and Sport Scrutiny Board

Date: 14 February 2018

Subject: Culture Strategy Delivery Plan

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

Summary of main issues

1. On 17th July 2017 Leeds City Council's Executive Board formally adopted the new Culture Strategy for Leeds 2017-2030. The Culture Strategy is the first of its kind in Leeds having been co-produced with the residents, artists and businesses of the city. The strategy includes six guiding values and principles, five aims and seven objectives. A copy of the new Culture Strategy for Leeds 2017-2030 and associated appendices can be downloaded at www.leedsculturestrategy.co.uk.
2. Since its adoption the Culture Strategy has received national and international recognition as a best practice example and model for co-producing the future cultural policies of a city. Interest has come from as far as Scotland, Italy and Iceland.
3. A key action of the Culture Strategy was for Leeds to bid for the title of European Capital of Culture 2023. On the 23rd November 2017 the European Commission wrote to UK Government confirming its decision that, as a result of Brexit negotiations, the UK would no longer be eligible to participate in the European Capital of Culture competition, with immediate effect.
4. Following a White Paper approved by Full Council on 10th January 2018, which gained cross party support, Leeds will move forward with plans to host a year-long celebration of its diverse cultures in 2023. Although not European Capital of Culture, the year will continue to have a strong international focus and will be rooted in the values, aims and objectives of the new Culture Strategy for Leeds 2017-2030.

There will now follow a period of ongoing dialogue, planning and development with a view to sharing more detailed plans in late spring 2018.

5. Given the implications of decision taken by the European Commission and the time needed to recast the plans for Leeds 2023, the need has also arisen to review the scope and timeframe of the Culture Strategy Delivery Plan.
6. The Delivery Plan will continue the co-produced approach pioneered by the development of the strategy, seeking to share ideas, energy and resources and empower people to create and enjoy the cultures that are relevant to them, as opposed to creating a top-down, predictive and restrictive plan for our city's future.
7. With this in the mind the proposed Culture Strategy Delivery Plan will not be an uninspiring spreadsheet on a computer, seen only by council officers and officials. Instead we will seek to create an open-source online platform that anyone can contribute to, crowd sourcing our cultural identity, placing culture at the heart of our daily lives, connecting all corners of the city, sharing experiences and creating the conditions for every person living in the city to have the capacity to create and play an active role in the cultural life of Leeds, should they choose it.

Recommendations:

Scrutiny Board is recommended to:

- note the plan for a year-long celebration of culture in 2023 as a direct legacy of the city's bid for the title of European Capital of Culture;
- note the contribution and important legacy of the European Capital of Culture bid enabling a more ambitious Culture Strategy Delivery Plan over a longer timeframe;
- endorse the revised timescale for developing the Culture Strategy Delivery Plan to Autumn 2018, in light of the European Commission decision;
- note the extension of the timeframe for the Culture Strategy Delivery Plan to cover a six year period of 2018-2023;
- endorse and support the continuation of the projects that have already begun as part of the Culture Strategy Delivery Plan;
- endorse and support the continuation of the co-produced approach to the Culture Strategy Delivery Plan as set out in this report including the creation of an open source online platform to host it;
- ask officers to come back with a progress report later in the year.

1. Purpose of this Report

- 1.1 To provide members of the board with an interim update on the development of the Culture Strategy Delivery Plan following the adoption of the new Culture Strategy for Leeds 2017-2030, and outline the implications of recent events relating to the city's bid for European Capital of Culture.

2. Background information

- 2.1 On 17th July 2017 Leeds City Council's Executive Board formally adopted the new Culture Strategy for Leeds 2017-2030. The Culture Strategy is the first of its kind in Leeds having been co-produced with the residents, artists and businesses of the city. The strategy includes six guiding values and principles, five aims and seven objectives. A copy of the new Culture Strategy for Leeds 2017-2030 and associated appendices can be downloaded at www.leedsculturestrategy.co.uk.
- 2.2 A key action of the Culture Strategy was for Leeds to bid for the title of European Capital of Culture 2023. A small delivery team within Leeds City Council's Culture and Sport service had responsibility for creating the new Culture Strategy for Leeds 2017-2030, developing the bid for the title, and ensuring that the city's many and diverse communities were fully involved, engaged and represented in both projects.
- 2.3 Autumn 2017 saw a series of key milestones for the bid including the creation and submission of an initial 80 page bid book, a celebration event hosted at Quarry Hill which was attended by more than 4,000 people from across the city, extensive media and marketing campaigns and preparations for the initial panel interview. Whilst some early preparatory work was undertaken to start the broader development of the Culture Strategy Delivery Plan, the limited resources of the team were focused on ensuring that the first stage bid for the title was successful.
- 2.4 On the 23rd November 2017 the European Commission wrote to UK Government confirming its decision that, as a result of Brexit negotiations, the UK would no longer be eligible to participate in the European Capital of Culture competition, with immediate effect. The decision was announced despite the team being reassured by the previous actions of both Department for Digital, Culture, Media and Sport (DCMS) and the European Commission that the competition would go ahead.
- 2.5 The announcement was a huge shock to the city and has far reaching consequences, not only for the developments, ideas and projects included as part of the bid, but also impacting the development of the Culture Strategy Delivery Plan which was very closely aligned with the bid and would have provided the framework for its delivery.

