

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All the people of Leeds lead prosperous lives.

Priority: Create more jobs.

Why and where is this a priority: Creating more jobs across Leeds is crucial for providing a wide variety of employment opportunities and helping to reduce the unemployment and poverty levels within the city. In particular, supporting local residents in deprived communities to access new job opportunities is a fundamental part of achieving this outcome.



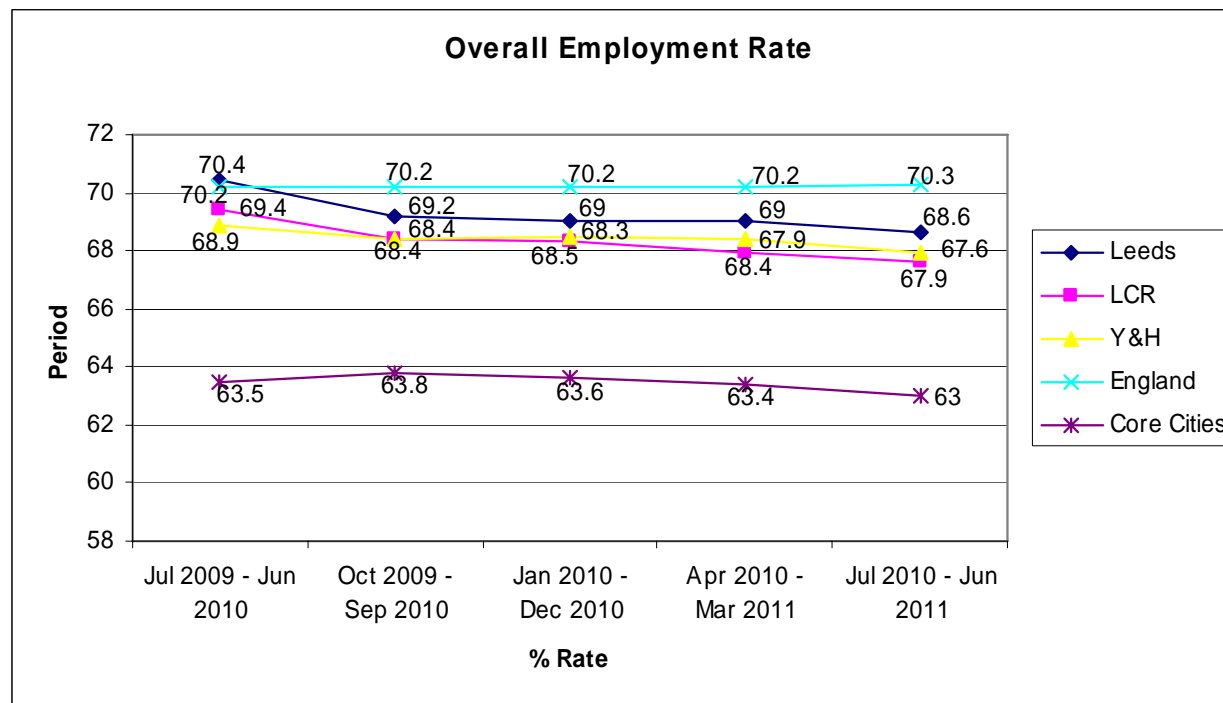
Story behind the baseline

Leeds figures available throughout the last three months reveal unemployment rose to a rate of 8.8% from 8.6% in the previous quarter while employment fell to 68.6%. After being stable at 4.3% in August-November 2011, the claimant proportion rose month on month to 4.7% from December 2011 to February 2012. These figures were announced against a national picture of high inflation and no growth with GDP contracting to -0.3% in Q4 2011.

All key project milestones relating to the Aire Valley (AV) have been achieved to date. The AV Enterprise Zone was established on April 1st 2012 providing businesses with relaxed planning conditions, business rates relief and super-fast broadband to encourage business growth and investment in the area. Executive Board (EB) have also agreed funding to bring part of the EZ into production to help facilitate development however, some schemes within the AV have not progressed as quickly as anticipated due to the prevailing difficult economic conditions.

Both the Arena and Trinity Leeds developments, still on-track to complete in spring 2013, are anticipated to create 5000 jobs.

Supporting Indicator: Overall Employment Rate



This measures the proportion of the working age population (16-59 for females and 16-64 for males) who are in employment according to the International Labour Organisation (ILO) definition. Results are accurate to within +/- 5%.

What do key stakeholders think

The 2010 Spending Challenge consultation revealed that 90% of citizen's panel respondents felt the Council should work to get local jobs, for local people, and 89% felt new developments should be allowed provided new jobs are created. A new Economic Growth Strategy has been developed which focuses on key sectors (Health and Medical, Financial and Business Services, Low Carbon Manufacturing, Digital and Creative, Retail, Housing and Construction, Social Enterprise and the Third Sector) for Leeds in terms of both existing jobs and new job opportunities. The Sustainable Economy and Culture (SEC) Board gave consideration to this proposed approach and were supportive at their meeting in October 2011.

What we did

Developments

- Aire Valley (AV): Legislation enacted for the AV Enterprise Zone (EZ) to commence 1st April 2012.
 - AV EZ successfully launched at MIPIM in Mar 2012
 - Executive Board approval given to establish the EZ and provide funding support to bring the Logic Leeds site into production. Extensions of time were approved for Temple Green and Logic Leeds drainage channel planning applications.
 - AV business engagement pilot commenced
- Arena: Construction on schedule with over 75% of steel frame erected.
 - Safeguarded over 88 local jobs, created 26 new jobs, 16 apprentices recruited, 89 health and safety passes, 60 Leeds businesses engaged, and a further 35 Yorkshire businesses engaged. 7 new graduate level roles have been recruited, and 88 weeks of work experience have been completed
 - Hosted a visit from the French Chamber of Commerce and French Ambassador
 - Developed in further detail the Leeds Arena Quarter master-plan, with associated developments progressing and a new hotel now open as a result of the development.
- Trinity Now 57.8% pre-let with a further 7.9% with firm commitment. Confirmed occupants include; Marks & Spencer, BHS, H&M, Boots, Primark, Topshop/Topman, River Island, Next, Hollister and Cult.

Local Enterprise Growth Initiative (LEGI) Legacy

- 36 Business Growth Fund applications received to date, and 30 offers made. Total paid out to date is £71,386 (18 grants), supporting the creation of 42 new jobs and £698,493 in private sector investment. Of the 42 new jobs, 17 young people have secured work of whom 13 were previously unemployed.

Enterprise Support

- ERDF business engagement bid submitted
- 'Leap into Action' business support event held at Leeds Central Library on 29th Feb 2012.

What worked locally /Case study of impact

- Leeds-based Inline Health and Beauty has invested over £75,000 in relocating to a 26,000 sq ft unit in Cross Green that has doubled their manufacturing space and created four new jobs. The company are planning a further nine new recruits. The move has been supported by a £10,000 grant from Leeds City Council's business growth fund.

