

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

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

**Date: 9 April 2013**

**Subject: Scrutiny Inquiry – Strategic Partnership Boards**

|  |   |  |
|--|---|--|
| Are specific electoral Wards affected?<br>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?<br>If relevant, Access to Information Procedure Rule number:<br>Appendix number: | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |

**Summary of main issues**

1. The Scrutiny Board Procedure Rules state that all Scrutiny Boards will act as a “critical friend” to the relevant Strategic Partnership Board and consider and report on the following areas:
  - What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this
  - How successfully the Board’s partnership arrangements are working
  - To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
2. A common approach is being adopted for Scrutiny Boards in exercising their “critical friend” role, in order that outcomes can be compared and contrasted between Partnership Boards. However, it is also acknowledged that each Strategic Partnership Board is at a different stage in its development and maturity.
3. During March and April 2013, Scrutiny Boards will receive reports from the relevant Strategic Partnership Board and have the opportunity to question the chair and members of the Partnership Board and support officers.

| <b>Date</b> | <b>Scrutiny Board</b>                  | <b>Strategic Partnership Board</b> |
|-------------|--|------------------------------------|
| 11 March    | Safer and Stronger Communities         | Safer and Stronger Communities     |
| 14 March    | Children and Families                  | Children's Trust Board             |
| 26 March    | Housing and Regeneration               | Housing and Regeneration           |
| 27 March    | Health & Wellbeing & Adult Social Care | Health and Wellbeing Board         |
| 9 April     | Sustainable Economy and Culture        | Sustainable Economy and Culture    |

4. The attached report provides background information on the history and development of the Sustainable Economy and Culture Strategic Partnership Board. The report also presents information which will assist the Scrutiny Board in assessing strengths and areas for development for the Partnership Board in respect of the three key questions set out in paragraph 1 above.
5. Following the scrutiny sessions in March, each Scrutiny Board will produce a summary report of its findings. The Scrutiny Support Unit will then prepare a cover report drawing out any common threads and best practice emerging from the individual inquiry sessions. The full report will be presented to Council, as the commissioning body for this piece of scrutiny inquiry work. Each Strategic Partnership Board will also receive their respective individual report, along with the cover report, and will be requested to respond to any scrutiny recommendations in the normal manner.
6. In December 2012 a review of partnership arrangements was undertaken. It concluded that:
  - The Leeds Initiative Board should be replaced by a wider Best City Leadership Network; this would involve more stakeholders in less frequent meetings focussing on the big 'State of the city' issues which face the city.
  - Best City summits will be held drawing on partners from the network to tackle issues of joint interest.
  - The Leeds Initiative brand should be retired, and the partnerships should be referred to as 'Best City Partnerships'.
  - The 5 strategic partnership boards shall not be changed, however they shall be managed in future by the relevant directorates
7. The outcome of the review does not change the focus of this scrutiny exercise. The partnerships are an important focus for the delivery of the city's key aims. Scrutiny Boards acting as the "critical friend" of the partnerships will help further progress the agenda under the new arrangements.

### **Recommendation**

8. The Scrutiny Board is requested to use the attached information and the discussion with representatives from the Strategic Partnership Board to inform its contribution to the scrutiny report on strategic partnership boards.

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

9. None

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

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Item no: 5

Report from: Sustainable Economy and Culture Board

Report to: Leeds Initiative Board

Date: 04 December 2012

Subject: The Work of the Sustainable Economy and Culture Board and its Vision for the Future

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## Executive Summary

It is the view of the Sustainable Economy and Culture Board (SEC) Board that creating a prosperous and sustainable economy is critical to the future success of our city. Despite the recession Leeds continues to attract new investments and create new jobs. Making sure that local people can access these opportunities is essential, as is ensuring that Leeds is a well connected and planned city with cultural facilities, activities and opportunities for local people and national and international visitors.

The Priorities determined by this Board as their City Priority Plan focus are to:

- Drive the sustainable growth of the Leeds economy to support the creation of new jobs and new skills;
- Promote low carbon businesses, buildings, energy generation and connectivity across the city;
- Raise the profile of Leeds and its cultural opportunities.

