



**SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)
REMOTE CONSULTATIVE MEETING**

Meeting to be held remotely* on 24 June 2021
at 10.30am

There will be a pre-meeting for all board members at 10.15am.

MEMBERSHIP

Cllr J Bentley	– Weetwood
Cllr N Buckley	– Alwoodley
Cllr Katie Dye	– Killingbeck & Seacroft
Cllr Bob Gettings	– Morley North
Cllr J Goddard	– Roundhay
Cllr A Hussain	– Gipton & Harehills
Cllr L Martin	– Roundhay
Cllr M Shahzad	– Moortown
Cllr N Sharpe	– Temple Newsam
Cllr J Taylor	– Horsforth
Cllr P Truswell (Chair)	– Middleton Park
Cllr P Wadsworth	– Guiseley & Rawdon

Note to observers of the meeting: To remotely observe this meeting, please click on the 'To View Meeting' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

[210624 Infrastructure, Investment & Inclusive Growth Scrutiny Board \(Consultative Meeting\)](#)

*This is being held as a remote 'consultative' meeting. While the meeting will be webcast live to enable public access, it is not being held as a public meeting in accordance with the Local Government Act 1972.

**Principal Scrutiny Adviser:
Rebecca Atherton
Tel: (0113) 37 88642**

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary or other interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
2			<p>MINUTES</p> <p>To note for information the draft minutes of the Infrastructure, Investment and Inclusive Growth Scrutiny Board meeting held on 7 April 2021.</p>	5 - 10
3			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To consider a report from the Head of Democratic Services presenting the Scrutiny Board's Terms of Reference.</p>	11 - 30
4			<p>PERFORMANCE UPDATE</p> <p>To consider the report of the Director of City Development, which presents a summary of 2020/21 performance data and provides an update on progress in delivering the relevant priorities in the Best Council Plan.</p>	31 - 56
5			<p>CONNECTING LEEDS CONSULTATION UPDATE</p> <p>To consider a summary of the Connecting Leeds consultation results ahead of further analysis and a full consultation report.</p>	57 - 70

6		<p>POWERED TWO WHEELER USE OF BUS LANES</p> <p>To consider a report from the Director of City Development updating members on the Scrutiny Board's 2019 recommendation that a trial of motorcycle access to bus lanes be established at a site in Leeds.</p>	71 - 76
7		<p>SOURCES OF WORK</p> <p>To receive a report from the Head of Democratic Services on potential sources of work for the Scrutiny Board.</p>	77 - 114
8		<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board's work schedule for the 2021/22 municipal year.</p>	115 - 132
9		<p>DATE AND TIME OF THE NEXT MEETING</p> <p>The next meeting of the Environment, Housing and Communities Scrutiny Board will be held at 10.00am on Thursday 22 July. There will be a pre-meeting for all Board members at 9.45am.</p>	

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SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 7TH APRIL, 2021

PRESENT: Councillor P Truswell in the Chair

Councillors N Buckley, L Cunningham,
N Dawson, K Dye, J Goddard, M Shahzad,
J Taylor and P Wadsworth

CHAIR'S OPENING REMARKS

The Chair thanked Members of the Board for their contributions over the previous year. Particular thanks were made to Councillor Neil Dawson who was attending his final Scrutiny meeting before standing down from his position in May. Members of the Board wished Councillor Dawson all the best for the future.

86 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals.

87 Exempt Information - Possible Exclusion of the Press and Public

There was no exempt information.

88 Late Items

There were no late items.

89 Declarations of Disclosable Pecuniary Interests

There were no declarations.

90 Minutes - 17 February 2021

Further to Minute 74 - Referral to Scrutiny, Members were informed that a letter had been sent to Councillor Walshaw as Development Plans Panel Chair with the Board's recommendations. It was noted that further discussion to the Local Plan Update had been delayed until May 2021.

RESOLVED – That the minutes of the meeting held on 17 February 2021 be confirmed as a correct record.

91 Digital Inclusion

Draft minutes to be approved at the meeting
to be held on Thursday, 24th June, 2021

The report of the Chief Digital and Information Officer provided the Board with an update on the Council's and City's progress towards making Leeds the most digitally inclusive city for everyone. It highlighted the System Leadership role of the 100% Digital Leeds team working with colleagues from the NHS, health and care, the third sector and the Wider Council.

The following were in attendance for this item:

- Councillor James Lewis – Leader of the Council
- Councillor Mary Harland, Executive Board Member for Economy & Culture
- Leonardo Tantari – Chief Digital & Information Officer
- Stephen Blackburn – Digital & Innovation Manager
- Jason Tutin – Digital & Learning Development Manager
- Ali Kaye, Leeds Older People's Forum
- Caroline Otiunno, Leeds Community Healthcare

The following was highlighted:

- The growth of digital inclusion during the pandemic and the impact of the pandemic on those who were digitally excluded.
- The role of community organisations in supporting people and how the Digital Leeds team supported those organisations to assist with digital inclusion.
- How to evidence the growth in digital inclusion and how digital inclusion could support organisations and communities.
- The use of digital inclusion in reducing health inequalities – access to services and support for self-management.
- Access to equipment, connectivity and other barriers to digital inclusion.
- Work with other partners and the creation of a Digital Inclusion toolkit.
- The Board was informed of the work carried out with Leeds Older Peoples Forum. There had been a phenomenal demand for supporting older people to become digitally inclusive during the pandemic. Reference was made to the need to support staff within the organisations that supported older people and the outcomes achieved.
- Work with Leeds Community Healthcare – development and implementation of virtual consultation. Numbers of virtual consultations had gone from 137 in April 2020 to over 3,000 in February 2021. There was a need to ensure that digital options were available to as many people as possible.

In response to Members comments and questions, the following was discussed:

- Concerns regarding the sharing of sensitive data and scams with the rise in people accessing digital services and what safeguarding measures are in place. Work had been done with children and young people particularly those who had previously not accessed online services. There had also been work with adults with learning

disabilities and their carers. There was a need to work with staff and volunteers of third sector organisations to promote online safety.

- Loaned out electronic equipment and the upkeep and maintenance of this equipment along with security of the equipment. There had been an increase in the number of lending schemes provided by community organisations. The Council were due to review the provision of loaned out equipment.
- The need to be able to have a choice between digital services and face to face when normal services are resumed and the use of a blended approach.
- Data poverty and the provision of Wi-Fi for all. Details of schemes and work with housing and the Digital Leeds team were reported as well as work at national level and discussions with broadband providers.
- Getting to support people who were not being reached by other organisations.
- Future provision for children without provision at home – work was being carried out on a regional basis.
- Language barriers - work had been carried out with third sector organisations and other organisations who support those who didn't use English as a first language to address this.
- Thanks were expressed to all who had been involved in supporting the growth of Digital Inclusion in Leeds.
- Sustainability of the 100% Digital Leeds initiative – there was a priority to restructure the digital teams.

RESOLVED –

- (1) That the strategic priorities of the 100% Digital Leeds programme to make Leeds the most digitally inclusive city for everyone be endorsed.
- (2) That the significant achievements to date of the 100% Digital Leeds team and their work with partners from all sectors to increase digital inclusion across the City be recognised.
- (3) That it be agreed that the 100% Digital Leeds team continues its systems leadership role for digital inclusion on behalf of the Council and the City, with the strategic priorities, leadership and governance for 100% Digital Leeds being formally managed by DIS.
- (4) That the Board continues to provide oversight of the 100% Digital Leeds programme by receiving progress reports.

92 Smart Cities

The report of the Director of Resources and Housing provided an update on the progress made on the Council's smart cities programme, Smart Leeds, since the last update in February 2020.

The following were in attendance for this item:

- Councillor James Lewis – Leader of the Council

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- Councillor Mary Harland, Executive Board Member for Economy & Culture
- Leonardo Tantari – Chief Digital & Information Officer
- Stephen Blackburn – Digital & Innovation Manager
- Jason Tutin – Digital & Learning Development Manager

The following was highlighted:

- Development of a City Digital Strategy – this would support the Council’s objectives on the climate, inclusive growth and health & wellbeing. Open workshops had been held and it was envisaged that the first draft of the strategy would be available by autumn 2021.
- Cyber security.
- Connectivity – to provide full connectivity to all areas of Leeds. Ongoing work with network providers, introduction of 5G and provision of free Wi-Fi in community buildings.
- Data and analytics – provision of data and how this could be used to support services.
- The Smart City Priority Areas – Health and Wellbeing; Travel & Transport; Housing Standards & Growth.
- Innovation challenges and use of the White Rose Hub.
- Opportunities for digital learning.

In response to Members comments and questions, the following was discussed:

- Provision of free Wi-Fi in retirement life schemes – the need to promote the availability of this. There was some concern that residents may not have known about the availability of this.
- Data ethics – how data was collected, used and stored.
- Collection of real time data and how this could be used – potential for congestion charging was discussed as an example. Further reference was made to the use of monitoring air quality data.
- There was an increased awareness of the Smart Leeds programme across the Council.

RESOLVED –

- (1) That the next-generation data platform Proof of Concept work, that will investigate how the council can improve data management, sharing and analysis, and that will help inform the business case and viability of scaling across the organisation and partnering with others be supported.
- (2) That the approach in ensuring that digital and data ethics and bias considerations are regarded as a **key priority** and that council staff are furnished with the right data and technological skills to understand how data that is being managed and how technology is/will be used to manage it, interpret it, and increasingly, make decisions on it be supported.
- (3) That the continued approach for the council to play a leading smart cities role at a national level and through collaborating with partners from all

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sectors (e.g. universities, other councils, tech companies), continues to promote Leeds as one of the UK's leading smart cities by testing and trialling new technologies that can lead to improved outcomes for citizens be endorsed.

- (4) That the approach being taken to promote Leeds as a city of innovation excellence with the Smart Cities IoT Development Centre, Digital Skills Academy and Tech Start-up support that will be co-ordinated from the new White Rose Innovation Hub be endorsed.
- (5) That the approach to deliver a city digital strategy that is signed up to by other leading actors in the city from all sectors, and which supports and underpins the councils 3 pillars of Inclusive Growth, Health & Wellbeing and Climate Emergency be supported.

93 Work Schedule

The report of the Head of Democratic Services asked Members to consider the Board's Work Schedule.

A copy of the schedule was appended to the report along with recent Executive Board minutes.

RESOLVED – That the work schedule be noted.

94 Date and Time of Next Meeting

Thursday, 24 June 2021 at 10.30 a.m. (Pre-meet for all Board Members at 10.15 a.m.)

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Scrutiny Board Terms of Reference

Date: 17 June 2021

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report presents the terms of reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).
- General Terms of Reference are applied to all Scrutiny Boards. However, the variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution.
- Further information is presented within this report to show how each of the five individual Scrutiny Boards have been aligned to Officer Delegated Functions and Executive Portfolios for the municipal year 2021/22.
- In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will also continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

Recommendations

Members are requested to consider the Scrutiny Board's Terms of Reference.

Why is the proposal being put forward?

1. This report presents the terms of reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).
2. The general Terms of Reference applied to all Scrutiny Boards are set out in Appendix 1.
3. The variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution (Appendix 2).
4. However, more detailed information has also been provided to show how each of the five individual Scrutiny Boards this year have been aligned to Officer Delegated Functions and Executive Portfolios (Appendix 3).

What impact will this proposal have?

Wards affected: All

Have ward members been consulted? Yes No

5. This report seeks to provide clarity surrounding the terms of reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).

What consultation and engagement has taken place?

6. These terms of reference were formally considered and approved by Council on 20 May 2021.

What are the resource implications?

7. This report has no specific resource implications.

What are the legal implications?

8. This report has no specific legal implications.

What are the key risks and how are they being managed?

9. This report has no risk management implications.

Does this proposal support the council's three Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

10. The terms of reference of the Scrutiny Boards will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best Council Plan priorities.

Appendices

11. Appendix 1 - General Terms of Reference applied to all Scrutiny Boards.

12. Appendix 2 - Article 6 of the constitution showing the variations in the Scrutiny Boards' remits, together with their special responsibilities.
13. Appendix 3 – Details of how individual Scrutiny Boards have been aligned to Officer Delegated Functions and Executive Portfolios during 2021/22.