3. Main Issues

Leeds 2023

- 3.1 Following a White Paper approved by Full Council on 10th January 2018, which has cross party political support, Leeds will move forward with plans to host a year-long celebration of its diverse cultures in 2023. Although not European Capital of Culture, the year will continue to have a strong international focus, be rooted in the values,

aims and objectives of the new Culture Strategy for Leeds 2017-2030, and support the creation and artistic direction of a programme of events, exhibitions, commissions and festivals during the year 2023.

3.2 On the 31st January 2018 a public meeting was attended by more than 600 people from across the city to consider 'What Next for Leeds 2023?' The meeting marked a starting point for developing plans for the year-long celebration and included the announcements that the year would include:

- The creation of a new People's Theatre by Leeds theatre-company Slung Low, expected to undertake its first performance in 2020, with a major outdoor show taking place in 2023.
- The Yorkshire Sculpture International, a triennial sculpture festival delivered by Yorkshire Sculpture Triangle which includes Leeds Art Gallery, Henry Moore Institute, The Hepworth Wakefield and Yorkshire Sculpture Park and is supported by Arts Council England. A pilot festival will take place in 2019 with the first major festival in 2023.
- The plan to create a full size Lighthouse on the banks of the River Aire, inspired by Leeds Civil Engineer John Smeaton will go ahead and there is an in-principle agreement for it to be fully-funded by a local business.

3.3 Although good progress has been made in the eight weeks since the shock announcement there is much still to consider. The Leeds 2023 Independent Steering Group will be retained for an initial 12 month period to further develop the scope of the year-long celebration, and ensure robust governance and delivery mechanisms are in place for its successful delivery.

3.4 There will now follow a period of ongoing dialogue, planning and development with a view to sharing more detailed plans for the year late spring 2018. Members of the public have been invited to contact the team with any questions, views and comments by 30th April 2018, via the website www.leeds2023.co.uk.

Culture Strategy Delivery Plan 2018-2023

3.5 Given the implications of the decision taken by the European Commission and the time needed to recast the plans for Leeds 2023, the need has also arisen to review the scope and timeframe of the Culture Strategy Delivery Plan.

3.6 It is proposed that, as a direct legacy of the bid which was both inspired by and contributed to the creation of the Culture Strategy, the Culture Strategy Delivery Plan will now have a six-year time frame as opposed to the proposed three year timeframe initially proposed. Alongside community-driven projects, the Delivery Plan will comprise plans for a £35 million cultural programme, enabling the year-long celebration in 2023 to be bold, ambitious and inclusive.

3.7 Although resources have been limited there are some actions and projects that are already in development, which will form part for the Culture Strategy Delivery Plan. These include:

- A revised arts@Leeds grants programme to further support the development of arts organisations to build resilience and grow their contribution to the Leeds economy. This resulted in the arts@Leeds programme becoming a three tier programme of funding and business support for arts organisations tailoring the support to the needs of the organisations as they grow. The Engagement Programme offers in kind support and training to ensure that organisations are ready to apply for funding and have a strong foundation for growth. The Development Programme targets arts organisation in growth helping them to scale up, develop robust business models and broaden their audience. The Investment Programme works with larger organisations to match create a whole council relationships matching their expertise, programming and development needs with departments across the city council to deliver on a range of policy areas. Recommendations for funding on this basis were considered by executive Board on February 7th 2018.
- Participation in the United Cities and Local Government Pilot Cities programme to map the city's performance against the nine Agenda 21 criteria for sustainable cities and benchmark Leeds with other European cities. The programme aims to promote the city's cultural strengths to international partners and create a series of bespoke projects to overcome the city's cultural challenges based on learnings from other cities. A workshop with the arts and culture sector has already been held with a further workshops with Leeds City Council officers was planned for 12th February.
- The creation of a new Leeds Cultural Education Partnership to ensure that culture remains a key feature of education and can be created and enjoyed by anyone regardless of their background. The partnership focuses initially on schools and ensuring that the cultural offer provided by the city is incorporated as part of the curriculum. For example Leeds museums and Galleries services has created a Leeds Curriculum pulling together content and material relating to cultural stories of Leeds such as Leeds West Indian Carnival which will be used to inform lesson plans, school visits and events.
- The 'Our Spaces Strategy' is working towards delivering the ambition for our public spaces to become our greatest cultural asset. With several public realm projects planned across the city a new strategy will aim to provide a high-level framework which considers how the needs of cultural events can be incorporated in these plans from practical infrastructure requirements to audience experience and scalable and flexible spaces for culture.
- A new sector-led strategy for the development and support of music in Leeds, led by Music:Leeds to build resilience across the music industry and grow its contribution to the Leeds economy. Leeds Beckett University and its partners have undertaken an initial audit and hosted a symposium sharing ideas and best practice from across Europe to support both music production and performances in cities. The next stage of the project will be to undertake further engagement with the sector and build towards a new strategy for supporting the music eco system in Leeds.

- Planning for a year-long celebration of culture in 2023 as a legacy of the city's bid for European Capital of Culture, as outlined in section 3.1 to 3.4 of this report.

3.8 The Culture Strategy makes a commitment to develop a Delivery Plan that retains the ethos of the strategy creating space for everyone, from individuals doing their bit for their community, to global organisations based in Leeds and public sector services. The Delivery Plan must continue the co-produced approach pioneered by the development of the strategy, seeking to share ideas, energy and resources and empower people to create and enjoy the cultures that are relevant to them, as opposed to creating a top-down, predictive and restrictive plan for our city's future.

3.9 With this in the mind the proposed Delivery Plan will not be an uninspiring spreadsheet on a computer, seen only by council officers and officials. Instead we will seek to create an open-source online platform that anyone can contribute to, crowd sourcing our cultural identity, placing culture at the heart of our daily lives, connecting all corners of the city, sharing experiences and creating the conditions for every person living in the city to have the capacity to create and play an active role in the cultural life of Leeds, should they choose it.

3.10 Not everyone in the city has access to the internet and digital services and officers will continue to invest time and energy in qualitative conversations and building new relationships off line which are documented and shared by those who do have access to the internet, ensuring that those conversations and ideas do not become excluded from the Delivery Plan.

3.11 Over the last six months officers have continued conversations with communities across Leeds, starting the ground work to develop ideas and suggestions for the Culture Strategy Delivery Plan. Ideas and projects that are currently being explored (some at a very early stage) by communities across the city include:

- An economic impact study to measure the impact, value, size and scope of the cultural sector and its activities in Leeds
- Working in partnership with Art Forms Leeds to develop a new toolkit for culture to act as a bridge brokering relationships between services across Leeds City Council to engage with schools, children and young people and communities in consultations and local developments
- The creation of a 'Cultural Communities Fund' targeted to increase arts and cultural engagement in the top five most deprived wards in the city by 20%
- The continuation of the 'Leeds 2023 Explore Fund' supporting artists to develop meaningful international partnerships and promoting diversity and inclusivity
- The creation of a community-developed and maintained pocket park at Guiseley Wells
- The creation of a high-level Cultural Infrastructure Prospectus to promote the development of major cultural venues in the city and increase investment in cultural infrastructure
- A mural and art trail across Chapel Allerton utilising vacant wall space and junction boxes

- A new cultural development programme for artists with profound and multiple learning disabilities from Bramley to become part of a community-led revival of Bramley Festival creating a new artist-led Residents Association.
- The creation of a community-led 'Messy Maker Space' at Aire Place Workshops

3.12 Officers originally recommended that the Delivery Plan be developed by March 2018. Given the pressures on resources over the last six months, the need to review plans in light of changes to Leeds 2023, the continued appetite from residents, businesses and communities across Leeds to continue the values and ethos of co-production and the proposed extended timeframe for the Culture Strategy Delivery Plan, it is recommended that it is developed over a longer period of time with a view to completion Autumn 2018.