These priorities are the outcome of the SEC Board's recent review of the original seven priorities and reflect the Board's key obsessions.

In addition, the Sustainable Economy and Culture Board has identified the pipeline of key projects and programmes underway which are set to transform the face of the city over the next ten to twenty years. The high level checklist of Transformational Projects 2011-2030 (attached) groups a diverse range of activities under eight different programmes. This table is a live document under constant review, which will identify and shape the next wave of potential opportunities and programmes to be championed.

### 1.0 The Challenge

Leeds was a north of England industrial giant of the 19th century that, unlike many competitor cities was not dominated by any single manufacturing sector. Due to its broad base and diverse economy it was able to achieve a late 20<sup>th</sup> century renaissance in the emerging new sectors of Financial, Legal and Business services.

The immediate challenge facing Leeds in the 21st century is the city's continuing development in a post credit crunch environment. The SEC Board's role is to ensure Leeds capitalises on all opportunities to drive forward our ambitions and make links to the new high growth sectors identified in the Leeds Growth Strategy.

## 2.0 Formation and development of the Partnership Board

This is a widely drawn Board reflecting the interests of the public, private and third sectors, as illustrated in Appendix 1. Its membership is ideally placed to take forward the principle of Civic Enterprise set out in the Commission on the Future of Local Government particularly through encouraging businesses to become more civic, and the council and the third sector to become more enterprising.

At their first meeting, members were asked to identify their key priorities for the city. These reflected the areas identified in the City Priority Plan (CPP), with strongest support for immediate actions being in the areas of:

- Raise the city's profile; and to
- Support jobs and skills.

At the following meeting the Board arrived at a collective long term view of the key challenges and opportunities Leeds faces in delivering the aspiration of becoming the Best City for Business by 2030. It identified a list of eight over-arching programmes (Transformational Projects 2011 – 2030) which have the potential to transform the city and committed to supporting the ongoing identification of a pipeline of projects covering the next 20 years. The Board considers that the delivery of these projects is a critical step towards achieving our aspiration.

The Board proposes to further support this approach by aiming to:

- join up activities between partners and use the collective strength to maximise the best outcomes for the city;
- track the medium and long term progress of the journey to become Best City for Business by 2030;
- act as powerful ambassadors for the city and convey the key messages promoting a positive picture of Leeds.

## 3.0 Transformational Projects

The Transformational Projects 2011 – 2030 (Appendix 2) represents effectively the Board's work plan and shows key deliverables against the eight over-arching projects, mapped over time and set against the three priorities.

It identifies three key things - what is currently being delivered on the ground, the pipeline of work going forward and it allows the Board to identify gaps where it is unlikely that we shall achieve our ambition and where we need to direct further activity.

In relation to the first area, the milestones achieved over the past 14 months highlighted in green, include the completion of the A65 Quality Bus Lane, the formation of Leeds and Partners, securing government funding for NGT, super fast Broadband and the delivery of Leeds Gold.

The second area or immediate 'pipeline' identifies that in 2013 the projects moving to completion are the opening of Trinity, the Leeds Arena, and the establishment of the

Apprenticeship Training Agency; while over the next 4 years it includes the selection as one of the UK host cities for the Rugby League 2013 and Rugby Union 2015 World Cups; the announcement on the outcome of Yorkshire's bid to host the opening of Le Tour De France in 2014; and commencement in 2014 of Eastgate Shopping Centre with the arrival of the John Lewis flagship store in 2016.

To maximise the impact the Board recognises there are a range of opportunities to consider as well and these will come from a number of areas including the City Deal Employment and Skills and the £1 billion West Yorkshire Transport Fund, the strengthening Leeds City Region, Local Enterprise Partnership, an engaged private sector, new public transport links and District Heating.

The final area is about identifying where further focused activity is needed to enable us to step up a gear and maintain the momentum generated by the activities above to propel Leeds forward and into a sustainable period of long term growth. Major infrastructure opportunities, for example, will be provided through the transport fund and taking a City Region perspective on connectivity and the economic benefits, will lead us to a step change on the transport infrastructure for the City.