Risks and Challenges

Aire Valley: Significant challenges converting business interests in moving to the EZ into confirmed projects

Arena: Set backs in construction may delay the benefits the project is expected to bring in supporting the economic growth within the city. The economic climate is having a severe effect on the construction sector, and some sub-contractors may not be able to achieve employment and training requirements

New Actions

Developments

- AV: Hold partner meetings to coordinate marketing activity of the AV EZ
 - Hold stakeholder meetings with UK Trade and Investment and the Manufacturing Advisory Service.
- Arena: Continue to support the recruitment of new jobs and training opportunities throughout the construction stages
 - Construction to reach the stage whereby the building is 'watertight' and host a topping out ceremony
 - Continue to develop the arena quarter master-plan
 - Work with the operators (SMG) in preparing for the opening of the Arena in 2013

Enterprise Support

- Submit Regional Growth Fund bid to enable a grant fund for small to medium sized enterprises to be established.

Health Hub

- Identify site for advanced medical technology park by end of Dec 2012.

Data Development

- Headline Indicator - Work to be undertaken in 2012/13 to develop a more robust and suitable indicator which measures the number of local jobs created and Leeds residents accessing those jobs.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: businesses are supported to start up, innovate thrive and grow

Priority: Improve Skills

Why and where is this a priority

Apprenticeships are the government's primary workforce development tool for existing employees and new recruits, with a particular focus on young people. A larger and broader mix of Leeds employers need to be engaged in Apprenticeships in order to grow the city's skills base, increase employment and improve business productivity.



Story behind the baseline

It has not been possible to ensure the provision of reliable data on employer engagement with Apprenticeships. Discussions are ongoing with the National Apprenticeship Service (NAS) on the provision of information on the employer count, therefore the RAG rating is Amber. Other measures will continue to be used to monitor progress and the effectiveness of interventions to promote the expansion of Apprenticeships.

Performance is measured in academic years, August to July. The latest available data covers the period from August to October 2011. The Leeds' Apprenticeship success rate for all ages in the 2010/11 academic year was 77%. The regional rate was 77% and the national rate was 76%.

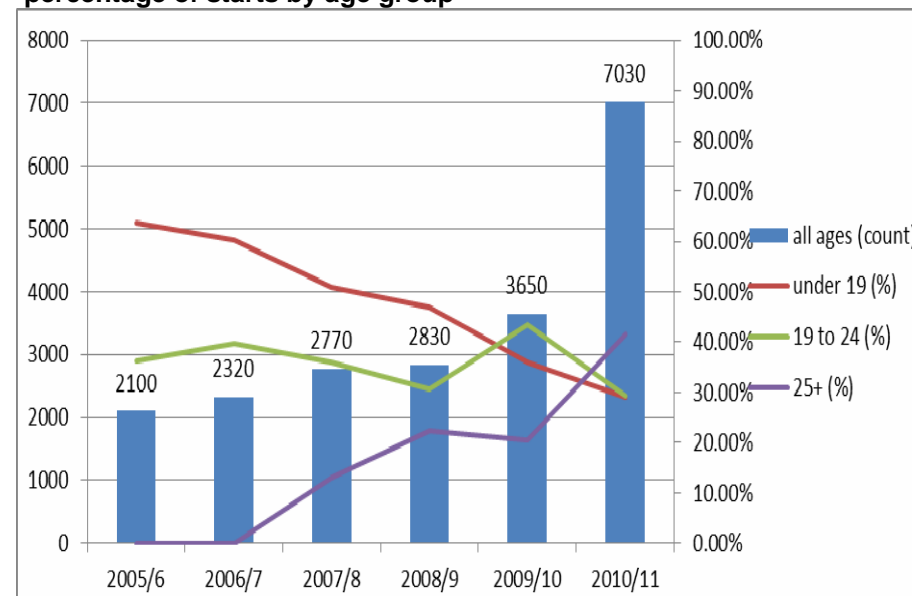
The total number of Apprenticeship starts from August 2011 to October 2011 were: 861 for 16-18 year olds; 633 for 19-24 year olds; and 784 for 25+. This gives a total of 2,278 Apprenticeship starts in the current academic year, compared with 1,730 in the same period the previous year, a yearly increase of 32%.

The following frameworks have the largest number of 16-18 year olds apprentices: Customer Service; IT & Telecoms; and Beauty Therapy.

For 19-24 year olds the most common frameworks were Retail; Customer Service; and Hospitality & Catering. For those over 25 years old, the largest number of apprentices were in Retail; Customer Service; and Health & Social Care.

66% of apprentice starts by 16-18 year olds are at an intermediate level, 34% are at an advanced level. 67% of starts by 19-24 year olds are at an intermediate level, 31% are at an advanced level and 2% are at a higher level. For Apprenticeships starts for all ages there has been a 46% annual increase on intermediate level starts, an 8.4% increase on advanced level starts, and a 11% decrease in higher level starts. 34% of apprentices aged 16-18 are female and 66% are male. 49% of apprentices aged 19-24 are female and 51% are male. 58% of apprentices aged 25+ are female and 42% are male. 8% of 16-18 year old are identified as disabled, 6% of 19-24 year olds are identified as disabled

Supporting Indicator: Full year apprenticeship starts 2005-2011 and percentage of starts by age group



What do key stakeholders think

NAS is currently analysing the findings of a questionnaire to learners and employers. The outcomes of this will be available later in the year and will be used to inform ongoing work to promote Apprenticeships to employers and to support learners to take up these opportunities in Leeds.

What we did

- Over 760 Apprentices in total have participated in the Council's apprentice programme, the scheme is now one of the largest local authority programmes in the country.
- Employment Leeds, the council's support to employers in the city, supports the recruitment of apprentices. It has worked with employers to identify 227 new Apprenticeship opportunities, 98 of which have been filled to date.
- A central careers fair for young people in Leeds, took place on 22 and 23 November at the Royal Armouries, Leeds. A total of 1,629 pupils from 26 schools attended across both days. Participation was higher than in the previous year (1222). Work between Prospects and partners is now underway to consider the detailed feedback and make adjustments for next year's event.
- Leeds City Council worked with West Yorkshire Learning Providers, the National Apprenticeship Service and businesses to deliver an Apprenticeship Information Evening at the Leeds Town Hall on 14 March 2012. This year's event had an additional focus on Level 4 Apprenticeships and progression routes to higher education. Initial estimates are that over 800 young people and their parents/carers attended. An evaluation is currently being undertaken by Children's Services to inform follow up work with schools/academies and IAG providers.
- The Civic Hall hosted the inaugural Leeds Apprenticeship Awards in February, to coincide with National Apprenticeship Week 2012. Over 220 people attended to celebrate the work of apprentices, businesses and learning providers in the city. The winners of the Leeds Apprenticeship Awards are listed at www.leeds.gov.uk/awards.
- Additional Apprenticeship Ambassadors have been identified within the city to include a key developer in the city through Land Securities.