Background papers

14. None.

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Scrutiny Board

The Scrutiny Board is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise such special functions as are allocated in Annex 3 to Article 6 – Scrutiny Boards; and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions set out in Annex 2 to Article 6 – Scrutiny Boards, whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

The Council will appoint Scrutiny Boards as set out in Annex 2 to this Article to exercise functions conferred by section 9F of the Local Government Act 2000 and in accordance with the National Health Service Act 2006, in accordance with their terms of reference¹.

6.2 VISION FOR SCRUTINY

The Council has adopted a Vision for Scrutiny, which is attached at Annex 1.

6.3 ROLE OF SCRUTINY**Policy development and review**

Within their Terms of Reference all Scrutiny Boards may:

- assist the Council and the Executive in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- conduct research, community and other consultation in the analysis of policy issues and possible options;
- consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- question Members of the Executive and Directors about their views on issues and proposals affecting the area; and
- liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

Scrutiny

Within their terms of reference all Scrutiny Boards may:

- make recommendations to the Executive and/or appropriate committees and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Board and local people about their activities and performance; and
- question and gather evidence.

¹ As set out at Part 3 Section 2A of the Constitution

Article 6 - Scrutiny Boards

6.4 SCRUTINY OFFICER

The Council has designated the post of Head of Democratic Services, as Scrutiny Officer².

The functions of the Scrutiny Officer are:

- (a) to promote the role of the Scrutiny Boards;
- (b) to provide support to the Scrutiny Boards and their members³;
- (c) to provide support and guidance to Members (including Executive Members), and officers⁴, in relation to the Scrutiny Boards' functions;
- (d) to report to Council⁵ annually about how the authority has carried out its overview and scrutiny functions.

6.5 PROCEEDINGS

Scrutiny Boards will conduct their proceedings in accordance with the Scrutiny Board Procedure Rules set out in Part 4 of this Constitution.

6.6 MEMBERSHIP

Members shall be appointed in accordance with the Scrutiny Board Procedure Rules.

Scrutiny Boards shall co-opt members in accordance with the Scrutiny Board Procedure Rules.

6.7 SCRUTINY BOARD CHAIRS

The Chair of each of the Scrutiny Boards shall be appointed in accordance with the Council Procedure Rules.

Group spokespersons shall not be appointed to Chair a Scrutiny Board which corresponds to the same portfolio.⁶

- The Scrutiny Board with responsibility for health shall nominate Members to any joint overview and scrutiny committee appointed by the authority.⁷

² Under Section 9FB Local Government Act 2000.

³ The Scrutiny Officer shall exercise overall responsibility for the finances made available to Scrutiny Boards.

⁴ The Scrutiny Officer shall exercise overall responsibility for the work programme of the officers employed to support the work of the Scrutiny Boards.

⁵ After consultation with the relevant Scrutiny Chairs

⁶ This does not apply to those groups who have less than 10% of the membership of the Council

⁷ such nominations to reflect the political balance of the Board.

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- ***Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources***
- ***Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)***
- ***Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.***

Scrutiny Board	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
		Council Functions	Executive Functions
Strategy and Resources		Chief Executive Director of Resources Chief Officer (Financial Services) City Solicitor Director of Communities, Housing and Environment	Chief Executive (1-3) Director of Resources (1-7) City Solicitor (1-3) Chief Officer (Financial Services)(1-5) Director of Communities, Housing and Environment (2, 15 – 17) Director of City Development (8, 11)
Infrastructure, Investment and Inclusive Growth	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	Director of City Development Chief Planning Officer	Chief Executive (4) Director of City Development (1, 3-5a&b, 6 & 7, 9-10, 14) Chief Planning Officer (1-4) Director of Children and Families (2(e))
Environment, Housing and Communities	Responsible authorities (defined by S5 Crime and Disorder Act 1998)	None	Director of Communities, Housing and Environment (1, 3-14, 18-20) Director of Resources (8-12) Director of City Development (2)
Children and Families		Director of Children and Families	Director of Children and Families (1, 2(a-d & f), 3) Programme Director Strengthening Families, Protecting Children (1 – 3)
Adults, Health and Active Lifestyles	Relevant NHS bodies or health service providers including:- NHS England NHS Leeds Clinical Commissioning Group Local NHS Trusts and other NHS service providers Healthwatch Leeds	None	Director of Adults and Health (1 - 8) Director of Public Health (1-6) Director of City Development (12&13)

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is allocated special responsibility for flood risk management namely:-

- To review and scrutinise the exercise by risk management authorities⁸ of flood risk management functions⁹ which may affect the Leeds City Council area¹⁰.

2 – Crime and Disorder

The Scrutiny Board (Environment, Housing and Communities) is allocated special responsibility for crime and disorder namely:-

- To exercise the functions of a crime and disorder committee¹¹, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹² by responsible authorities¹³; and
 - b) To review or scrutinise any local crime or disorder matter¹⁴ raised by a Member.

3 – Health

The Scrutiny Board (Adults, Health and Active Lifestyles) is allocated special responsibility for health namely:-

- to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
- to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider;
- to respond to consultation by any relevant NHS body or health service provider; and

⁸ As defined by Section 6 Flood and Water Management Act 2010

⁹ As defined by Section 4 Flood and Water Management Act 2010

¹⁰ In accordance with Section 9FH Local Government Act 2000

¹¹ In accordance with Section 19 Police and Justice Act 2006

¹² As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹³ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁴ Any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment); or
- b) the misuse of drugs, alcohol and other substances in that area

Article 6 - Scrutiny Boards

Matters which fall within the terms of reference of this Scrutiny Board include:

- arrangements made by local NHS bodies to secure hospital and community health services to the inhabitants of the authority's area and the quality and safety of such services;
- the provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
- arrangements made by the authority for public health, health promotion, health improvement and for addressing health inequalities;
- the planning of health services by NHS bodies, including plans made in co-operation with local authority's Health and Wellbeing Board for improving both the health of the local population and the provision of health care to that population;
- any matter referred by Healthwatch Leeds; and
- the arrangements made by relevant NHS bodies and health service providers for consulting and involving patients and the public.

The Scrutiny Board may make recommendations to the authority, relevant NHS bodies, or relevant health service providers arising from the scrutiny process.

4– Residual Responsibility

The Scrutiny Board (Strategy and Resources) is allocated residual responsibility for any function not otherwise allocated to a Scrutiny Board.

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Adults, Health and Active Lifestyles	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Director of Adults & Health</p> <ol style="list-style-type: none"> 1. Promotion of well-being 2. Information, advice and advocacy 3. Prevention and Recovery 4. Safeguarding 5. Assessment and eligibility 6. Diverse and high-quality services 7. Charging and financial assessment 	<p>ADULT AND CHILDREN'S SOCIAL CARE AND HELATH PARTNERSHIPS Cllr F Venner</p>
<p>Director of City Development</p> <p>13. Active Travel (relating to the promotion and championing of active travel – with responsibilities for infrastructure remaining within the highways and transport and planning functions)</p>	<p>INFRASTRUCTURE & CLIMATE Cllr Hayden</p>
<p>Director of City Development</p> <p>12. Sport and Active Leeds</p> <p>Director of Adults & Health</p> <p>8. Public Health</p> <p>Director of Public Health</p> <ol style="list-style-type: none"> 1. Health Improvement Function 2. Health Protection Functions 3. Functions relating to the commissioning of Public Health 4. Provision of statutory and mandated functions 5. Functions of Responsible Authority 6. Production and Publication of the annual report on the health of the local population. 	<p>PUBLIC HEALTH & ACTIVE LIFESTYLES Cllr Arif</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Children and Families	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Director of Children and Families</p> <ol style="list-style-type: none"> 1. Children's Social Work including:- <ol style="list-style-type: none"> a) Preventative Services; b) Safeguarding and Child Protection; c) Assessment and Care Management; d) Residential and Respite Care; e) Support For Carers; and f) Youth Offending Services. 2. Learning including:- <ol style="list-style-type: none"> a) Early Years Provision; and f) Development of active citizens. 3. Child friendly City including:- <ol style="list-style-type: none"> a) Child Poverty; and b) Voice and Influence c) Influencing Climate Change and Sustainability <p>Functions delegated to the Director of Children & Families as Lead Officer of One Adoption Agency for West Yorkshire</p> <ol style="list-style-type: none"> 1. Adoption Services 	<p>ADULT AND CHILDREN'S SOCIAL CARE AND HELATH PARTNERSHIPS Cllr F Venner</p>
<p>Director of Children & Families</p> <ol style="list-style-type: none"> 4. Youth Services 	<p>COMMUNITIES Cllr Harland</p>
<p>Director of Children & Families</p> <ol style="list-style-type: none"> 2b. Sustainable Access to Education 	<p>ECONOMY, CULTURE & EDUCATION Cllr Pryor</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Environment, Housing and Communities	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
Director of Communities, Housing & Environment 1. Integrated locality working and its associated city-wide functions 3. The Council’s community hubs 4. Library and Information Service 18. Welfare and benefits services	COMMUNITIES Cllr Harland
Director of Communities, Housing & Environment 6. Public Health Protection and Control of Statutory Nuisance 7. Environmental Health and Consumer Protection 8. Environmental management 9. Car parking 10. Waste 19. Landlord Functions (funded by the Housing Revenue Account) 20. Other Housing Functions	ENVIRONMENT & HOUSING Cllr Rafique
Director of Resources 10. Climate Change 11. Sustainable Energy and Carbon Reduction 12. Clean Air	INFRASTRUCTURE & CLIMATE Cllr Hayden
Director of Communities, Housing & Environment 11. Cemeteries, Crematoria, Burial grounds and mortuaries 12. Parks and Countryside 13. Countryside management 14. Ecological sustainability	PUBLIC HEALTH & ACTIVE LIFESTYLES Cllr Arif
Director of Resources 8. Civic Enterprise Leeds 9. Community Infrastructure Levy	RESOURCES Cllr Coupar

Appendix 3: Scrutiny Board Alignment to Executive Functions

<p>Director of Communities, Housing & Environment</p> <p>5. Community Safety including:</p> <ul style="list-style-type: none">a) CCTVb) Reduction of crime and disorderc) Drugs and alcohol treatment and offender managementd) Tackling antisocial behavioure) Tackling domestic violence <p>Director of City Development:</p> <p>3. Functions relating to the Council's Register of Assets of Community Value</p>	
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Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Infrastructure, Investment and Inclusive Growth	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
Chief Executive 4a. City Region Functions	LEADER'S PORTFOLIO Cllr Lewis
Director of City Development 1. Asset Management	RESOURCES Cllr Coupar
Director of City Development 3. Inclusive Growth 6. Sustainable Economic Development 7. Employment and Skills	ECONOMY, CULTURE & EDUCATION Cllr Pryor
Director of Children & Families 2e. 14 – 16 Skills Development	
Director of City Development 4. Sustainable Development 5. Sustainable Housing Growth 9. Highways and Transportation 10. Flood and water management 14. Planning Services	INFRASTRUCTURE & CLIMATE Cllr Hayden
Chief Planning Officer 1. Development Plan functions 2. Planning Policy and Guidance functions 3. Neighbourhood Planning functions 4a. Conservation Area functions	

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Strategy and Resources	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Chief Executive 1. Functions in relation to elections</p> <p>Director of resources 1. Setting supporting and monitoring the Council’s policies and procedures <i>[note 1e & 1g fall within the Leader’s Portfolio as detailed below]</i> 2. Digital and Information Services 3. Customer Relations 4. Corporate communication services 6. The Council’s city-wide resilience planning and policy development services including co-ordination of the Best Council Plan 7. Shared Services</p> <p>Chief Officer Financial Services 2. Ensuring effective financial management and controls 3. Setting, supporting and monitoring the Council’s policies and procedures for budgets 4. Administering effective financial management and controls 5. Corporate Governance</p> <p>City solicitor 1. Legal Services 2. Democratic Services including support to elected members in their responsibilities 3. Standards and Conduct</p> <p>Director of Communities, Housing & Environment 15. Registrars functions 16. Licensing functions 17. Land and property search functions</p>	<p>RESOURCES Cllr Coupar</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

<p>Chief Executive 2. Civic and Ceremonial functions 3. Devolution and local freedoms</p> <p>Director of Resources 1e. Joint Strategic Needs Analysis 1g. risk and business continuity 5. The Council’s corporate planning and policy development services, including co-ordination of the Best Council Plan</p> <p>Chief Officer Financial Services 1. Setting, supporting and monitoring the Council’s financial strategy.</p>	<p>LEADER’S PORTFOLIO Cllr Lewis</p>
<p>Director of Communities, Housing & Environment 2. Equalities</p>	<p>COMMUNITIES Cllr Harland</p>
<p>Director of City Development 8. International and domestic inward economic investment 11. Culture</p>	<p>ECONOMY, CULTURE & EDUCATION Cllr Pryor</p>

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Performance update City Development, Children and Families and Chief Executive

Date: 24th June 2021

Report of: Directors of City Development, Children and Families and Chief Executive

Report to: Infrastructure, Investment & Inclusive Growth Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Infrastructure, Investment & Inclusive Growth Scrutiny Board and in line with the Best Council Plan. ([link here](#))
- This report covers quarter 4 (Year-End) Performance information (or latest available where Quarter 4 data is not yet available).
- Performance was previously reported to the Board earlier in 2021, with results for Employment and Skills, Sustainable Infrastructure and Devolution being reported on 20th January, and Inclusive Growth and Housing being reported on 17th February.