4. Corporate Considerations

4.1 Following the disappointing decision from the European Commission to withdraw the right for a UK city to host the European Capital of Culture title, there is recognition from across community, business, artistic and political stakeholders that the hard work of the last four years must not be lost. It is vital to create a meaningful and sustainable legacy from the bid which goes beyond a year of celebration and creates a step-change in the quality of life experienced across communities in Leeds, by placing culture at the heart of policy and decision making.

4.2 The extensive qualitative research and development of the Culture Strategy and the following consultation demonstrated a strong appetite for the subsequent Delivery Plan to remain an open, shared and co-created endeavour as opposed to a top-down prescriptive plan.

4.3 This approach continues to support the city's ambitions to become 'Best City 2030' and create the conditions for inclusive growth supporting the Strong Economy, Compassionate City agenda.

5. Consultation and Engagement

5.1 The process to develop the Culture Strategy involved extensive engagement and consultation which has continued as part of early discussions informing the Culture Strategy Delivery Plan.

5.2 The UCLG Pilot Cities Programme has created a series of early workshops with both the arts and culture sector and Leeds City Council officers and senior decision makers to inform the Culture Strategy Delivery Plan.

5.3 Officers in City Development are working with colleagues across Leeds City Councils Communities and Equalities team and will continue to undertake internal consultations across all policy areas.

5.4 The project will retain the commitment to the principles of co-production created an open, accessible and inclusive platform that anyone in Leeds has the opportunity to contribute to.

6. Equality and diversity / cohesion and integration

- 6.1 Focussed discussions regarding the Culture Strategy Delivery Plan have already started and will continue to be conducted with groups representing Child Friendly Leeds, Older People, Migrant and Refugee communities, LGBT communities and others.
- 6.2 Young people will be engaged through the Leeds Cultural Education Partnership, Art Forms and directly through the breeze networks and relationships with Children's Services.

7. Council Policies and City Priorities

- 7.1 The new Culture Strategy for Leeds 2017-2030 is a key element of our 'Best City' ambition. It has the potential to support all eight of the 'Best City' outcomes, giving further evidence of the way in which culture and cultural activity is a vital part of all our lives and that of future generations.
- 7.2 Working to deliver on the promise to balance a strong economy with a compassionate city, done strategically and well, the Culture Strategy Delivery Plan will assist in supporting the city to achieve health and well-being targets, increase rates of participation, promote coexistence reducing anti-social behaviour, create new jobs, boost skills, and add to civic pride in our city.
- 7.3 Through productive working relationships with colleagues from across services, the Culture Strategy Delivery Plan could also help realise the potential of Europe's largest regeneration area on the city's Southbank.

8. Resources and value for money

- 8.1 The new Culture Strategy for Leeds 2017-2030 received financial support from Arts Council England and in kind support from the University of Leeds to develop and implement the new approach. Conversations with additional potential funding partners are on-going.
- 8.2 The strategy and approach has received national and international recognition as best practice for co-producing the future policies of a city, offering further opportunity for partnerships and support for the R&D of the Delivery Plan.
- 8.3 As part of the legacy of the bid for European Capital of Culture 2023 the city and its partners will build a £35m cultural programme supporting the Culture Strategy Delivery Plan and the year-long celebration of culture in 2023 making the council a minority funder and generating significant investment for culture in Leeds.

9. Legal Implications, Access to Information and Call In

- 9.1 No legal implications are identified at this point.
- 9.2 This report is not subject to call in.

10. Risk Management

- 10.1 The Delivery Plan is vital to ensuring that the aims and objectives of the new Culture Strategy for Leeds 2017-2030 are delivered and to creating the necessary conditions for a bold, ambitious and inclusive year-long celebration of our diverse cultures in 2023.
- 10.2 The timescale to develop the Delivery Plan has been extended to allow for more detailed engagement with communities and to ensure that culture becomes embedded across all policy areas within Leeds City Council working towards the objectives of the strategy.
- 10.3 The Culture Strategy Delivery Plan will be a cross-council, cross-city project with shared ownership across culture, business, community and political stakeholders.

11. Conclusions

- 11.1 Given the implications of the decision taken by the European Commission and the time needed to recast plans for Leeds 2023, the need has also arisen to review the scope and timeframe of the Culture Strategy Delivery Plan.
- 11.2 Although a disappointment and great shock, the cancellation of the competition for European Capital of Culture has enabled the city to plan for a more ambitious Culture Strategy Delivery Plan which will retain the co-produced ethos of the strategy whilst working towards supporting a bold, ambitious and inclusive plan for a new year-long celebration of culture in 2023.
- 11.3 Work will continue over the next nine months to develop a suitable framework for an open and inclusive Delivery Plan that will allow for anyone in the city to have the opportunity to contribute, empowering people across Leeds to create and enjoy their own cultures and ensuring that culture is embedding across a range of policy areas.