What worked locally /Case study of impact

The Leeds Apprenticeship Awards provided a platform for celebrating the achievements of everyone in the city who has contributed to raising the profile and importance of Apprenticeships. Ten award categories recognised apprentices, employers, learning providers and schools. The event generated a wide range of media interest which served to further promote Apprenticeships with the city. In addition the event gained recognition as a model of good practice by the National Apprenticeship Service in the promotion and celebration of Apprenticeships in Leeds.

New Actions

- The Council is working closely with schools and academies to further develop and tailor National Apprenticeship resources to provide young people with information on Apprenticeships, where to find information and how to apply for vacancies on line.
- The Council has undertaken work to develop an Apprenticeship Engagement Strategy targeted at supporting schools and academies to discharge their new Information, Advice and Guidance responsibilities from April 2012. This aims to provide up-to-date information and practical support to staff and will be launched April to June 2012.
- The Council is seeking support from the government through the City Deal initiative announced by the Deputy Prime Minister in November to support an accelerated programme of support to SMEs to take on apprentices in Leeds and across the Leeds City Region.
- Employment Leeds in partnership with Jobcentre Plus and Leeds City College has developed a pre-Apprenticeship programme to support individuals looking to secure an Apprenticeship with the Leeds NHS Trust. The pilot cohort of learners have all secured an interview for an Apprenticeship with the Trust.

Data Development

The National Apprenticeship Service (NAS) has validated the Data Sharing Agreement. There has been an improvement in the level of data provided on Apprenticeship Starts, however this is now received less frequently and with greater time lags. Discussions are ongoing to identify an appropriate measure and reliable data source to reflect employer engagement. NAS is not able to provide data on the ethnicity of apprentices. The Council is seeking to agree a separate data sharing agreement with NAS for data on unsuccessful candidates from the Apprenticeships On-line System to better support candidates and improve application success rates.

Risks and Challenges Ensuring the learning providers can respond to changing employer needs and match provision to local growth sectors.

Ensuring young learners are provided with appropriate Information, Advice and Guidance on the wide and growing range of apprenticeships opportunities through targeted activity and interventions with learners, parents and carers, and schools.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people in Leeds have a high quality standard of living

Priority: Support the sustainable growth of the Leeds' economy.

Why and where is this a priority Ensuring Leeds has a strong and sustainable economy is important to the quality of its citizen's lives and their well-being. Attracting investment and supporting businesses to start up and grow will support the creation of new job opportunities which is vital in achieving this priority.



Story behind the baseline

Data is based on a quarterly survey, carried out by Leeds, York & North Yorkshire Chamber of Commerce, of owners or senior managers within businesses across these areas. As part of this survey businesses are asked how confident they are that their turnover will increase over the next 12 months. There were 770 respondents in Q1 2012.

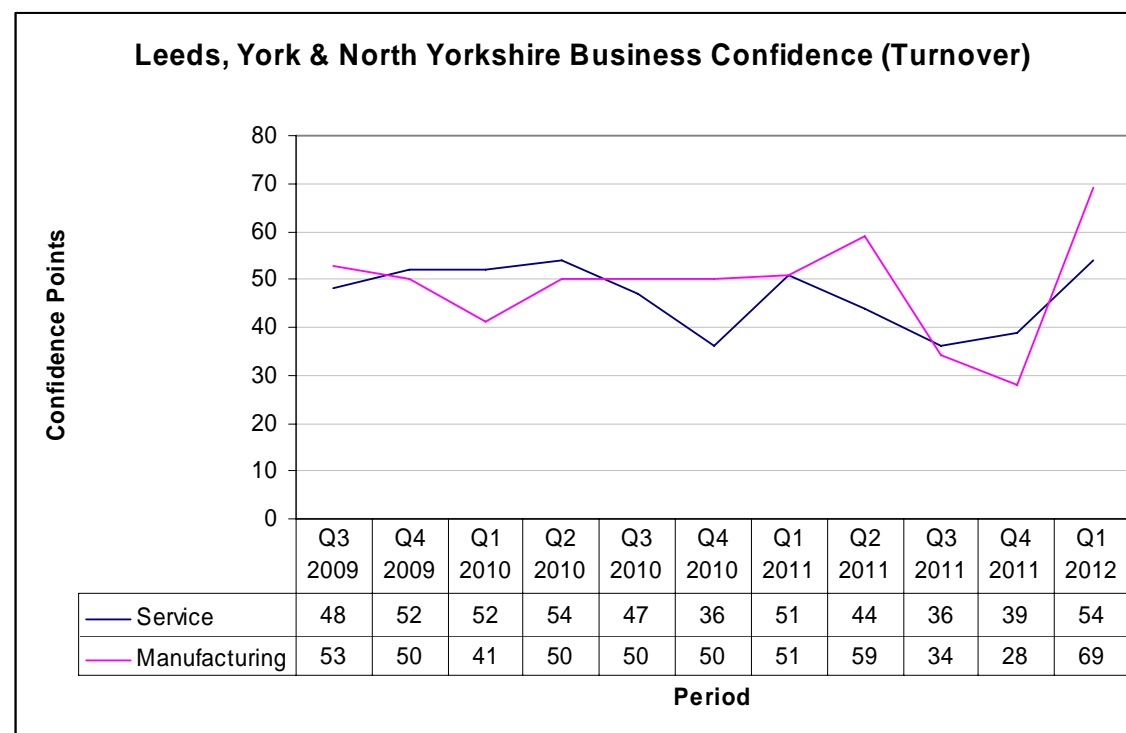
Confidence amongst manufacturers has soared this quarter to its highest point in over four and half years and there has been an annual increase of +9% between Q1 2011 and Q1 2012.

Confidence amongst service businesses has also improved noticeably, returning to levels similar to that at the start of 2010 when UK GDP growth was in positive territory. However, when comparing turnover expectations with previous quarters the data shows how volatile the economy is and that it is still far too soon to expect this improvement to be sustained.

In addition, large businesses are the least confident about both their turnover and profit expectations, despite reporting the strongest UK and overseas sales.

There is real evidence to suggest however, that the manufacturing sector is beginning to emerge from the recession and is now entering a period of sustainable growth as almost one in three report that their current turnover is either slightly or significantly higher than at the start of the recession. This compares to 42% of services, which although they trail behind manufacturers, is still encouraging and there is a definite upwardly trend beginning to emerge within the sector.

Supporting Indicator: Leeds, York & North Yorkshire Business Confidence (Turnover)



Data for the headline indicator *Increase number of businesses registering for Value Added Tax (VAT)* is reported annually. The 2010 result was reported at Q3 2011/12 and data for 2011/12 is not due until Dec 2012. As such, the Leeds, York and North Yorkshire Business Confidence (Turnover) is being used as a proxy.