Recommendations

- a) Members are recommended to note the Quarter 4 performance information contained in the Appendices to this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- b) Members will note that the Best Council Plan (BCP) sets out the council's key objectives and priorities. This report provides an overview of the relevant Infrastructure, Investment & Inclusive Growth performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.

Why is the proposal being put forward?

- 1 That members can consider the Quarter 4 performance information contained in the Appendices to this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 2 This is an information report and not a decision report so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity, and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

What consultation and engagement has taken place?

- 3 This is an information report and as such does not need to be consulted on with the public. However, performance information is published on the council's website and is available to the public.

What are the resource implications?

- 4 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

What are the legal implications?

- 5 Performance information is publicly available and are published on the council website. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

What are the key risks and how are they being managed?

- 6 There is a comprehensive risk management process in the council to monitor and manage key risks.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 7 This report supports the Council's 3 pillars by providing performance information for Infrastructure, Investment & Inclusive Growth that relates to the economic growth of a

healthy city with high quality services. It demonstrates what action is being taken to affect performance (where relevant) and to allow the board to challenge the same and consider whether any further focus should be given to any particular area in supporting these pillars.

- 8 Climate Emergency – The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions by 2030 for the city. Parts of the above performance information are linked to actions taking place to address climate emergency and will feed into an assessment of how on track the council is in achieving the target. Services will provide updates to the Board on specific work they are carrying out with regard to this priority.

Options, timescales and measuring success

a) What other options were considered?

9 N/A

b) How will success be measured?

10 N/A

c) What is the timetable for implementation?

11 N/A

Appendices

12 The following appendices are attached to this report:

- Appendix 1 – Performance Report (Summary of Key Issues)
- Appendix 2 – Infrastructure, Investment & Inclusive Growth Dashboard

Background papers

13 Best Council Plan 2020 to 2025

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**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
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1. Employment in Leeds

Based on the data available this annual indicator reports the number of jobs whilst showing the split between the private (employees and working proprietors) and the public sectors in Leeds using the Business Register and Employment Survey (BRES). This is the official source of job and employment estimates and is conducted by the Office of National Statistics (ONS).

The provisional result for all employment (the number of jobs) for the calendar 2019 was reported to the Board in February 2021 of 471,200 jobs. This has since been revised to 473,005 jobs and comprises 391,501 private sector jobs and 81,504 public sector jobs. This figure remains provisional and will be confirmed in November 2021 at which time the 2020 initial provisional results will be available.

The unemployment figure from the ONS for the period January 2020 to December 2020 shows that 4.1% of the working age population in Leeds was unemployed. However, these figures should be treated with caution, as they cover the 12 month period of 2020 which was significantly impacted by the Covid-19 pandemic, and do not therefore include the impacts of the latest lockdown commencing in January 2021 which will be reflected in the next update.

2. Gross Value Added (GVA) per filled job

GVA is a measure of the increase in the value of the economy due to the production of goods and services. There are three official measure of GVA – Income (I) based, productivity (P) based and the more recent Balanced (B) based figures. We have adopted the balanced approach for reporting in our Best Council Plan and our Economic Indicators. GVA per filled job is then used to express our productivity level which apportions GVA to the number of jobs in the city. How this changes over time is generally regarded as the single most important indicator of the health of local and regional economies, how they grow over time, of productivity, incomes and the welfare of people living in a region.

The data for 2018 was reported to the Board in February 2021. The data is usually released in December each year by the ONS one year in arrears, however, the latest release has been delayed was expected to be released during May 2021, at the time of writing of this report the data was not yet available.

3. Number of new business start-ups

This indicator reports business start-ups using figures from BankSearch which compiles information from Companies House and High Street Business Bank

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account openings data. The data is reported in calendar years and the target for 2020/21 is an increase against the number of start-ups reported for the calendar year 2019 i.e. greater than 4,338 start-ups.

For the period January to December 2020, there were 5,232 business start-ups.

4. Number of business scale ups

The annual business scale ups previous measure is no longer available and instead uses the data provided directly from the ONS Inter-Departmental Business Register which is now available by calendar year. Only limited companies with their registered addresses in Leeds (those registered elsewhere but with branches in Leeds are excluded) reporting over 20% growth in turnover or employment annually for three years are included. There is a reporting lag of over a year for this indicator due to delays in businesses submitting their final accounts for inclusion in the results, as such, the annual result for the period 2019 is reported here.

The annual result reported is that 585 businesses scaled up in Leeds in 2019 i.e. had 20% growth in either turnover or employment over the previous three years. Although this is not a direct like for like comparison with previous results, scale ups have been sustained at a similar level to that previously reported i.e. 467 businesses scaled up in 2017/18 and 461 businesses scaled up in 2016/17, and is indicative of business confidence in the city at that time. The time lag in the data should be noted, particularly as these results are pre-Covid-19 pandemic which will be reflected in the 2020 result due in 2022.

5. Business survival rate

This annual indicator reports the number of new businesses still trading after 5 years. The data comes from Business Demography which is an annual publication produced from the Inter-Departmental Business Register (IDBR), and reported via the ONS. The latest result for 2019 was reported at the February Board meeting, the next release for 2020 will be available in November 2021.

6. Change in business rates payable since 2017 revaluation

Business rates i.e. National Non-Domestic Rates (NNDR), underwent a revaluation applicable from the 1st April 2017 which means that the amount of gross NNDR payable in 2017/18 will constitute a baseline against which future years' NNDR can be reported. The business rates growth indicator is reported gross of appeals, discounts and reliefs, in order that it is more reflective of the

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change in the absolute rateable value in Leeds and is more indicative of business and economic growth in the local economy.

The difference in gross business rates payable between the 1st April 2020 and the 31st March 2021 is reported here, i.e. the within year change. On the 1st April 2020, £467m NNDR was payable, however by 31st March this had fallen to £462.9m i.e. a reduction of £4.1m or 0.9%. It is expected that gross rates payable will rise as backlogs in the Business Rates Team and Valuation Office Agency (VOA) are cleared, and once refurbished properties are completed and reassessed for inclusion on the ratings list. This is now becoming evident in the latest figures as gross rates payable since April 1st has risen slightly to £463.2m, not a major increase, but a reversal of the previous downward trend.

In response to the impacts of the Covid-19 pandemic, the Government has put in place a number of initiatives to support businesses including business rates relief for a range of occupied retail, leisure and hospitality properties. This support and the ongoing economic situation for businesses will have an impact on future levels of business rates payable.

Overall, Leeds has a dynamic start-up sector, which again is likely to be heavily impacted by the ongoing pandemic. However, those factors that have driven start-up activity, such as the strong presence of business network in health, fintech and digital industries, together with strong links into Universities should serve the city well in recovery.

7. Visitor economic impact for Leeds

This indicator reports the economic impact of 'Day and Night Visitors' to the Leeds economy. The latest result from the annual 2019 Economic Impact Report for the Visitor Economy (published in summer 2020) predates the impact of the pandemic and the results should be viewed in this context.

The latest result for 2019 was reported to the Board at the February performance meeting.

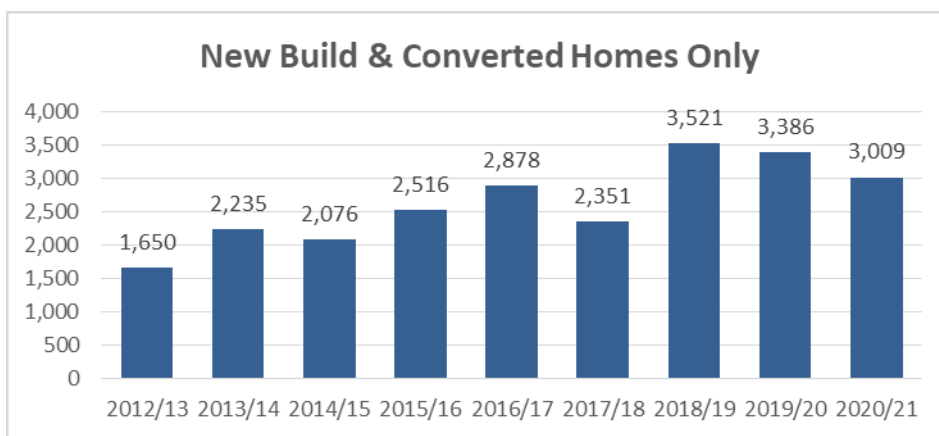
8. Growth in new homes in Leeds

The Growth in new homes indicator shows those homes in Leeds which have been newly built or converted into residential properties. With the adoption of the new Core Strategy Selective Review (CSSR) in September 2019, an annual target of 3,247 new homes applies from 1st April 2017 to the 31st March 2033.

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The total number of new build and converted homes delivered during 2020/21 was 3,009, slightly lower than in 2019/20 (3,386) and also slightly below the new target of 3,247 per year.

The trend in new build and converted homes since the original Core Strategy was adopted in 2012 is shown in the chart below. The decrease in performance between 2018/19 and 2019/20 reflects a dip in output in the final month of the year as construction sites started to prepare for the restrictions that were to be required in the response to Covid-19 and implement necessary procedural changes for site safety. The subsequent year's performance of over 3,000 units (within 10% of the CSSR target) represents a successful return during what has undoubtedly been a disrupted year for construction activity due to the pandemic.



The final year-end completions total of 2,950 units shows a strong in-year recovery from a significantly reduced Q1 return as a result of the early lockdown measures and the restrictions imposed upon construction sites. The balance against the Core Strategy target stood at -297 units at year-end, however seven homes were demolished during the year and an additional 66 units added through the completion of four care homes, culminating in a year-end total of 3,009, 238 units below target.

9. Number of affordable homes delivered

The National Planning Policy Framework 2019 definition of Affordable housing is housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers.