The Partnership has identified three areas of opportunity and focus for the immediate future - Low Carbon specifically in relation to the opportunities for large scale district heating in the City, the Health Hub specifically in relation to releasing the latent potential in the Leeds economy for post credit crunch growth in areas like the medical research sector, and PR & Communications identified as the most important area for promoting Leeds as the 'Best City'. A workshop programmed for early in the new year will further develop these three areas.

#### **4.0 Board level engagement**

2011/12 has been an important first year, with different members of the Board leading, facilitating and driving activity whilst being cognisant of the wider opportunities and potential; highlights include:

- Individual members are assuming championship roles on different aspects of the SEC Board agenda. During 2011-12 championship responsibilities were taken for:-
  - Health Hub – David Hogg
  - Low Carbon City – Simon Bowen
  - Skills – Peter Roberts
- The Board has set up a Performance Steering Group to consider “turning the curve” priorities and producing ‘key messages’ on achievements in the City;
- The hard-won success of partners in securing the City Deal, the £1 billion West Yorkshire Transport fund, progress towards the New Generation Transport scheme and Leeds Station Gateway;
- The near completion of major capital schemes of Trinity and Leeds Arena and the confirmation of Hammerson's development plans for Eastgate;

- Successful delivery of a year long cultural programme including the launch of Leeds Inspired, supporting the triumph of Leeds' Olympic and Paralympic athletes at the London 2012 Olympic and Paralympic Games and hosting the China team;
- The launch of "Leeds and Partners" which brings inward investment and tourism services from Leeds City Council and Marketing Leeds into one completely new agency;
- Production of a strategy to tackle Climate Change with a greater focus on partnership action;
- The establishment of a new Apprenticeship Training Agency for Leeds.

## 5.0 Links to the Other Strategic Partnerships

The SEC Board has a clear role to play in contributing to the other City Priorities. It has already selected measures around Financial Inclusion and around access to new Jobs and Skills for local people as its specific contribution in the cross-cutting project to address inequality.

**5.1 Children's Trust** – Discussions have opened on the Child Friendly City campaign between Leeds Children's Trust and business leaders on aspirations for Leeds to become the Best City for Children by 2030. Discussions are underway on a range of matters from improvements to city centre amenities and more accessible public transport.

**5.2 Health and Well-Being Board** – Proposals to build on the legacy of the Leeds Gold 2012 Olympics and Paralympics celebrations to contribute to the health and well-being agenda through cultural and sports initiatives, such as Be Active programmes targeted at the less active population. An annual Legacy Fund of £100,000pa has already been approved by Leeds City Council's Executive Board.

## 6.0 Conclusion

In its first year, the Board has identified progress made across all priorities and related it to what is happening on the ground. The Board has scoped what is currently in play and what is soon to be delivered and specifically identified opportunities and areas where actions are needed to drive the city's vision and make a step change.

Over the coming year, the Board will focus its attention on three bands of activity from the high level checklist Transformational Projects 2011-2030

- **PR and Communications plan for Leeds** – with the focus on raising the city profile
- **Innovation** – with a focus on Health Hub developments and opportunities for sector growth
- **Low Carbon City** – with a particular focus on transport, connectivity and District Heating

The Board will further consider where the future gaps are likely to be and identify the new projects and proposals to go into the pipeline of Transformational Projects over the long term. It will also identify where further partnership activity is required if we are to achieve our ambition articulated in the Vision for Leeds.

## 7.0 Recommendation

Leeds Initiative Board is invited to note the progress of the SEC Board to date and comment on its direction of travel over the next two years, up to the end of the current City Priority Plan in 2014.