What do key stakeholders think

According to the Spending Challenge consultation in 2010 working to 'get local jobs, for local people' was most commonly seen as important by Spending Challenge and panel respondents, with related aspects such as development and transport improvements close behind. Transport infrastructure was especially important to younger respondents and those with a disability. Please see BUS5 Performance Report for update on Transport infrastructure developments.

What we did

Developments & Projects

- 252.2 hectares of brownfield land was under redevelopment in 2011/12
- Large Casino The amended gambling policy to include 'statement of licensing principles' for the granting of the licence was approved by full Council
 - Application pack approved by Licensing Committee; Commenced marketing and opened application stage 1 for the licence
- Eastgate Executive Board (EB) approved revised commercial agreement with the developer to facilitate development
 - Workshop with developer and the John Lewis Partnership (JLP) held to ensure the development fully integrates into Leeds' existing retail core; design competition held to select the JLP store architect
- Kirkgate Market EB approval given to commission specialists to undertake feasibility and design work.
- South Leeds Investment Partnership (SLIP) Private sector presented revised proposals to the Council leader, its Chief Executive and other senior councillors identifying potential sites for future development.

Infrastructure

- Flood Alleviation Scheme (FAS): Approval given by EB to expenditure of £500k on further work to support a bid for funding for the FAS.
- Leeds Station South Entrance (LSSE) Construction anticipated to commence in Summer 2013 and opening scheduled in late 2014

Financial Inclusion

- Continued funding for the LCCU branch network agreed
- Funding for face to face debt advice set to continue until Sept 2013.

What worked locally /Case study of impact

Super-Connected Cities Leeds and Bradford successfully became two of the first super connected cities in the UK receiving Government funding of up to £15 million to support the roll-out of ultra-fast broadband (100mb+) to 88,000 homes and over 16,000 businesses, and to develop full wireless coverage within both city centres and along key transport corridors between both cities.

Risks and Challenges

CCP Delivering and financing the long term vision for a CCP and the regeneration of Leeds South Bank that includes land and developments not wholly the responsibility of the Council.

Large Casino Non delivery of a large casino in the city may result in Leeds not realising the socio-economic benefits of the scheme.

Eastgate Delivery of the scheme in the current economic climate

SLIP No defined timescales for the private sector to bring forward proposals.

New Actions

Developments & Projects

- City Centre Park (CCP) Prepare tender to appoint consultants, to develop the Outline Business Case for the creation of a new City Centre Park, for appointment in April 2012.
- Large Casino Develop proposals for social inclusion fund to embed programmes which reduce social and economic exclusion in Leeds;
 - Develop proposals for monitoring potential harmful effects
 - Receive stage 1 applications and stage 1 licensing process
- Eastgate Provide current information on Compulsory Purchase Order (CPO) to all parties with land interests.
- Kirkgate Market Commission specialists to undertake consultation and commence feasibility
- SLIP Review composition of investment partnership to reflect wider investor and member involvement to maintain current balance between parties.

Infrastructure

- FAS Submit funding bid to Communities and Local Government
- NGT Bid decision due in May 2012
- LSSE Metro to produce a new Transport & Works Act in May 2012

Financial Inclusion

- Lobby Government to continue funding debt advice services beyond Sept 2013
- Deliver a 'Passion4Fashion' event, aimed to help unemployed tenants manage their budgets and access employment and training opportunities

Data Development

None

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people of Leeds will benefit from a world-class cultural offer

Priority: Get more people involved in the city’s cultural opportunities.

Why and where is this priority A creative accessible cultural programme which engages local people is a vital component of a healthy, inclusive, high profile city, and contributes strong links to the city’s economy both directly and through encouraging business to relocate/stay in the city. The 2011 results from the annual Cushman and Wakefield survey show that 16% of respondents stated that the quality of life for employees was an absolutely essential factor when considering relocation to an area

Story behind the baseline

Despite an 8% drop in capacity to achieve £2m of budget reductions, Sport and Active Recreation have exceeded their target for 2011/12 with 4,207,268 visits to Council leisure centres, an increase on last year of 8,108.

When looking at the number of non-participants from the Sport England Active People survey, split into target groups, a marked improvement can be seen across all categories, with the exception of 16 – 25yrs:

Indicator	Year	All	Male	Female	Non-white	Disability	16 - 25 yrs	26 - 54yrs
0 days /yr	2005/06	49.90	42.20	56.90	58.80	72.20	30.20	46.10
	2009/11	44.90	41.10	48.60	48.80	63.60	32.30	39.20
% change		5.00	1.10	8.30	10.00	8.60	-2.10	6.90

Leeds Museums and Galleries will be one of the Arts Council’s 16 Major Museum Partners receiving major funding of £5.05m over the next three years which is an affirmation of the success of the service over recent years (e.g. increase in visits from 334k in 2004 to over 1.1m in 2011). The award will enable Leeds Museums and Galleries to continue to focus on delivering excellence, developing audiences, becoming more sustainable, resilient and innovative, offering leadership and workforce development and ensuring every child and young person has the opportunity to experience the richness of museums.

Leeds Education Authority has 266 schools and over the last three years, Leeds Museums and Galleries have seen 99% (227/229) of primary schools and 97% (36/37) of secondary schools participate in workshops, self led visits and outreach work. 86% of primary schools and 72% of secondary schools visited at least one Leeds Museums and Galleries site; 97 of these schools are located in deprived areas.

Supporting Indicator:

Leeds Town Hall Audience Figures, the annual attendance for cultural events based at the Town Hall has doubled over the last two years. Part of the Arts and Venues vision has been to open up the Town Hall to the people of Leeds by offering a wider variety of programmes, increasing footfall and revenue. The programme was first extended for the Autumn of 2010, and it now includes comedy nights, lighter/popular music, tours of the building and more community events.

Leeds Town Hall Audience Figures

Quarter	Audience Figures
Q4 2009-10	15,000
Q4 2010-11	27,000
Q4 2011-12	29,000

What do key stakeholders think The Citizens Panel participated in a survey earlier this year to help shape the Cultural Programme, with a higher than expected response rate of response of 75%. The results have been used to help inform the 2012 Cultural Programme for Leeds. Parks and Countryside will also be using the Citizens Panel for their survey in July 2012.