Examples of this can include products such as Social Rent, Affordable Rent, Buy to Rent, Intermediate Rent, Shared Ownership and Discounted Sale. The councils Core Strategy (Policy H5) states that the mix of affordable housing should be designed to meet the identified needs of households as follows:

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- 40% affordable housing for Intermediate or equivalent affordable tenures¹
- 60% affordable housing for Social Rented or equivalent affordable tenures

This indicator shows completed affordable homes (AH) which are ready for habitation and is calculated from a number of sources:

- Delivered as a condition of planning, i.e. via a Section 106 agreement.
- Affordable Housing Providers:
 - delivered by Registered Providers (RP)² from Homes England (HE) grant funding utilised for new build, acquisition and refurbishment schemes
 - delivered through Providers programmes with no grant funding input
 - delivered with support from the Right to Buy (RtB) Replacement Programme by affordable housing providers for new build, acquisition and refurbishment schemes
- Leeds City Council:
 - delivered through the Housing Revenue Account (HRA) new build programme
 - delivered through HE grant funding used for new build, acquisition and refurbishment schemes
 - delivered by the council via RtB grant funding and used for new build, acquisition and refurbishment schemes

Similarly to the growth in new homes indicator above, with the adoption of the Core Strategy Selective Review (CSSR) at Full Council on the 11th September 2019, a new AH target applies from 1st April 2017 to the 31st March 2033. The new AH target increased from 1,158 to 1,230 annually, comprising the annual in-year need target for AH of 434 plus an additional annual requirement of 796 AH to contribute towards historic under-provision.

At the end of 2019/20, the total of AH had increased by 439, compared to a total of 433 for the 2018/19 period.

Up to Q3, 2020/21, 386 affordable homes were delivered. The performance of each delivery channel was: 89 through s106 planning obligations; 212 by RPs; and 85 through the Council Housing Growth Programme (CHGP) which includes New Build and Acquisitions Programme. Despite the impact of the coronavirus pandemic, this is higher than in the same period total at Q3 in

¹ Intermediate or equivalent tenures. This is housing made available at below market rents or prices which are generally affordable to households in the lower quartile of earnings.

² A Registered Provider is registered with the Regulator of Social Housing so that they can provide social housing. They follow the Regulator of Social Housing's rules about their financial affairs, constitution and management arrangements. Examples of Registered Providers include Yorkshire Housing, Leeds Federated Housing Association and Unity Housing Association.

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2019/20 when 318 units were delivered. Q4 information will be available for the next meeting.

RPs have rescheduled a number of schemes due in 2020/21. Further work will be undertaken with RPs and Homes England (HE) to understand the impact on the programme and site delivery, including seeking an extension from HE to the Shared Ownership Affordable Housing Programme.

The CHGP currently has 1072 homes in the new build pipeline. The units consist of 188 Extra Care homes and 825 general needs homes (of which 25 units are built to M4(3) standard³). The stages of development are as follows: 59 units handed over, 12 units in construction, 80 units having secured planning approval; 204 awaiting planning determination, 462 in design and feasibility stages, 226 in mid-procurement; and an additional 29 in pre-procurement.

Work is underway to develop an Affordable Housing Delivery Plan, to set out how the council and other stakeholders engaged in housing delivery can refresh the tools, funding and collaborations needed to increase and maximise AH delivery.

A number of RPs are negotiating with/have entered into HE strategic partnerships enabling greater flexibility in grant allocations, contingent upon exceeding Business Plan targets by 20%. Some RPs are submitting planning applications for significant developments or acquiring large sites. The most significant are:

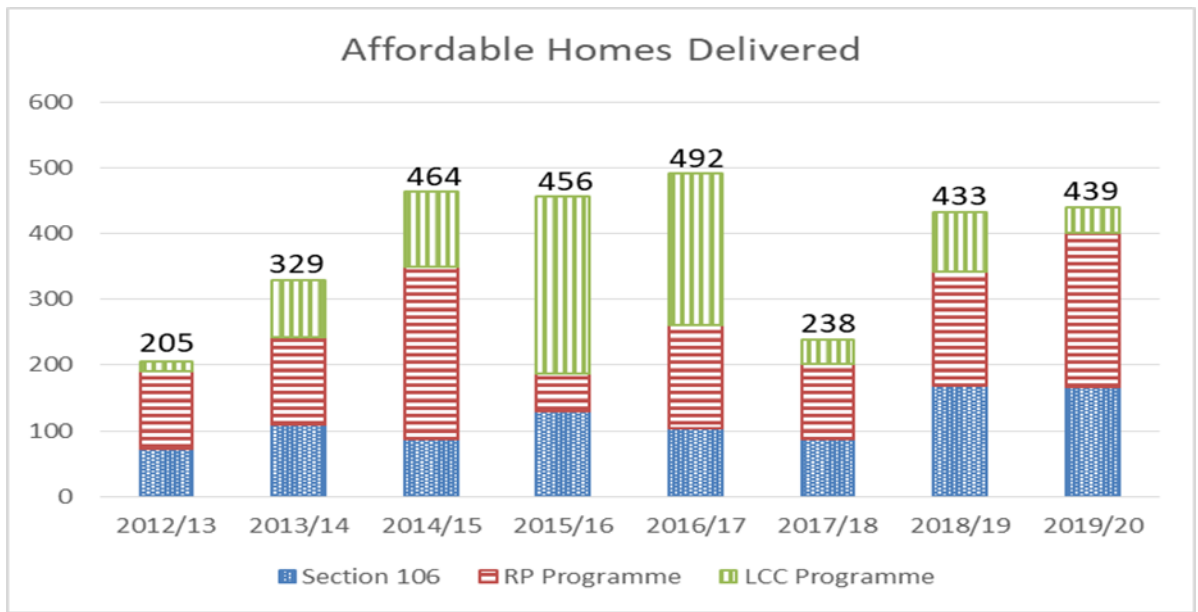
- a) The acquisition by the Guinness Partnership Trust of a large site in South Bank with permission for over 1,000 new homes, around 40% at affordable rent through a Strategic Partnership with HE.
- b) The acquisition by Clarion of the Kirkstall Road (former City Reach) site, which has scope for over 1,000 new homes, of which around a third are expected to be affordable.

The council has been working closely with the West Yorkshire Combined Authority to ensure £67m devolved funding available through the Brownfield Housing Fund (BHF) is utilised to support our strategic housing ambitions. BHF funding has the potential to unlock and accelerate a number of major brownfield sites, particularly in the city centre, to deliver homes in sustainable locations close to employment opportunities and a range of amenities. Developers are being supported to submit applications to support the delivery new housing, including crucially, affordable mixed tenure homes. Early indications are very positive for a number of Leeds schemes being supported early in the BHF programme.

³ M4(3) – M refers to ‘Access to and use of buildings’ of Schedule 1 to ‘The Building Regulations 2010’ (2015 edition); M4(3) refers to wheelchair accessible dwellings.

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It should be noted that council supported BHF submission by The Guinness Partnership’s for a housing scheme at Points Cross on Hunslet Road to support the delivery of 928 homes including 311 affordable mixed tenure homes was approved by the Combined Authority in March this year. Work is due to start on site imminently.



10. Percentage of working age Leeds’ residents with at least a Level 4 qualification

This annual indicator reports the percentage of Leeds' residents with at least a Level 4 qualification which is: a Certificate of Higher Education; Higher Apprenticeship; Higher National Certificate; Level 4 Award; Level 4 Certificate; Level 4 Diploma; or Level 4 NVQ. The indicator uses data from the Office for National Statistics (ONS) Annual Population Survey and reports in calendar years.

The ONS data for this indicator was released in April 2021, for the results for the 2020 calendar year. The working age population in Leeds educated to at least an NVQ4 level increased from 40.1% to 46.9% between the calendar year 2019 and 2020. This increase of 6.8 percentage points was significantly higher than the UK (2.8) and Yorkshire & Humber (3.1). The proportion educated to this level remains higher than region (37.3%), and the national figure (43.0%).

Whilst there is no clear single reason for this increase, there is evidence that higher skilled jobs have been the main driver of growth in Leeds in recent years. There have also been a number of organisations such as government departments; professional services companies; Channel 4 etc relocating to

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Leeds and primarily bringing higher skilled roles as well as a growth in higher level roles in sectors like Digital and tech. There was an increase in higher level apprenticeship starts (mainly leadership and management level 5 and 7) following the introduction of the Apprenticeship Levy with a large number of completions in 2020, there has also been an increase in Graduate retention. Covid may also have seen a reduction in people leaving Leeds for jobs in London/Manchester etc and being able to stay in Leeds and access opportunities remotely.

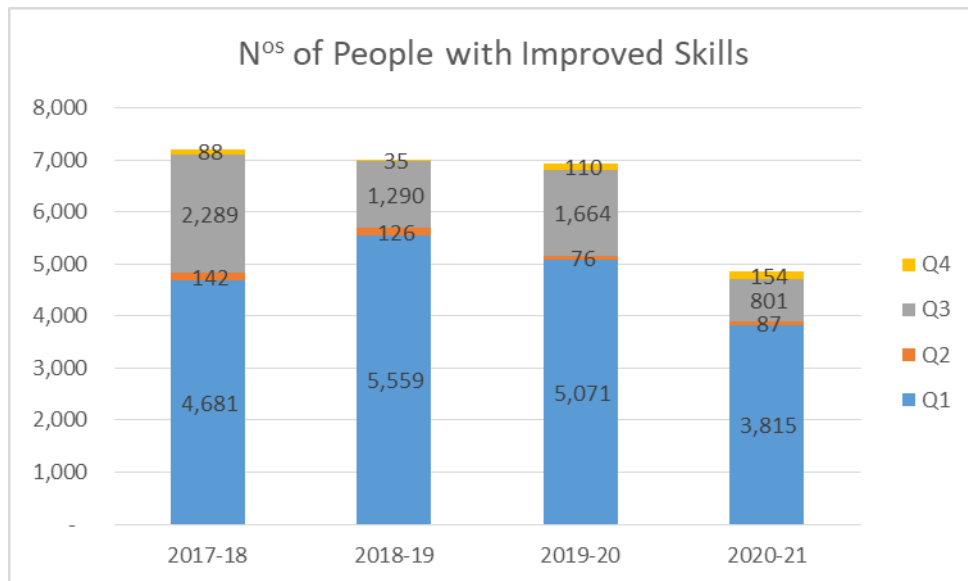
For comparison, the Core Cities are listed here ranging from highest to lowest percentage of residents with at least a Level 4 qualification. The data is for 2020 with the data for 2019 shown in brackets. Bristol – 51.8% (51.0%); Manchester – 47.7% (43.7%); Sheffield – 47.7% (47.2%); Leeds – 46.9% (40.1%); Newcastle – 44.1% (41.9%); Liverpool - 42.3% (39.1%); Nottingham – 41.2% (35.8%); Birmingham – 37.9% (33.1%).

11. Number of people supported to improve their skills

This indicator reports the number of people in Leeds supported by the council to improve their skills through both accredited and non-accredited courses. Provision is largely through our Adult Learning Programme with the target set by the Education and Skills Funding Agency (ESFA) to reflect funding allocation levels and policy priorities.

The cumulative result at the end of quarter 4 is 4,857 people, which is 76% of the annual target and reflects on-target performance at this point in time for delivery of a programme linked to the academic year. 2,810 (58%) customers improving their skills were from the 20% most deprived Lower Super Output Area (LSOA) on the Index of Multiple Deprivation; 2,505 (52%) were BAME; 464 (6%) had a physical disability and 767 (16%) suffered from mental ill health.

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The percentage of the Leeds working age population (WAP) that do not have a Level 2 qualification is 24.4% which is in line with the national average at 24.4%. 6.7% of the Leeds WAP have no qualifications which is lower than the national average at 7.9% and is concentrated in the most disadvantaged areas of the city.

The Adult Learning Programme actively targets learners who are: low skilled; have no or low level qualifications; are living in poverty; unemployed, workless or vulnerable to social exclusion; and individuals facing specific and often multiple barriers and disadvantage, e.g. adults with learning difficulties and/or disabilities; mental ill health; misusing substances; and people who are vulnerably housed, etc. Courses are shaped by learners' needs which are identified through work with learners, and effective networking and partnership arrangements which are in place across the city.

The Adult Learning Programme continues to deliver an effective, broad and inclusive curriculum to support the continuation of learning in response to Covid-19 through an online platform in collaboration with our delivery partners. Since the start of the 2020-21 academic year the programme has had 2,720 enrolments and 568 courses have been advertised on the Leeds Adult Learning course finder website.