# Sustainable Economy and Culture Board

## LEEDS SECB | Private Sector



Leeds Media

Leeds Property Forum

## LEEDS SECB | Partnerships

Climate **Leeds** Sport **Leeds**

**Leeds 2012**  
the London Olympics: opportunities for Leeds



## LEEDS SECB | Public Sector



## LEEDS SECB | Third Sector



## Transformational Projects



Leeds Arena



New Generation Transport



EASTGATE QUARTERS

LEEDS

BDUK Broadband Delivery Project



South Bank and City Centre Park



Leeds Apprenticeship Training Agency



Healthcare Innovation Hub



## Transformational projects 2011-2030

■ Milestones achieved

| Project / Development   | Key Delivery Partners                 | City Priority Plan period to 2015                    |   |   |  | Long term 2015 to 2030                                 |   |                                    |                            |  | The 3 Priorities   |
|---|---------------------------------------|--|---|---|--|--|---|------------------------------------|----------------------------|--|--|
|   |                                       | 2011/12  | 2012/13   | 2013/14   | 2014/15  | 2015/16  | 2016/17   | 2017/18                            | 2018/19                    | 2019/30  |  |
| <b>PR and Communications plan for Leeds</b>                         | Marketing Leeds<br>SEC Board          |  | Merge Mktg Lds, Locate in Lds, LFSI   | Further development of Leeds and Partners business plan and city proposition                            | Complete Legible Leeds   |  |   |                                    |                            | Top International city   | Raise the profile of Leeds and its cultural opportunities  |
| <b>Innovation</b>   | SEC Board and entrepreneur businesses |  | Support SY CDI Yorkshire Content Fund<br>Involvement in 'Make Owt'<br>Develop broadband proposals | LIHH: Phase 1 Establish Medical Park  | LIHH: Phase 2 Establish Health Campus<br>Deliver super fast broadband<br>Deliver ultra-fast broadband for businesses | LIHH: Phase 3 Advanced Manufacturing                   | LIHH: Market driven devs                                  | LIHH: Market driven devs           | LIHH: Market driven devs   |  | Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills |
| <b>Low Carbon City Sustainable Strategy – become a leader in UK</b> | Climate Change Partnership            | Leeds Climate Change Strategy                        | Revise upwards ambition of climate change strategy  | Green Deal for Leeds agreed   | Deliver ELENA investment fund  | All projects low carbon                                | District Heating (RERC) AV                                | Green Deal full roll out commences | Achieve 40% at worst       | Exceed 40% target  | Promote low carbon businesses, buildings, energy generation and connectivity across the city       |
| <b>Improve arrival into and moving around the City</b>              | Network Rail<br>Metro<br>LBIA         | Funding secured to commence Leeds Station Masterplan | Gov Approval NGT funding<br>HS 2 Rail<br>A65 Quality Bus<br>LCR success with City Deal            | Explore carbon neutral transport systems other cities<br>Develop options to LBIA transport improvements | Integrate ITA into Combined Authority<br>Rail growth package   | Seek ways to implement carbon neutral transport system | NGT construction starts<br>Deliver transport to/from LBIA |                                    | NGT trolleybus operational | HS2 Rail Interim by 2026/ Full 2032<br>Integrated Transport System by 2030 | Promote low carbon businesses, buildings, energy generation and connectivity across the city       |