What we did

- Work commenced on site in February 2012 for a £30m PFI Scheme Holt Park Active which replaces the current leisure centre and provides facilities for use by Adult Social Care Learning Difficulties Service.
- The Olympic Torch route through Leeds, names of Torch bearers and a major event at Temple Newsam on 25 June have been announced.
- The installation of the new screen in Millennium Square was completed in February and it will be used to broadcast coverage of the Olympic and Paralympic Games, the Queen's Diamond Jubilee, Euro 2012 and Wimbledon.
- In March we launched Leeds Inspired, the new Cultural website. The site is in Beta Testing stage until May 2012 and has already attracted over 500 events. Early feedback from the user group has been constructive and positive.
- Successful transfer of gymnastics provisions to a social enterprise, Leeds Gymnastics Club, was completed in February 2012.
- It was announced in March that Leeds will host the New Zealand and Italian Rugby teams for the Rugby League World Cup in 2013.
- Overall visitor numbers to Leeds Museums and Galleries are at an all time high. This is partially due to the 'Pharaoh: King of Egypt' exhibition, which on loan to us from the British Museum until 17 June 2012.
- A single site charge was introduced for Lotherton Estate in January 2012 and, since opening in March, the Hall has seen visitor numbers increase 187% on the same period last year.
- Improvements continue at Middleton Park with over 60 events having been held, more than 800 school children have visited and over 4500 trees and shrubs have been planted. Alongside this, 70 volunteer activities have been undertaken.

New Actions

- A wide range of cultural events across all services are being planned to celebrate the Queen's Diamond Jubilee including an exhibition by Cecil Beaton of iconic photographs of the Queen, which will run from 5th May to 24th June
- Work continues on planning the Leeds Loves Sport Festival, 18th June – 8th July 2012. Leeds Libraries' summer reading challenge will have an Olympic theme.
- A Disability Sports event will be held at John Charles Centre for Sport in August including events around the Paralympics.
- Business plans in support of community asset transfers at Garforth and Bramley Leisure Centres have been evaluated. Awaiting feedback from community groups.
- Work continues on the future of Rawdon, Shadwell, Cow Close and Drighlington Libraries.
- Following the successful application for Inspired Facilities funding to further improve the new community facility at Middleton Leisure Centre tendering will begin in May 2012, with an aim to build by Feb 2013

Data Development

- Development of the Leisure Management System continues with a trial site to be developed summer 2012.
- Development a coordinated approach to data collection relating to the Breeze Programme across the Council, in the first instance, enabling non sensitive data sharing. Need to work with partners to develop the best way to enable them to collect data
- Development of the headline indicator is continuing with an update expected in Q2 2012/13
- Data will be gathered for Lotherton Estate over the next 12 months to provide comparisons to previous activity.

What worked locally /case study of impact Precious Cargo, a 2012 Cultural Olympiad project, has a consultation group from Children's Services, Artforms, Libraries, Breeze, the Grand Theatre and the Carriageworks. The project has transformed the way in which Museums and Galleries work with young people (aged 14-24) and will result in an exhibition in Leeds City Museum, which will be designed and interpreted by young curators and open in July 2012. One of the build-up projects has been Mok's Box, which was decorated by a group of vulnerable young women from across the city working with local street artists, and which toured Leeds as part of Breeze on Tour during summer 2011 engaging with over 2000 families and young people

Risks and Challenges

- Ensuring the smooth operation of a programme of events and activity throughout the summer to support London 2012.
- New changes to HR procedures regarding Agency staff will place restrictions on service delivery and therefore a solution is being sought.
- Maintaining income and the ability to introduce improvements to services in response to the public's changing use in the current economic climate.
- Recession and reduced consumption could either improve or worsen health inequalities depending on the choices people make. We need to be encouraging healthier, more sustainable choices i.e. freezing sport prices on the discounted LeedsCard Extra prices for a third year.
- The need to sustain the marketing strategy and public visibility of visitor attractions and services.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people in Leeds can access services as required

Priority: Improve journey times and the reliability of public transport.

Why and where is this a priority

Improving vehicle journey times and the reliability of public transport is a priority for both the business community¹ and residents of Leeds². Each day over 750,000 vehicles cross the Leeds central cordon at peak times and the transport system within Leeds supports around 120,000 commuters into the city centre. A key challenge for the authority in the long term is addressing the issues of congestion and over crowding on public transport in a sustainable way.



Story behind the baseline

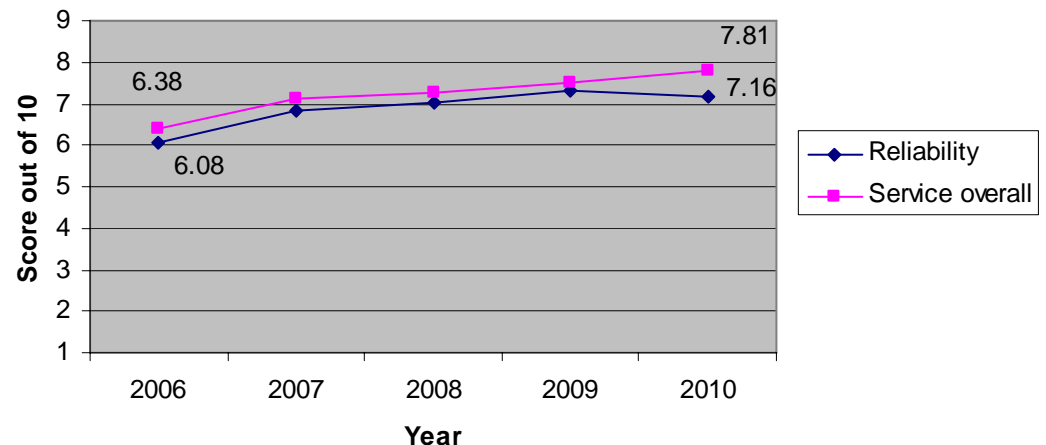
As reported previously the headline indicator agreed for this priority is ineffective in measuring progress. Whilst work is ongoing with Metro to develop a more appropriate measure (see Data Development section) an alternative 'supporting indicator' has been provided which measures satisfaction with bus services in Leeds. The graph shows satisfaction in terms of reliability of the services and overall satisfaction based on 12 factors including; frequency, reliability, quality of the vehicle and cost of journey. Data for 2011 is expected shortly.

The on-going implementation of the Traffic Light Priority (TLP) programme has contributed to the overall improvement in reliability since 2006. The scheme utilises the Automatic Vehicle Location technology on board the buses to alter the timings at a junction as the bus approaches to ensure delays are minimised. Also, the introduction of individual bus priority schemes on Chapeltown Road, Dewsbury Road and Roundhay Road have had a marked effect on individual routes and corridors and will contribute towards the overall city wide improvement.

The improvements in journey time reliability also need to be set against the general reduction in traffic flows across the districts.

Supporting Indicator: Customer Satisfaction with Bus Services in Leeds

Customer Satisfaction with Bus Services in Leeds



What do key stakeholders think

The 2009 Residents Survey indicated that 26% of residents believed that public transport was one of the most important things in making their neighbourhood a good place to live.

Metro conducts a customer satisfaction survey each year. Results up until 2010 can be seen above. The 2011 survey has been conducted but more detailed analysis is required. This will be undertaken in Q1 of 2012/13.