Adult Learning delivery for the current 2020-21 academic year includes ESOL (English as a second language), English, Maths, Employability, Health and Wellbeing programmes which provide support for disadvantaged learners with a focus on the key deprived areas within the city with particular emphasis on the six priority neighbourhoods. Delivery will continue through the online Google Suite and remote learning, and will continue this way for the new Adult Learning academic year with the addition of blended and outdoor delivery options.

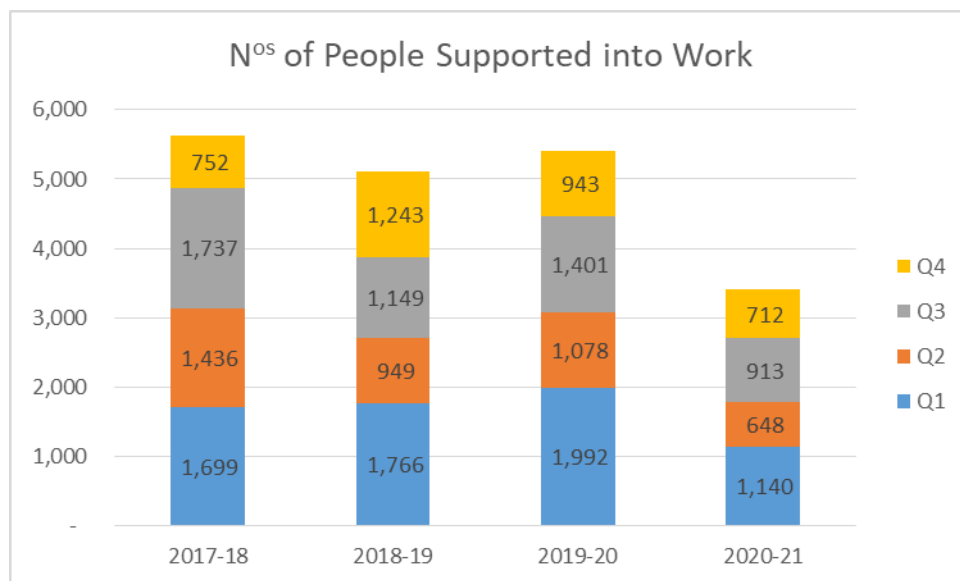
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The Adult Learning Programme is funded by the Department for Education from the Adult Education Budget with annual funding allocations notified and contract-managed by the ESFA. From 2021/22 Academic year this will be devolved to WYCA and arrangements are being put in place to ensure learning continues. The number of people supported (target) is dependent upon the size of the budget allocation and the contract parameters which may vary from year to year to reflect national policy objectives and learner eligibility to access publicly funded provision. The budget allocation for the 2020/21 academic year is £2.2m. The provision is quality assured by Ofsted and is delivered by the council, the Further Education sector, the third sector and commercial training providers.

12. Number of people supported into work

This indicator reports the number of people in Leeds supported by the council into work through either directly delivered or commissioned employment support services and skills provision.

The cumulative result at the end of quarter 4 is 3,413 people supported into work. 1,847 (54%) of residents securing employment were from the 20% most deprived LSOA's on the Index of Multiple Deprivation. 1,187 (35%) of the residents supported into work identified as BAME and 255 (7%) had a physical disability and a further 134 (4%) suffered from mental ill health. This represents 80% of the annual service target of 4,250. During the pandemic customers have been supported remotely until face to face provision can be resumed. Progression into work is lower than normal given the reduction in vacancies and a challenging jobs market, this financial year has seen a 37% reduction in the number of people supported into work when compared with the previous year.



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Up to the end of quarter 4, 1,418 residents were supported into work through Jobshops in the Community Hubs; 507 of the residents participating in Adult Learning moved into work; 3,149 residents received tailored support through European Structural and Investment Funds (ESIF) funded programmes targeted at those furthest from the labour market; 325 residents accessed work through Employment and Skills obligations placed on council contracts and s106 Planning Agreements; with the remainder from outreach programmes.

The service engaged with 325 businesses up to the end of quarter 4 to support residents to secure employment, of which 9% were large employers and 91% were SMEs. This supported recruitment across all sectors to largely entry level roles in health and care, including childcare (14%); construction and infrastructure (10%); manufacturing and engineering (9%); and retail, hospitality and leisure (7%).

13. Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)

Examinations were cancelled for the summer of 2020 due to the Covid-19 pandemic, and the closure of all schools to pupils (apart from children of key workers) during the March lockdown. On 06 January 2021, the government confirmed that in summer 2021, students taking GCSE, AS and A levels regulated by Ofqual, should be awarded grades based on an assessment by their teachers, as examinations were again to be cancelled.

Leeds' confirmed Progress 8 score for the pre-pandemic 2018/19 academic year is +0.03, continuing the strong performance seen in 2017/18. This year's result is above all comparator groups (England: -0.03, statistical neighbours: -0.16, core cities: -0.10, Yorkshire and The Humber: -0.02). Leeds remains in the second quartile nationally and is ranked equal 48 out of 150 local authorities. This is an improvement on the previous year where Leeds' confirmed rank was 65 of 151 local authorities.

A Progress 8 score of +1.0 means pupils in the group make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average. Progress scores are a measure of how cohorts have performed in relation to pupils with similar prior attainment nationally and should not be compared between years. The local authority ranking provides a better year on year indication of performance in this area.

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14. Percentage and number of young people who are not in employment, education or training or whose status is ‘not known’ (NEET)

Due to Covid-19 and the disproportionate impact this is having on young people, the usual performance management activity based on each local authority’s position on the NEET Scorecard has been suspended. National guidance for this year is to emphasise Covid-19 impacts on young people’s learning with less emphasis on the national performance indicator.

The annual NEET and Not Known measure (the three-month average for December to February) for 2021 has, therefore, not been published. Instead, NCCIS (National Client Caseload Information System) will look at the monthly submissions and where there are issues, for example high NEET and/or activity unknown recording, they will contact local authorities to offer support from December onwards.

The figures in the table below show the number and percentage of young people in Leeds who were NEET or Not Known at March 2020 and March 2021. The national figures are 5.0 per cent (NEET), and 2.0 per cent (Not Known). The percentage figures are reflective of the number of individuals as a proportion of the overall cohort, which can vary year to year.

	March 2020		March 2021	
	Number	Percentage	Number	Percentage
NEET	421	2.6%	395	2.4%
Not Known	941	3.3%	854	5.2%

During the current reporting period, we have changed the tracking management information system to Core+, the system used by most authorities and the national monitoring body. This was a significant task. It has provided the opportunity to be robust with our data and with the data processes that will inform the tracking duty going forward. This includes strengthening the relationship with post-16 learning providers and especially with schools in supporting young people through the transition from statutory education into post-16 learning. Some specific challenges, including a local provider’s data, and with the timeliness of some neighbouring authority data, have been addressed.

On Monday 11 January 2021, the DfE released the 2020 September Guarantee Figures⁴. The percentage of young people in years 11 and 12 who had an appropriate offer of education or training for September was 93.3 per

⁴ Local authorities have a responsibility to find training or education places for 16 and 17 year-olds. The September Guarantee is a guarantee of an offer, made by the end of September, of an appropriate place in post-16 education or training for every young person completing compulsory education.

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cent compared to 91.7 per cent in 2019. This is an improvement of 1.6 percentage points, which has also contributed to the gap between the Leeds figure and national reducing from 3.3 percentage point in 2019 to one percentage point in 2020. The year 11 and 12 cohort had 253 more pupils in 2020 than in 2019, further highlighting the hard work carried out by various teams across Children and Families and other directorates to ensure young people had positive destinations in what has been an extremely disruptive year for students.

In addition to the tracking duty there is the September Guarantee and the Annual Activity Survey. The latter relates to the activity of all young people who have reached the compulsory school leaving age in 2020. It provides a snapshot position on or around 01 November 2020. The survey records destinations according to the location of the school attended by the young person during their final year of compulsory education.

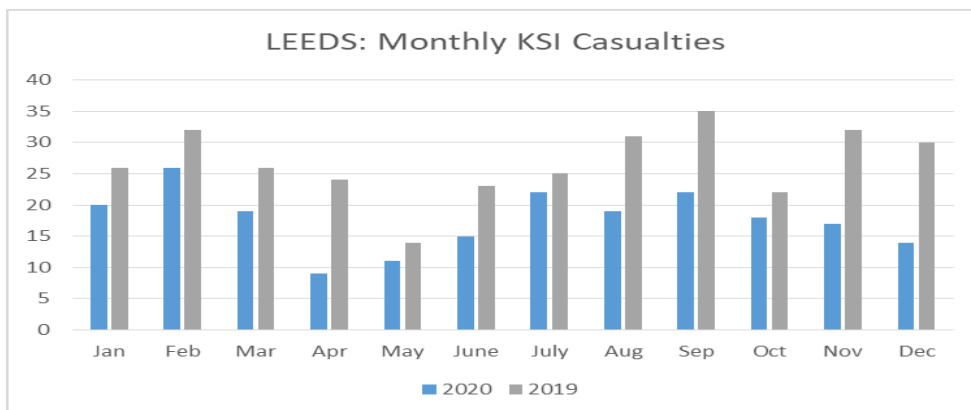
95.3 per cent of young people were in education and training, with performance being broadly in line with the national figure of 95.4 per cent. The figures for comparator authorities were statistical neighbours: 95.5 per cent, core cities: 95.4 per cent, and Yorkshire and the Humber: 95.9 per cent.

15. Number of people killed or seriously injured (KSI) in road traffic collisions

This indicator reports the number of people who have been killed or seriously injured (KSI) in road traffic collisions (RTCs) in Leeds. The West Yorkshire Transport Strategy requires a 42% reduction in KSI (by 2027) in the number of people KSI from 2016.

Between January - December 2020, Leeds recorded its lowest ever KSI yearly total (231) a 35% reduction in comparison to 2019 and a 31% reduction on the 3 year average. It is clear that the global Covid-19 pandemic continues to have a significant impact on both traffic volumes and collision rates. During April-May 2020 when the UK was in the first phase of strict lockdown measures, there was a reduction in KSI's of 47% in comparison to the same period pre Covid-19, April-May 2019. Despite the significant impact of Covid-19, it should be noted that KSI figures for the first eleven weeks of 2020 were well below those for the equivalent period in 2019 (54 compared with 74 in 2019) and have remained lower than the 2019 figures for the remainder of the year despite increases in traffic volumes as restrictions have eased. The graph below shows monthly KSI casualties for 2020.

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INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2020/21 OR LATEST AVAILABLE DATA)**



The table below shows the numbers of RTC casualties in each of the 5 West Yorkshire districts, 2015-2020. All the districts saw significant reductions in casualties in 2020, with Leeds seeing larger reductions than the average across West Yorkshire. Specifically, casualties of all severities and those killed and seriously injured both fell by 35% in Leeds in 2020, compared with 2019.