| Project / Development  | Key Delivery Partners               | City Priority Plan period to 2015 |  |  |  | Long term 2015 to 2030   |                    |                    |                    |   | The 3 Priorities   |
|--|-------------------------------------|-----------------------------------|--|--|--|--|--------------------|--------------------|--------------------|---|--|
|  |                                     | 2011/12                           | 2012/13  | 2013/14  | 2014/15  | 2015/16  | 2016/17            | 2017/18            | 2018/19            | 2019/30   |  |
| <b>Aire Valley Enterprise Zone</b>                                   | Local Enterprise Partnership<br>LCR |                                   | AV Sites 1 & 2<br>Live 1st April   | AV Site 3 operational<br>Site 4 operational<br>(Subject to obtaining Growing Places Fund)  |  | Deliver Park and Ride AV to city centre<br>AV Eligibility ends   |                    |                    |                    |   | Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills |
| <b>Access to Jobs for Local Residents</b>                            | Employment Leeds                    | Launch ATA                        | Business case for Kirkgate Market<br>Develop Leeds Retail Hub<br>LCR sign off City Deal 5:3:1  | LCR est Apprenticeship Academy<br>Trinity opens March 2013<br>Plan improvements Lower Kirkgate<br>Eastgate Quarter – John Lewis signs agreement  | Start improvements to Lower Kirkgate   | Eastgate Shopping Quarter due to open 2016   |                    |                    |                    |   | Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills |
| <b>Become the sporting, cultural and events capital of the North</b> | Cultural Partnerships               | Prep Leeds Gold                   | Delivered Leeds Gold<br>Delivered Leeds Inspired<br>Dev HLF Bids New Cultural Projects<br>Dev Bid 2014 Tour De France<br>Re-launch Light Night | Open Leeds Arena, 2013<br>Deliver Rugby League World Cup Host City<br>Attract higher profile events to city<br>Support redevelopment Elland Road<br>Start reporting ec & soc impact of culture | WWI commemoration<br>Plan New Conference Facilities<br>Tour De France Le Grand Depart<br>Support 2014 Commonwealth Games<br>Develop Cycle Strategy for Leeds | Plan ground breaking world class architectural bldg<br>High Profile Event<br>Refresh Arena Offer<br>Rugby Union World Cup 2015 |                    |                    |                    | Sporting and cultural capital of the north with great quality of life | Raise the profile of Leeds and its cultural opportunities  |
| <b>South Bank and City Centre Park</b>                               | LCC (currently)                     |                                   | Outline business case for park   | Tetley Site alternative uses (PSL)<br>Continue to develop FAS plans  | Agree Developer proposals  | Market driven devs<br>City Centre Park   | Market driven devs | Market driven devs | Market driven devs | Sustainable Environment & Economy                                     | Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills |

## Leeds Sustainable Economy & Culture Board

### MEMBERSHIP at March-April 2013

#### MEMBERS

|       |         |             |  |                               |
|-------|---------|-------------|--|-------------------------------|
| Mr    | Nigel   | Foster      | Private Sector Chair                                       | Leeds Chamber                 |
| Cllr  | Colin   | Campbell    | Representative Liberal Democrat Group                      | Leeds City Council            |
| Cllr  | Mark    | Dobson      | Executive Member for Environment                           | Leeds City Council            |
| Cllr  | Richard | Lewis       | Executive Member for Economy & Development                 | Leeds City Council            |
| Cllr  | Adam    | Ogilvie     | Executive Member for Leisure & Skills                      | Leeds City Council            |
| Cllr  | John    | Procter     | Representative Conservative Group                          | Leeds City Council            |
| Mr    | Simon   | Bowens      | Friends of the Earth                                       | Third Sector Leeds            |
| Ms    | Jenny   | Brierley    | Chief Executive of Connect                                 | Leeds Housing Partnership     |
| Mr    | Allan   | Edwards     | Private sector   | ASDA                          |
| Mr    | Martin  | Farrington  | Director of City Development                               | Leeds City Council            |
| Dr    | Kevin   | Grady       | Director   | Leeds Civic Trust             |
| Prof. | David   | Hogg        | Pro Vice Chancellor for Research & Innovation              | University of Leeds           |
| Ms    | Lurene  | Joseph      | Chief Executive  | Leeds and Partners            |
| Mr    | Iain    | Moffatt     | Private sector   | KPMG                          |
| Prof. | Sita    | Popat       | Head School of Performance and Cultural Industries, U of L | Cultural Industries           |
| Mr    | Kieran  | Preston OBE | Director General   | Metro                         |
| Mr    | Nick    | Ramshaw     | Private sector   | Thompson Design               |
| Mr    | Peter   | Roberts     | Chief Executive  | Leeds City College            |
| Mr    | Stewart | Ross        | Head of Commercial Services, U of L                        | Sport Leeds                   |
| Mr    | Andrew  | Raby        | Business Development Manager                               | Leeds Metropolitan University |
| Mr    | Rob     | Wolfe       | Construction Yorkshire                                     | Third Sector Leeds            |
| Mr    | Andrew  | Latchmore   | Schulmans Solicitors                                       | Leeds Property Forum          |