¹ Cushman & Wakefield Study 2011 – 20% of businesses stated that ease of travelling around the city was an absolutely essential factor when deciding where to locate a business.

² Results of the 2009 Residents Survey: 45% of respondents stated that a spending priority should be to improve getting around the area safely and easily without using a car.

What we did

- Funding – A revised Best and Final Funding Offer has been submitted to DfT for NGT. Better Bus Area funding worth £5m has been obtained for West Yorkshire. Arriva have received £600k as part of the Green Bus Fund.
- Leeds Bus Partnership (LBP) - Work on the A65 Kirkstall Road Bus Corridor is on track for early completion. A647 Canal Street is on site.
- Park & Ride (P&R) Strategy – Report on the P&R Strategy was taken to Exec Board in April.
- Bus Lane Enforcement (BLE) –Report presented to Exec Board in March. Approval in principle granted for roll out across the City.
- High Speed Rail (HSR) – Announcement made by the Secretary of State in March of her intention to consider the options relating to the preferred route and stations with a view to making recommendations in Autumn 2012.
- Leeds Station Master Plan - Objectives have been confirmed and a number of Officer Working Groups have been established to progress the different areas
- Leeds Station Southern Entrance – Following public consultation, Metro is drawing up the Transport & Works Act. Funding shortfall identified still needs to be resolved.
- Rail Growth Package – Once internal approvals have been gained, the projects at both Kirkstall Forge and Apperley Bridge will move into the detailed design stage end of April.
- Rail Carriages – Leeds received an additional 1600 seats on trains arriving in Leeds (0700-1000) and 1300 departing Leeds (1600-1900) each weekday in Dec. The majority of these are through the provision of 3 new am and pm services.
- Permit Scheme for Roads & Street Works- Approval received from DfT in March.

What worked locally /Case study of impact.

Transport Policy are reviewing their approach to consultation to increase local involvement. After identifying that residents near to a scheme in Harehills had low levels of car ownership (2004 stats on Gipton & Harehills ward showed 56.2% of residents didn't have a car) the service extended its consultation to include pedestrians, cyclists and bus users rather than just car users. The service also held events in a local Bangladeshi Community Centre and Compton Road Library to encourage involvement from the local community. Results from this trial will be analysed and used to inform future consultations.

Risks and Challenges

- NGT - Proposals for NGT not approved. It is expected that the continued delay is costing the authority £1 million per month.
- Quality Bus Contracts (QBC) Metro's ability to progress with plans for greater regulation of bus services through QBC is delayed further as result of the Association of Bus Operators proposals on alternatives.
- Leeds Station Southern Entrance - Funding issues to be resolved.

New Actions

- Funding – Subject to further questions from DfT, a decision on NGT is expected in May.
- LBP– A65 Kirkstall Road due for completion in July. A647 Canal Street due for completion end of April. Report on Roundhay Road due at Highways & Transportation Board end of April.
- Park & Ride Strategy – Report on a proposed scheme at Elland Road to be presented to Exec Board in August.
- BLE–.Develop the approach to further roll out of BLE on sites across the city.
- HSR – Secretary of State to identify preferred route and station location in the autumn.
- Permit Scheme for Roads & Street Works- Implementation planned for mid June.
- UTMC – Building works on Control Room to be completed by June.

Data Development

- Headline indicator –Discussions with Metro are ongoing with regard to the formal request for an indicator which measures service shrinkage. Metro and LCC are considering using a similar indicator to that used by Transport for London, namely the 'Public Transport Accessibility Level (PTAL)' which considers the quality of bus services in terms of access and frequency.
- Rail data – Rail patronage figures have been verified and are now available.

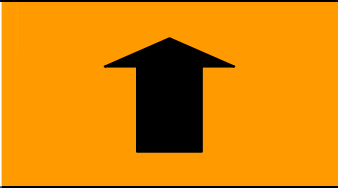
Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: We all benefit from a low carbon economy

Priority: Improve the environment through reduced carbon emissions.

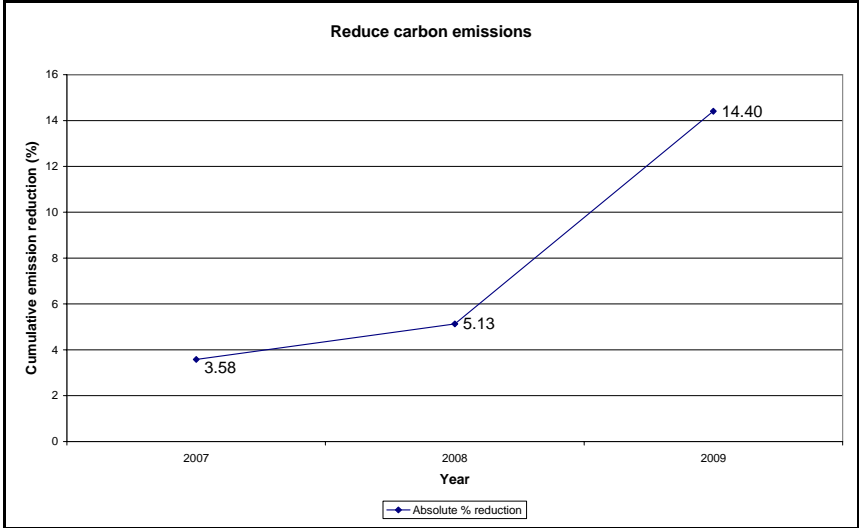
Why and where is this a priority Our way of life in Leeds relies on a temperate climate which is finely balanced and small changes to it can have dramatic impacts on our lives. Climate change will alter this balance, threatening the health of our citizens, damaging our natural environment and disrupting the supply chain that our economy relies on. The council, the health sector, colleges and universities, voluntary organisations and businesses are working together to find ways to speed up carbon reductions through the use of energy efficiency and low carbon technologies, energy management, staff engagement and procurement of low carbon goods.



Story behind the baseline

- Emissions levels for 2005 and 2009 were obtained from the DECC report 'Local and Regional CO2 Emissions estimates for 2005-9' and used to generate the percentage reduction between the baseline year of 2005 and 2009.
- Leeds City Council's (LCC) target is to reduce gross emissions by 40% between 2005-2020 i.e. a 2.67% reduction is required every year against the 2005 baseline.
- The 2009 result of 14.40% is excellent performance, but as noted last year, 2009 and 2010 data is likely to be significantly lower than the long term trends due to the impact of the recession however, Leeds is showing good progress when compared with comparator authorities. Sheffield achieved a reduction of 12.8%, Bradford 9.3% and Kirklees 9.1%. Birmingham reduced emissions by 11.1%.
- In Leeds, industry and commerce has had the biggest reduction (16%) closely followed by housing (15%) with road transport achieving a 10% reduction.
- West Yorkshire Fire and Rescue Service (WYFRS) managed a reduction of 3.79% in electricity and 11.61% in gas consumption during 2011/12 compared with 2010/11.
- A total of 143,582kgs was recycled by WYFRS via recycling banks during Apr-Nov 2011 raising £18,248 for charity and saving it from landfill. Figures not yet available for the full year 2011/12 but they are on target to exceed 2010/11's total of £20,143.42 (183,493kgs)
- West Yorkshire Transport Passenger Executive (WYTPE) LED lighting installations have reduced electricity usage by around 10% on the previous year.