West Yorkshire : January To December 2020

Local Authorities	Severities	All Casualties (January-December)									
		Last 5yrs avg	2015	2016	2017	2018	2019	2020	Trend pattern 2014-2019	2020 vs last year	2020 vs avg last 5yrs
Bradford	KSI	180.6	188	178	192	177	168	164		-2.4% ↓	-9.2% ↓
	All severities	1414.4	1,685	1,611	1,367	1,292	1,117	937		-16.1% ↓	-33.8% ↓
Calderdale	KSI	75.2	92	78	63	67	76	50		-34.2% ↓	-33.5% ↓
	All severities	467.6	556	555	450	411	366	267		-27.0% ↓	-42.9% ↓
Kirklees	KSI	144.8	159	152	149	136	128	85		-33.6% ↓	-41.3% ↓
	All severities	1019	1,333	1,127	970	910	755	458		-39.3% ↓	-55.1% ↓
Leeds	KSI	337.4	338	332	324	337	356	231		-35.1% ↓	-31.5% ↓
	All severities	2263.6	2,664	2,550	2,203	1,994	1,907	1243		-34.8% ↓	-45.1% ↓
Wakefield	KSI	134.4	143	147	123	156	103	110		6.8% ↑	-18.2% ↓
	All severities	845.6	985	955	814	833	641	505		-21.2% ↓	-40.3% ↓
West Yorkshire	KSI	872.4	920	887	851	873	831	640		-23.0% ↓	-26.6% ↓
	All severities	6010.2	7,223	6,798	5,804	5,440	4,786	3410		-28.8% ↓	-43.3% ↓

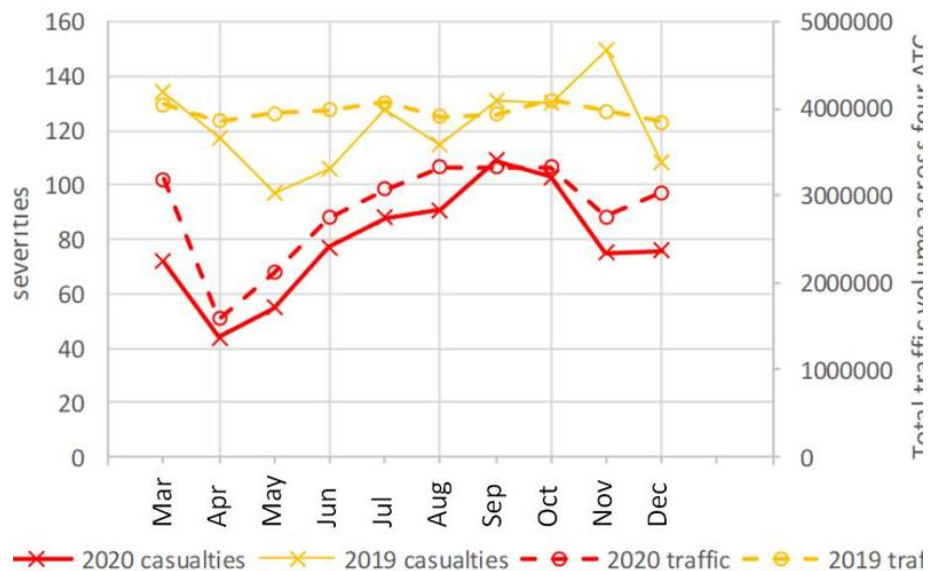
The reduction in KSI's in 2020 is reflected across all the major road user groups (as seen in table below). The largest proportion of individuals KSI are the vulnerable road users (pedestrians, cyclists and motorcyclists) accounting for approximately 60% of all road users Killed or Seriously Injured. This proportion is broadly consistent with figures for previous years. In 2020, 11 road users were killed, a significant reduction of 50% from 2019 (22 killed).

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
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Number of People Killed or Seriously Injured (January – December)									
	2015	2016	2017	2018	2019	2020	2020 vs last year	2020 vs 3yr average	
								3yr av	2020
All	338	332	324	337	356	231	-35%	339	32%
Child	38	43	39	40	25	22	-12%	35	37%
Ped	95	94	97	90	104	55	-47%	97	43%
Cyclist	59	64	55	62	63	48	-23%	60	20%
PTW	66	70	68	69	62	35	-43%	66	47%
Car Occ	97	92	88	102	113	84	-25%	101	17%

Between January & March 2021, Leeds has seen one of the lowest KSI totals for the first three months of a year. In the first three months of 2021, Leeds saw 42 KSI, a 35% reduction in comparison to 2020 and a 45% reduction on the 3 year average. The Covid-19 pandemic has continued into 2021 with another national lockdown which has further impacted traffic volumes and collision rates. In the vulnerable road user group, all categories are lower than 2020; Pedestrians 65% lower at 8, Cyclists 36% lower at 7 and motorcyclists 25% lower at 9.

The graph below shows the traffic data from 4 permanent Automatic Traffic Counters (ATC) sites on the approaches to Leeds city centre, (A647 Canal Street; A65 Kirkstall Rd; A64 York Rd and A653 Dewsbury Rd) plotted against the volume of Road Traffic Collision (RTC) casualties in Leeds. The graph shows a clear correlation between traffic volumes and the number of casualties.



The Influencing Travel Behaviour (ITB) team continues to work in partnership with WYCA City Connect to reintroduce delivery of free, socially distant, adult

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cycle training (over 16s) at a variety of locations across the district to improve rider's skills and confidence. The sessions are aimed at people learning to ride for the first time or building confidence after a break from cycling to one-to-one advanced training on a route of choice. Demand for previous sessions in 2020 was high with all sessions fully booked and similar levels of interest are expected.

Operation SNAP was launched in July 2020 which allows motorists and riders to submit video and photographic evidence relating to driving incidents, all submitters receive feedback via e-mail. Anyone required to give evidence at court receives additional support and guidance. To date, there have been 1811 submissions to the online portal of which 529 were from Leeds (29% of total submissions). Currently 63% of submissions in West Yorkshire result in a positive outcome, compared to 50% nationally. Further action includes driver retraining course (38%), points and/or a fine (13%), court (5%) or other investigation (7%).

The ITB team continues to deliver social media and variable messaging signs (VMS) messaging about safe driving around vulnerable road users and are exploring ways to target specific user groups to make a bigger impact.

The annual Casualty Reduction Programme continues to be delivered. As well as the Sites and Lengths for Concern, the programme is also now focussing on Lower Order Sites and Lengths using lower intervention criteria and supplementing this with a thorough collision analysis to identify and address underlying causes of road casualties through small to medium scale intervention. KSI Cluster sites continue to be an area of focus for the programme.

Number of children and young people (C&YP) killed and seriously injured

Between January & December 2020, Leeds recorded its lowest ever Children and Young People KSI yearly total (22), a 12% reduction in comparison to 2019 and a 35% reduction on the three year average.

Between January & March 2021, Leeds has again recorded its lowest three month start to the year at 3, 50% lower than 2020 and 44% lower than the three year average.

The Covid-19 pandemic has continued to impact the delivery of road safety education and training for the period January to March 2021. The full closure of schools from 5th January to 8th March 2021 resulted in face to face training delivery being paused at this time. However, from 8th March to 31st March, Bikeability training was delivered to 1,098 pupils. The vast majority of this was Level 1 and 2 training, which took place in 24 schools.

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
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16. Satisfaction with a range of transport services

Data for this annual indicator is provided by the West Yorkshire Combined Authority (WYCA) from the annual Tracker Survey. The survey data is collected from around 1,500 participants across West Yorkshire with 300 being resident in Leeds, however, an additional 300 Leeds' surveys are commissioned making a total of 600 people surveyed meaning an overall West Yorkshire sample size of 1,800 individuals. The result is reported as a score out of 10.

Data has now been received for the surveys carried out in 2020 and 2021 and show scores of 5.9 and 6.6 out of 10 respectively. Both surveys were carried out during January and February of the respective years.

A rating score of 7 or above is considered by WYCA to be good, a score of 6 is seen as acceptable and a score of 5 or below is an area of concern

The 2020 survey represents the last period before the pandemic lockdowns were in place, and the 2021 score was obtained during the 3rd lockdown between 6th January and 23rd February 2021. The latest result will have been affected both by people's ability and willingness to travel (and Government advice), despite this the overall score shows an improvement over 2020. The result also remains above the baseline year score in 2011 of 6.5.

It is not clear why there was a dip in 2020, although the trend has recovered in 2021, this dip applied across West Yorkshire not just Leeds. This survey was however carried out during the winter period and this can affect responses. The 2021 survey, although carried out during the winter also may reflect respondents attitudes to travel when the wider issues of Covid perhaps increasingly put travel issues more into the background.

17. Number of passengers boarding buses in the Leeds district

The Leeds Public Transport Investment Programme (LPTIP) target is to double bus patronage from 2016 levels within 10 years i.e. from 67m in 2016 to 134m passengers by 2026. Data for this annual indicator is based upon ticket machine data provided by bus operators to WYCA, for the number of passengers boarding buses within the Leeds district. Results are provisional and are normally finalised the following year.

The 2020/21 result for the number of passengers boarding buses of 67.4m was reported to the Board in January which represented the number of passengers boarding buses during 2019.

The provisional figure for the reporting year 2021/22 has now been released by WYCA and this shows that 32.9m passengers were recorded boarding buses in the Leeds district during 2020.

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This figure is a significant decrease on the previous year and also against the baseline figure in 2016. As a result it does not meet the in-year target of turning the curve. Discussions continue with the Department for Transport looking at how progress against this target has been impacted and to ways to better reflect progress in light of lockdowns and travel restrictions.

Whilst it was anticipated that maintaining patronage levels during the significant LPTIP construction projects would be very challenging, as disruption caused by the construction of the various schemes may initially have had a negative impact on bus passenger numbers, the ongoing lockdown measures of Covid-19 were not anticipated. The extended advice to work from home throughout much of the year, the restriction on the number of passengers allowed on buses due to social distancing and the initial advice not to travel on public transport have all had a significant impact on the number of passengers boarding buses.

It is hoped that as lockdown measures are eased passengers will return to using buses in ever increasing numbers. However, the impact to individuals changing working patterns and the possibility of more people working from home in the longer term is as yet unknown.

One unplanned effect of the extended lockdown periods has been the ability to accelerate some of the LPTIP schemes whilst there has been a significant reduction in traffic in the city centre.

Other work is underway as part of the LPTIP programme to improve bus transit times and reliability which includes significant bus company investment in new more efficient buses with improved facilities and lower emissions.

There are a number of further schemes which fall outside the LPTIP programme, some already have agreed funding from other sources and some are unfunded but remain as pipeline schemes ready for final development and delivery, pending funding streams becoming available.

It should be noted that although there are a number of schemes under construction or planned, the level of intervention and cost varies significantly across each of the individual projects.

The service continues to work to identify areas where the climate emergency and effects of climate change may impact the city's transport infrastructure.

18. Increase in city centre travel by sustainable transport (bus, train, cycling, walking)

No City Centre Cordon survey was undertaken during 2020, the next survey is planned for autumn 2021.

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19. Number of residential and commercial properties moved to a lower level of flood risk

This annual indicator reports the number of commercial and residential properties moved to a lower level of flood risk by both the Flood Alleviation Scheme (FAS) and non-FAS local schemes. The methodology used to calculate the result is that used by the Environment Agency (EA) for the purposes of funding bids and post-project delivery evaluation.

FAS2 currently under construction and has a two-step approach: Step 1 which delivers 100yr scheme - started construction in Dec 2019, Step 2, which is now fully funded upgrades the scheme to 200yr scheme. It is anticipated that the FAS phase 2 will reduce the flood risk and provide better protection for 1,048 homes and 474 businesses. The Otley FAS scheme commenced on site during winter 2020/21 with initial vegetation management and clearance; with main construction starting on 8th March 2021 with an anticipated benefit to affected properties of reducing the chances of flooding from 25% to 4% in any given year.

The latest annual result was released in September 2020 and was reported to the Board at their January meeting.

20. Devolution

Following the Mayoral elections on the 6th May 2021, Tracy Brabin has been elected as the Mayor of West Yorkshire. The Mayor of West Yorkshire and the Leaders of West Yorkshire Councils have set out how they will work together to deliver improvements in skills, housing and regeneration, transport, support for business and tackling the climate emergency.

Cllr James Lewis, Leader of Leeds City Council, has been nominated to serve as Deputy Mayor. Council Leaders will also each hold portfolios to drive progress in improving living standards for communities across West Yorkshire.

The portfolios will be:

Business, Economy, and Innovation – Cllr Shabir Pandor
Carbon and Energy – Cllr Tim Swift
Place, Regeneration and Planning – Cllr Denise Jeffery
Skills and Employment – Cllr James Lewis
Transport - Cllr Susan Hinchcliffe

If agreed at the Annual Meeting of the West Yorkshire Combined Authority on 24th June, Council Leaders will chair committees in line with their new portfolios.

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The Mayor of West Yorkshire has also announced Alison Lowe as her preferred candidate for the role of Deputy Mayor for Policing and Crime. Ms Lowe previously represented Armley on Leeds City Council from 1990 to 2019 and served as Chair of the West Yorkshire Police and Crime Panel.

Mark Burns-Williamson, who served two terms as West Yorkshire's first Police and Crime Commissioner, will advise the Mayor on policing and crime matters until Ms Lowe takes up her role. Ms Lowe will be recommended to the Police and Crime Panel which will consider her candidacy at a meeting on the 18th June and is expected to take up the role in August.