12. Recommendations

- 12.1 Scrutiny Board is recommended to:
- note the plan for a year-long celebration of culture in 2023 as a direct legacy of the city's bid for the title of European Capital of Culture;
 - note the contribution and important legacy of the European Capital of Culture bid enabling a more ambitious Culture Strategy Delivery Plan over a longer timeframe;
 - endorse the revised timescale for developing the Culture Strategy Delivery Plan to Autumn 2018, in light of the European Commission decision;
 - note the extension of the timeframe for the Culture Strategy Delivery Plan to cover a six year period of 2018-2023;
 - endorse and support the continuation of the projects that have already begun as part of the Culture Strategy Delivery Plan;
 - endorse and support the continuation of the co-produced approach to the Culture Strategy Delivery Plan as set out in this report including the creation of an open source online platform to host the Delivery Plan;

- ask officers to come back with a progress report later in the year.

13 Background papers¹

13.1. None used

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

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 14th February 2018

Subject: Work Schedule

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

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the remainder of the current municipal year.

2 Main issues

2.1 At its initial meeting in June 2017, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2017/18. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.

2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

Developing the work schedule

2.3 The work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

2.4 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:

- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.

- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
- Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

2.5 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

2.6 Further to the Scrutiny Board agreeing the terms of reference for its inquiry into Information, Advice and Guidance (IAG) provision in Leeds, the following inquiry sessions were confirmed and are reflected in the Board’s work schedule:

- Session 1 – working group meeting – Monday 5th February 2018 at 3pm
- Focus group with young people – Wednesday 14th February 2018 at 2.30 pm
- Session 2 – working group meeting – Tuesday 20th February 2018 at 10 am.

3. Recommendations

3.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board’s work for the remainder of 2017/18.

4. Background papers¹

4.1 None used

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

Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

June	July	August
Meeting Agenda for 28/06/17 at 10.30 am	Meeting Agenda for 26/07/17 at 11.00 am.	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance update report (PM)	European City of Culture 2030 Bid - detailed briefing on the current position (PDS) Chief Executive's update to the Board (PSR) South Bank Regeneration Area – Update on Burberry (PSR)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

September	October	November
Meeting Agenda for 06/09/17 at 10.30 am.	Meeting Agenda for 1/10/17 2017 at 10.30 am.	Meeting Agenda for 15/11/17 2017 at 10.00 am.
Formal consultation on the new draft Inclusive Growth Strategy (PDS/C)	Systems approach to physical activity in Leeds (PDS)	Employment and Skills – Key challenges and opportunities (PSR)
Working Group Meetings		
		Consideration of the potential gaps and opportunities regarding delivery of the devolution agenda (PDS) 13/11/17 @ 9.30 am
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

December	January	February
Meeting Agenda for 13/12/17 2017 at 10.00 am.	Meeting Agenda for 17/01/18 at 10.30 am.	Meeting Agenda for 14/02/18 at 10.15 am.
Leeds 2023 European Capital of Culture Bid – Update (PSR) Supporting the development of a systems approach to physical activity in Leeds (PDS)	Performance report (PM) Financial Health Monitoring (PSR) 2018/19 Initial Budget Proposals (PDS) Best Council Plan Refresh for 2018/19-2020/21 – Initial Proposals (PDS) Inquiry into Information, Advice and Guidance provision in Leeds – draft terms of reference (PSR)	Update on the position of the Carriageworks Theatre (PSR) Culture Strategy 2017-2030 Delivery Plan (PSR)
Working Group Meetings		
		Inquiry into IAG provision in Leeds (PSR/PDS) Session 1 - 5/2/18 at 3pm Session 2 – 20/2/18 at 10 am Focus group meeting with young people – 14/2/18 at 2.30 pm
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

March	April	May
Meeting Agenda for 14/03/18 at 10.30 am	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
<p>Inquiry into IAG provision in Leeds – draft final report (PSR/PDS)</p> <p>Culture Strategy Delivery Plan – draft Scrutiny Board Statement (PSR)</p> <p>A new sport and physical activity strategy for Leeds– summary of evidence and proposed next steps.</p>		
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response