Headline Indicator: Reduce carbon emissions



The graph shows absolute emissions reduction from all sectors, compared to 2005 baseline. Data is only available 2 years in arrears.

What do key stakeholders think

- Investors in the Aire Valley (AV) are keen to support the low carbon economy however, concerns remain about the cost of measures to reduce carbon emissions and the impact this has on the viability of development.
- The Leeds Climate Change Strategy has been reviewed by the Climate Change Partnership and is to be submitted to Executive Board (EB) in June 2012.

What we did

- AV Local Development Order (LDO) approved permitting installation of thermal or photovoltaic solar panels without planning permission; AV Urban Eco Settlement (UES) concept embedded into draft Leeds Core Strategy document as a spatial policy; Hunslet Riverside master-plan draft completed
- LCC completed initial feasibility work with public sector partners for implementation of combined heat and power (CHP) in its buildings.
- Wrap Up Leeds (providing free insulation) launched in Jan 2012 with 1,421 insulation measures completed in first 2 months.
- BCTV installed a wood pellet boiler likely to save it c.8 tonnes of CO2 per annum.
- NHS improved energy efficiency through NHS boiler heating system replacement programme and lighting modifications; domestic landfill waste reduced; continued work with supply chain to increase sustainable procurement and re-use of surplus equipment; and business travel reduced through estates rationalisation
- Leeds City College launched its Carbon Management Plan developed in collaboration with the Carbon Trust
- Travel to school data shows this year car-use reduced to 25.7% from 28.4%
- Leeds East North East Homes now operating their own gas powered vehicles in the Leeds district through access to LCC's station
- WY Local Sustainable Transport Fund 'Getting Transport to Work' project delivery commenced with high-profile core cycle network route promotion and events.
- High profile car club promotion campaign (30,000 leaflets) and return of car club cars to communities which were previously removed due to difficult trading conditions
- WYFRS introduced re-cycling facilities and energy efficient automatic lighting controls.
- WYTPE introduced water-saving measures in bus stations and fuel spills procedures.
- Leeds Sustainable School Framework (LSSF) launched climate week which involved 15 participating schools (4500 pupils); recruited 3 new schools; and 14 cohort 1, year 2 sustainable school support visits held

What worked locally /Case study of impact

- Wrap Up Leeds successfully promoted. In Burmantofts and Richmond Hill, over 80% of suitable properties targeted have been insulated.
- One Road Many Users School Tour successfully delivered to promote safe and sustainable travel to school; developed by LCC, delivered by Amelix and part sponsored by music industry and endorsed by JLS pop group.
- Public cycle maintenance voucher scheme oversubscribed by 18%

Risks and Challenges

- NHS Leeds to ensure sustainable development requirements and carbon reduction plans are embedded in transitional plans in new organisational structures.
- Changes to education sector and significant challenges faced by schools, has impacted on the rate at which the LSSF is being extended to Leeds schools.
- Progressing LCC fleet business cases due to uncertainty of future fuel costs; Government funding initiatives incentivise low carbon vehicle procurement although very few fuel stations exist to support them.

New Actions

- Adopt AV Enterprise Zone LDO, continue to advance the AV UES concept and integrate into the draft AV Area Action Plan; apply UES principles through preparation of East Bank master-plan.
- Consider Civic CHP feasibility findings in development of planned changes to LCC's energy infrastructure.
- LCC to launch a new private sector energy forum in May 2012 to develop a bid to European Local ENergy Assistance (ELENA) to commercialise major low carbon energy infrastructure projects
- NHS to review its carbon management plan to reflect future transfer of commissioning responsibilities to Clinical Commissioning Groups (CCG), NHS Commissioning Board, Public Health England and LCC; Support three CCG's to develop sustainable development work programmes.
- Leeds Metropolitan University to launch its 5 year green Travel Strategy.
- LSTF 'Access to Education' final bid to be submitted to the Department for Transport (DFT) proposing an increase in cycling numbers to 4 large secondary schools; outcome Jun 2012
- LCC to fund a project to increase pupils travelling to a school by cycle.
- WYFRS purchase and build of new appliances using co-polymer toughened plastic; complete construction of 2 fire stations incorporating solar panels, rainwater collection, efficient lighting, heating and energy management controls.
- WYTPE Continue to replace LED lights to more places of operation
- LSSF to be extended to 40 Leeds schools from April; Partnership developed with Npower to offer 10 Climate Cop academy days, 5 energy audits and 1 No power hour weekend roadshow.

Data Development

- From 1 April 2011 NHS Leeds separated from its provider arm Leeds Community Healthcare. Once ownership has transferred work will be required to more accurately calculate NHS Leeds' carbon emissions.
- Data regarding future LCC vehicle use to be explored to inform procurement and station provision decisions.
- Leeds City College to cross reference data used to produce DEC reports with annual utility consumption data from purchasing consortium.
- LCC is working to develop links with the private sector to better monitor their contribution to CO2 emissions.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: Leeds is a place where people want to live, work and visit

Priority: Raise the profile of Leeds nationally and internationally.