21. Local Enterprise partnership (LEP)

In the LEP Board's Annual Meeting held on the 9th June it was confirmed that the West Yorkshire Mayor becomes an ex-officio member of the LEP Board, with their Deputy Mayor as Substitute LEP Board Member and for Mark Roberts to continue in the role of private sector Deputy Chair.
















In April The LEP Board agreed that the LEP Chair remain in post for the remainder of the agreed term of office, that is, up to the LEP Board's Annual Meeting in 2022

In accordance with the Leeds City Region Assurance Framework requirement, at the LEP Board's Annual Meeting members of the LEP Board were nominated to:

- Represent and engage with the SME business community.
- Act as the LEP's diversity champion.

It was also agreed that that Partner Council Observer representatives should continue to be invited to attend LEP Board meeting

**APPENDIX 2 – PERFORMANCE SCORECARD FOR THE
II&IG SCRUTINY BOARD - (QUARTER 4 2020/21 OR LATEST AVAILABLE DATA)**

Performance Summary 2020/21			
No	BCP Key Performance Indicators (KPI) (*cumulative)	2012021 Target	2020/21 Result
1	Employment in Leeds (calendar year)	>471,200 people (2018)	 473,0005 people (2019 provisional)
2	Unemployment in Leeds*	=<4.2% (Apr 2019-Mar 2020)	 4.1% (Jan 2020-Dec 2020)
3	Gross Value Added (GVA) per filled job (calendar year)	>£53,311 per job (2018)	Not Available
4	Number of new business start-ups* (calendar year)	>5,232 start ups (2020)	1,154 start ups (Jan-Mar 2021)
5	Number of business scale ups (3 years of 20% growth in turnover or employment)	>467 scale ups (2017/18)	585 scale ups (New measure for 2019)
6	Business survival rate (5 Year Survival Rate)	>42.9% (2018)	 42.9% (2019)
7	Change in business rates payable since 2017 revaluation* (reported cumulatively over the Best Council Plan 2018-20)	>£446,130,102 (2017)	 - 0.9% - £4.1m (Apr 20-Mar 21)
8	Visitor economic impact for Leeds (calendar year)	>£1.832 billion (2018)	 £1.89bn (2019)
8	Percentage of working age Leeds' residents with at least a Level 4 qualification (calendar year)	>40.1% 205,800 residents (2019)	 46.9% 239,800 residents (2020)
9	Number of people supported to improve their skills*	>=6,420 people (2020/21)	 4,857 people (Academic 2019/20)
10	Number of people supported into work* (2020/21 service provision)	>=4,254 people (2020/21 service provision)	 3,413 people (2020/21)
11	Growth in new homes in Leeds* (Newly built & converted homes only)	>=3,247 homes (CSSR target)	 3,009 homes
12	Number of affordable homes (AH) delivered*	>=434 AH (+ 796 pa for backlog – CSSR target)	 386 AH (Apr-Dec 2020)
13	Progress 8 score at the end of Key Stage 4 (end of year 11)	N/A	+0.03
14	Percentage and number of young people who are not in employment, education or training whose status is in 'not known' (NEET)	N/A	Not published
15	Number of people killed or seriously injured (KSI) in road traffic collisions* (calendar year)	<=283 people (West Yorkshire Transport Strategy target)	 231 people (2020)
	Number of Children & Young People (CYP) killed or seriously injured (KSI) * (calendar year)	<=25 CYP (2019)	 22 CYP (2020)
16	Satisfaction with a range of transport services (score out of 10)	>6.7 out of 10 (2018/19)	 6.6 out of 10 (2020/21)
17	Number of passengers boarding buses in the Leeds district (to double passengers to 134m by 2026) (calendar year)	>67.4m passengers (2019 result)	 32.9m (2020 result)
18	Increase in city centre travel by sustainable transport (bus, train, cycling, walking)	>46.6% of journeys (2019/20)	No survey in 2020
19	Number of residential and commercial properties moved to a lower level of flood risk* (measured cumulatively from 1 st April 2017 – 31 st March 2021)	>3,171 Residential >501 Commercial	 3,208 Residential 501 Commercial

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Connecting Leeds Transport Strategy – post-public consultation update

Date: 24th June 2021

Report of: Director of City Development

Report to: Infrastructure, Investment and Inclusive Growth Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- The Connecting Leeds Transport Strategy sets out our vision for Leeds to be a city where you don't need a car, where everyone has an affordable and accessible choice in how they travel. The strategy sets out the challenges and opportunities facing the district and how we propose to respond to these through policy and infrastructure measures and achieve our vision.
- This report provides an update on the development of the transport strategy following an extensive public consultation and engagement exercise undertaken early 2021. The report will outline the key findings from the consultation, proposed next steps and areas where further consideration needs to be given.
- The strategy will form the Council's transport policy for the district embedding the three Key Pillars of tackling climate change, inclusive growth and health and wellbeing as the overarching objectives for the strategy.

Recommendations

- a) The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) are requested to note and provide comments on the update on the Connecting Leeds Transport Strategy following the consultation and engagement exercise; and
- b) The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is asked to determine what - if any - further scrutiny activity is required in relation to the matter referred. If further action is requested by the Board, the work programme will be amended accordingly.

Why is the proposal being put forward?

- 1 This report provides an update on the Connecting Leeds Transport Strategy following an extensive public consultation and engagement exercise undertaken in early 2021. The report also outlines the programme of ongoing work to finalise the strategy and the development of an action plan.

Consultation Feedback

Commonplace

- 2 The Commonplace site launched on 18/12/20 and was open until 11/04/21, over this time the site had 19,072 visitors; 4,634 contributions from 1,739 respondents. 769 respondents have subscribed to be kept updated.
- 3 There is ongoing work analysing the consultation feedback however an initial report has been appended to this report with a summary provided below.
- 4 The feedback received identified that sentiment towards the strategy was largely positive (68%), 12% neutral and 20% either negative or mostly negative as summarised in Figure 1 below.

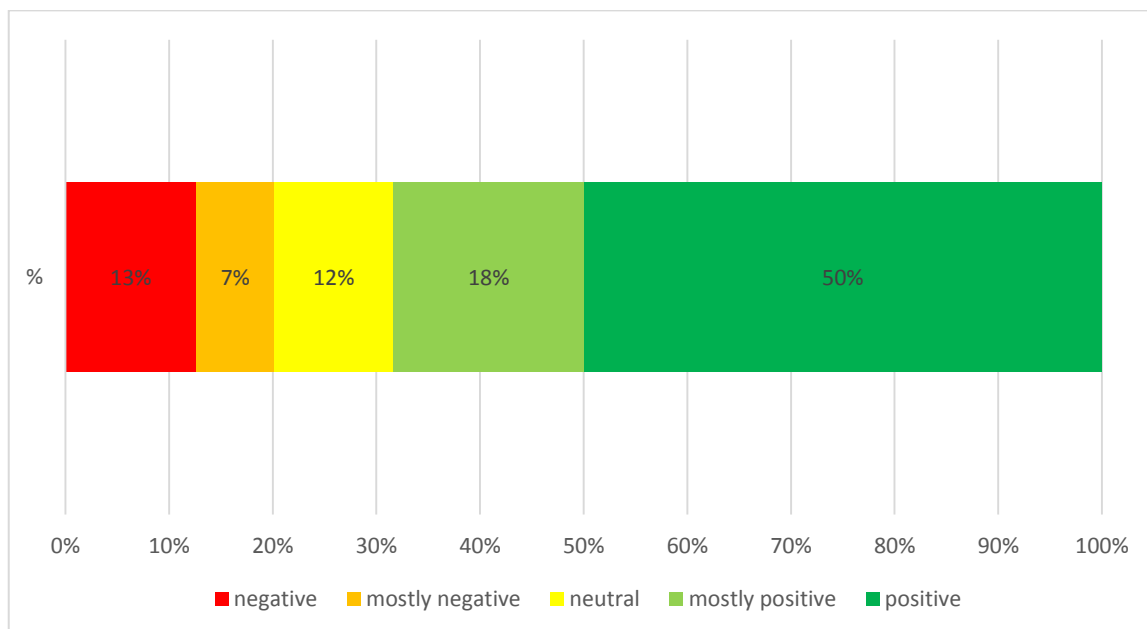


Figure 1 – Overall sentiment toward the Transport Strategy

- 5 The initial results indicated a high agreement amongst respondents (70%) with the objectives of the strategy with other responses of 9% neutral and 20% disagreed or strongly disagreed. A similar result was recorded for the targets, which 71% considered to be very ambitious or ambitious. The breakdown of other responses included neither ambitious nor unambitious (14%), unambitious (7%), very unambitious (4%) and don't know (3%).
- 6 Further analysis has been undertaken to identify why respondents have disagreed or strongly disagreed with the objectives and or found the targets to be unambitious or very un-ambitious. The following top themes have emerged:
 - Economy (12) – responses include “Preserve the economic wellbeing of the city. Avoid a city centre ghost town”, “Economic growth rather than taxing every car related activity” and “Need to focus on Leeds as a place for business and growth rather than wish washy climate and inclusivity goals”.

- Personal Choice (16) responses include “Allow everyone free access to the city - even if they choose to use a car”, “Individual choice on how people wish to travel” and “Not put barriers up or regulations or rules or charges to penalise people making their own transport choice”.
 - Disability (15) responses include “Absolute equality for the disabled”, “There still needs a place for those that have mobility issues to be able to drive in city centre” and “Disabled people must be put at the heart of any changes.”
- 7 The survey asked respondents to prioritise the six big moves of the strategy. A ranked voting analysis identified the following priority for the big moves:
- 1- Enhance public transport,
 - 2- Creating healthier streets, spaces and communities,
 - 3- Deliver mass transit,
 - 4- De-carbonising transport,
 - 5- Transform the city centre; and
 - 6- New mobility solutions.
- 8 Respondents strongly agreed (mean score of 81 out of 100) that more needed to be done to reduce Carbon Emissions from transport however only 58% of respondents were willing to change to a lower carbon mode, other responses to this question include: neither likely or unlikely (15%), quite unlikely (6%), very unlikely (11%), Don't know (1%) and not applicable (8%). Of the respondents who were unlikely or quite unlikely to change, 44 stated they would continue to drive and 28 stated nothing would encourage them to travel differently.
- 9 Respondents were asked what we, Leeds City Council, can do to help you change how you travel, the top result was provision of reasonably priced transport followed by better integration of bus and rail.

Webinars

- 10 In lieu of the inability to host face to face events a series of webinars were held which covered the six big moves alongside initial and closing sessions. The sessions brought together LCC Members, Officers and other key stakeholders including the West Yorkshire Combined Authority, Leeds Transport Advisory Panel, academia, industry and operators. The session included a 30 minute question and answers slot for stakeholders to participate in the discussions.
- 11 The sessions were well attended and have now be re-watched on YouTube over 2,500 times.

Community Committees

- 12 During the engagement the strategy was brought before all ten Community Committees throughout February and March 2021. A range of themes emerged during the committee which include but not limited too;
- The public transport network notably the bus network including timetables, cost, operation and routes.
 - Disability and inclusivity of the transport network –ensuring everyone can access services and that future schemes are right for everyone.
 - Electric vehicle infrastructure – ensuring there is adequate provision of charging facilities to encourage the uptake of electric vehicles.

- Mobility hubs – development of mobility hubs which could ease integration between modes alongside providing enhanced facilities such as real time travel screens.
- Rural transport – the need to recognise the different challenges there are within rural communities compared to urban locations.

Summary and next steps

- 13 The consultation and engagement exercise identified that there is support for the Transport Strategy subject to further amendments and that there is a desire for more detail on the proposals to be brought forward to implement the strategy.
- 14 The two ongoing work streams are as follows: update to the Transport Strategy document in lieu of the consultation results and the development of an Action Plan.
- 15 It is planned to bring the final strategy and action plan to Executive Board in October for adoption.