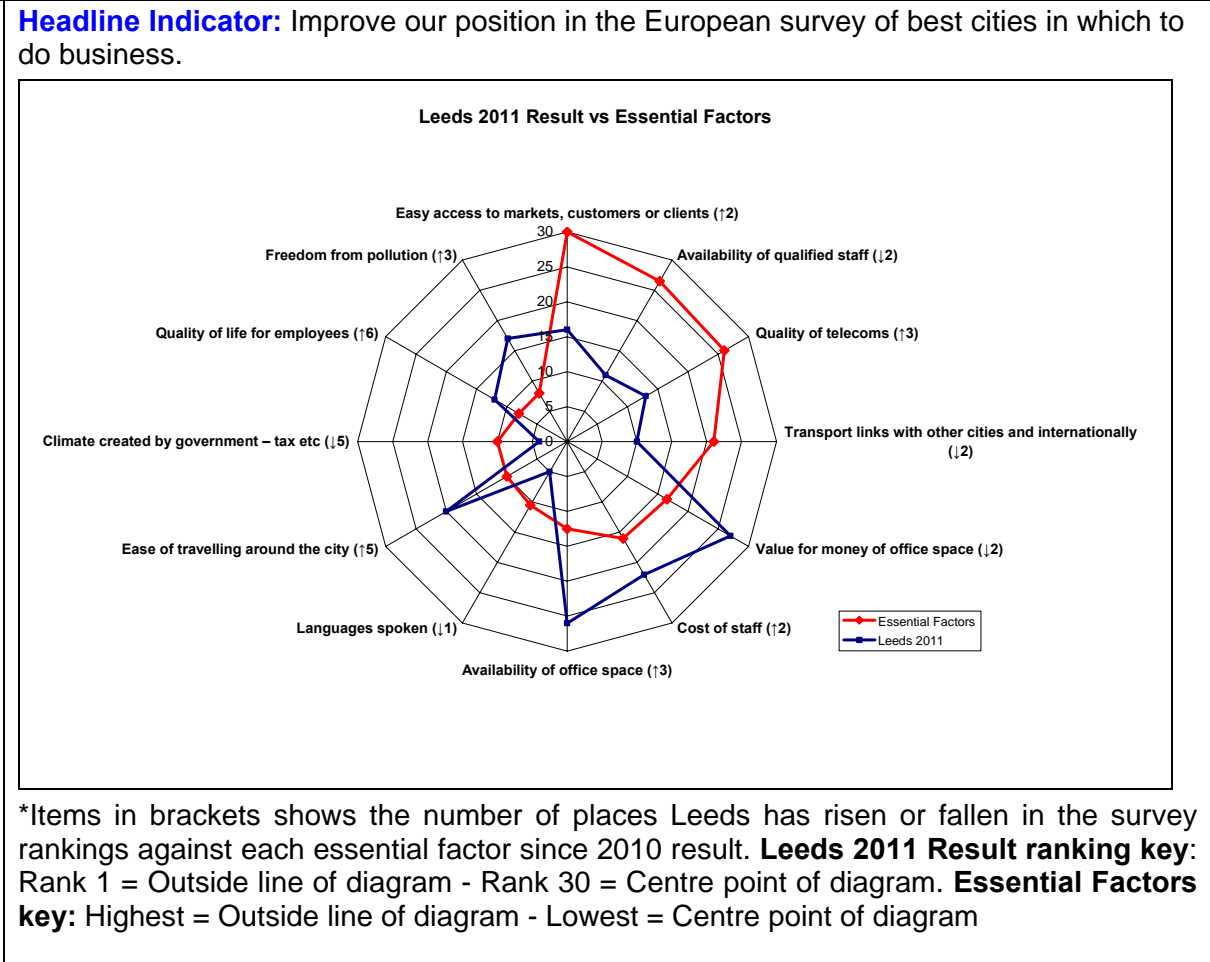
Why and where is this a priority Raising the profile of Leeds will attract new investment and skilled workers into the city. This supports Leeds' existing businesses and workforces to grow which is fundamental to the city's prosperity.

Story behind the baseline

Data is based on the Cushman and Wakefield Annual European Cities Monitor which, published annually, shows business confidence and awareness of Leeds as a good place to invest. Data is based on a survey of board directors/senior managers from 500 of Europe's largest companies across 9 European countries. As part of this, companies clarified which factors they consider important when deciding where to locate their business

Gaps exist between Leeds' performance in the survey vs what businesses felt the most essential factors for locating their business are. (E.g. access to markets, availability of qualified staff, quality of telecoms and transport links with other cities and internationally)

However, the following successes should help Leeds to close these gaps. Leeds and Bradford received Government funding of up to £15 million to support the roll-out of ultra-fast broadband (100mb+) to 88,000 homes and over 16,000 businesses. The Secretary of State confirmed the High Speed Rail scheme with the link to Leeds and a decision to electrify the Transpennine route between Leeds and Manchester was agreed. In addition, until recently the city's business take up of apprenticeships had been below the regional average of 7%. However, there have been encouraging results from the National Apprenticeship Service which show that there has been an increase of 93% in apprenticeship starts in Leeds in the 12 months to July 2011



What do key stakeholders think

The recent 'Impact of City Centre Public Realm Improvements' ad-hoc survey of businesses and city centre users determined how they felt the Councils public realm refurbishments had impacted on business trade and the physical environment. The majority of respondents felt that the city centre's retail core has substantially benefited in terms of uplift in quality, increase in trade and general enjoyment of being in the city centre. Anecdotally, businesses still feel Leeds doesn't undertake sufficient marketing and promotion of the city.

What we did

Partnership Events & Festivals Programme

- Successfully promoted Leeds city region at MIPIIM 2012 in partnership with Marketing Leeds, private sector and city region partners.
- £700K of Regional Growth Funding (RGF) over 3 years secured for tourism
- Achieved £1.2m of conference business delivered through the conference desk against a target of £1m
- Achieved £106K at the Leeds Visitor Centre against target of £100K
- New features added to Locate in Leeds website contributing to a 13% increase in web traffic in Q4 2011/12 compared to same period in 2011.
- Locate in Leeds represented at local and national conferences (City Week, IOF/SSON conferences and Yorkshire Mafia conference)
- Leeds Architecture Awards successfully delivered.
- Successfully promoted events focused on the manufacturing sector in partnership with UK trade and Investment, Bradford & Airedale Manufacturing Alliance and Yorkshire Business Insider
- North of England Education Conference event held in Jan 2012
- British Geriatrics Association conference held in Feb 2012

Legible Leeds

- Installation of the city centre solar powered sign-posting maps has commenced

Rugby World Cup 2013

- Leeds will host the reigning World Cup champions, New Zealand, and host Italy. Headingley Carnegie will host a high profile group game and the highest profile game in Yorkshire, as the only city with a quarter final game; Leeds was one of just four bids submitted nationwide considered “outstanding” and received regional and national media coverage

What worked locally /Case study of impact

Legible Leeds

- Successfully launched the signage systems of Legible Leeds crucial in supporting the Trinity and Arena developments. A full scale installation of the brand new signs has now begun and a formal launch was hosted by the developers of Trinity (Land Securities) which was attended by key dignitaries. This success was commended by key private sector partners.

Risks and Challenges

Marketing Leeds

Effective integration of staff & activities of Marketing Leeds, Locate in Leeds, Visit Leeds, Leeds Visitor Centre and Conference Leeds

Partnership Events & Festivals Programme

Ensuring maximum benefits from major events are gained

New Actions

Partnership Events & Festivals Programme

- Deliver Leeds Loves Food event on 25th-27th May 2012.
- Work in partnership with Chamber and property agents to organise Unfold 2 to promote Leeds and city region as a location for business and investment
- Develop events programme in conjunction with the Royal Institute of British Architects (RIBA) in the run up to Love Architecture Festival
- Deliver Conference & Hospitality show events on the 26th April 2012

Marketing Leeds

- Complete merger with Council business and tourism services.

Legible Leeds

- Complete installation of solar powered sign-posting maps in the city centre

Data Development

None