Transport Strategy update

- 16 The Transport Strategy document update is specifically focused on consultation feedback received and will allow for the strategy to be formally adopted as Council policy.
- 17 The consultation feedback was supportive of the strategy document as it stood however there were key areas identified that further detail should be included within the strategy:
 - Disability and accessibility – Feedback was that more detail was required about the specific needs of these stakeholders to ensure they will be met in subsequent policy and schemes.
 - Motorcycles – Stakeholders identified a need to identify the role of the motorcycles within the city and what provisions should be made such as parking provision and the trial access to bus lanes.
 - Rural Transport – Further work is ongoing to understand national transport policies in rural areas and also identifying best practice examples of rural transport services and how the challenges surrounding lower density and infrequent trips could be overcome. A further study is proposed within the action plan.

Action Plan

- 18 Alongside the finalisation of the strategy an Action Plan is in the process of being drafted. The Action plan sets out the policy development and infrastructure to be undertaken within the three year period between 2021 -2024.
- 19 A three year period has been identified as the most appropriate time frame and permit for the three plan periods over the course of the strategy until 2030. The actions proposed within the plan will be aligned to the six big moves of strategy.
- 20 The plan will detail our continued annual investment in road maintenance, traffic management, road safety, pedestrian crossing review and investment in street lighting.
- 21 A key task within the draft plan will be understand further the carbon impact of our policies and schemes under development. This will help guide future decision making working towards our 2030 carbon neutrality target.
- 22 The plan will set out how we propose to monitor our progress towards our targets and assess the success of schemes to inform future schemes brought forward. A series of Key

Performance Indicators aligned with those of the best council plan will measure the wider impact of the strategy.

Ongoing considerations

- 23 A series of daughter documents to the Transport Strategy are proposed including the Vision Zero Strategy which will outline the actions required to achieve our target of zero people seriously killed or injured. The Vision Zero Strategy is currently under development.
- 24 The Covid-19 pandemic has changed how, when and the frequency of our travel, with travel behaviour patterns only emerging in recent weeks, there is a need to obtain an understanding of the changes and assess how they will affect our priorities. Recent data has evidenced a strong return to private car trips nationally with 90% of weekday trips compare to pre-Covid levels. Bus patronage has made a strong recovery but usage remains 40% below baseline with rail travel around 60% lower. Local data suggests lower travel activity than nationally.¹ We will continue to monitor travel behaviour to identify changes to the historic patterns in order to better inform the implementation of the strategy.
- 25 Both the strategy and action plan will only be successful if we continue to collaborative working approach with local communities and key stakeholders such as the newly elected Mayor and the West Yorkshire Combined Authority.

What impact will this proposal have?

Wards Affected: All

Have ward members been consulted? Yes No

- 26 The Connecting Leeds Transport Strategy sets out our strategic transport policy for the City and wider district, setting out the challenges and opportunities facing transport and travel and proposed measures to achieve our vision and objectives. Ultimately, the strategy will inform and guide future decision making alongside investment within the city.
- 27 Transport effects everyone with the city, whether you live, work or visit Leeds. Through the previous Transport Conversation and subsequent engagement on Leeds Public Transport Investment Programme, transport has the potential to have a differential on equality groups with particular regard to:
 - Gender-There are different transportation needs for all identities, with certain groups more likely at risk of transport disadvantage, having different travel patterns and be more sensitive to safety concerns.
 - Disability - Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. Disability can also lead to a greater reliance on private vehicles.
 - Race - Differential access to the transport system and the effects of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training.
 - Age – both younger and older people are both reliant on public transport both sharing concerns over security and reliance on availability of evening and weekend services.
- 28 The draft strategy was developed building on the outcomes of the previous transport conversation and work undertaken in highways to engage with equality groups in subsequent years. To ensure we continue this conversation and have fully considered the impacts of the transport strategy on equality, diversity, cohesion and integration, we

¹ West Yorkshire Combined Authority Covid-19 Fortnightly insights reports – 28th May 2021

organised a series of meetings and virtual events and will seek to carry on the engagement with the following groups: Social Care forum for Race Equality, Leeds Youth Council, Child Friendly Leeds, Access and Use-ability group, Walking on Together, Leeds DEAForum, Youth Forums.

- 29 Leeds Involving People were engaged during the consultation to help reach seldom heard groups. Dedicated focus groups alongside a reading group, looking at the strategy in more detail were held.
- 30 An Equality, Diversity, Cohesion and Integration (ECDI) Screening report was produced and published for the December 2020 Executive Board report. A full ECDI assessment will be undertaken ahead of adoption of the final strategy.

What consultation and engagement has taken place?

- 31 The Connecting Leeds Transport Strategy was presented to Executive Board as a draft for public consultation in December 2020. An extensive consultation and engagement programme was launched following the approval between December 2020 and April 2021.
- 32 This consultation was done as best practice and aimed to continue the ongoing Transport Conversation started in 2016 with the residents, businesses and other stakeholders within the city.
- 33 The engagement exercise was undertaken during a period of a national lockdown due to the coronavirus pandemic therefore no face to face engagement could be held. In order to ensure everyone could access the consultation, copies of the Strategy alongside the questionnaire and a freepost return envelope which could be requested by email or dedicated phone line.
- 34 The purpose of this report is provide an update on the strategy following the consultation and engagement exercise and as such the results have been summarised in the first chapter of this report.

What are the resource implications?

- 35 There are no specific resource implications of this report.
- 36 To achieve the vision and targets set out in this report will require significant investment beyond current programmes and we will continue to work with the West Yorkshire Combined Authority and call on national government for the support, powers and funding to deliver the Connecting Leeds Transport Strategy.

What are the legal implications?

- 37 There are no significant legal issues relating to the recommendations in this report.

What are the key risks and how are they being managed?

- 38 This report has no specific risk management implications.
- 39 The Transport Strategy and the implementation of the schemes and policies which it will inform will have a fundamental part to play in addressing the corporate risk on keeping the City moving. The delivery of any infrastructure changes does have the potential for disruption in the city. As with the infrastructure delivered to date throughout the district, any disruption will be mitigated through hours of working, new construction methods and network management.

- 40 There is always a risk to the Leeds economy through both policies and external pressures. The Council recognises that growing the economy has positive benefits to the city and that the enhanced connectivity through the Connecting Leeds Transport Strategy is a crucial component of delivering our Inclusive Growth Strategy ambitions.
- 41 The risks relating to the Climate Emergency are that the actions of the Connecting Leeds Transport Strategy do not adequately address the need to reduce carbon emissions in-line with the Council's and national objectives.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 42 The council's 3 Key Pillars form the three overarching objectives for the Transport Strategy a summary how the strategy is aligned to the three pillars is as follows:
- 43 In relation to the Climate Emergency the strategy objectives are to reduce the need to travel and the number of car journeys, encourage people to choose active travel and public transport, improve the efficiency of the transport network and encourage the update of zero emission vehicles.
- 44 The strategy's inclusive Growth objectives include supporting access to greater employment opportunities through development of the transport network, regeneration of places through continued investment in infrastructure, improve productivity by reducing time spend travelling and lowering the cost of mobility ensuring everyone has access to an affordable and accessible transport system.
- 45 In relation to Health and Wellbeing, the strategy objectives are to ensure walking and cycling are the first choice for the shortest journeys, reduce the negative effect of transport such as pollution and noise, help make the city the best city to grow old in and child friendly through investment in our streets and eliminate road danger through adoption of a vision zero approach.
- 46 During the consultation period, respondents were asked to prioritise the three objectives in relation to the Transport Strategy, the objectives were prioritised as follows: Tackling Climate Change (Climate Emergency), Improving Health and Wellbeing and Delivering Inclusive Growth

Options, timescales and measuring success

a) What other options were considered?

47 N/A

b) How will success be measured?

48 As part of the ongoing work developing the action plan, a monitoring and evaluation strategy is under development. This will include how we are going to monitor progress towards our targets but also a series of Key Performance Indicators which align with the Best Council Plan.

c) What is the timetable for implementation?

49 The Transport Strategy sets out our policies until 2030. A range of measures will be brought forward over the course of the next nine years, these will be best informed by the feedback received alongside the monitoring and evaluation process to ensure the right schemes and policies are delivered for Leeds.

50 The draft action plan looks to cover an initial three year period between 2021 and 2024. It is proposed that two further Action Plan's covering 2024-2027 to 2027-2030 will follow.

Appendices

51 Interim report on Transport Strategy consultation.

Background papers

52 Connecting Leeds Transport Strategy – Draft for Consultation Executive Board Paper – December 2020.

53 Equality, Diversity, Cohesion and Integration Screen for the December 2020 Executive Board Report.

54 Full details of both report are available at:
<https://democracy.leeds.gov.uk/ieDecisionDetails.aspx?ID=52602>

Connecting Leeds Transport Strategy Consultation – Interim Analysis v2 – 11/06/21

This note provides a summary of the strategy consultation results ahead of further analysis and full consultation report. The coding of the qualitative responses has started but is not complete however the following themes have emerged: public transport cost, rural mobility, disability & accessibility and lack of orbital public transport provision.

This note covers the responses received on the Commonplace website and is broken down into question area. A brief summary is provided of the qualitative responses receive.

Headline Statistics

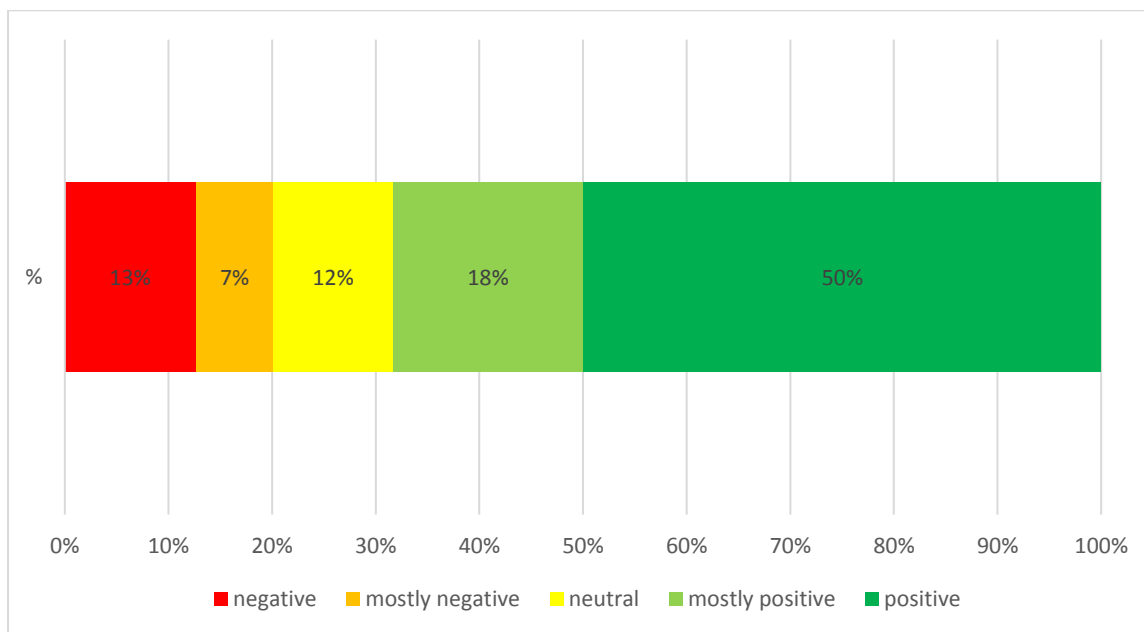
The Commonplace site launched on 18/12/20 and was open until 11/04/21, over this time the site had 19,072 visitors; 4,634 contributions and 1,739 respondents. 769 respondents have subscribed to be kept updated. Eight webinars were held which have been subsequently viewed over 2,500 times.

A city where you don't need a car

Respondents were asked to what extent did they agree or disagree with the proposed vision for Leeds, this was scaled 0-100 from strongly disagree to strongly agree. The mean response was 66, indicating agreement with the vision statement.

Sentiment –support for the strategy

The strategy received overall support, with 68% of respondents on the website saying they felt positive or mostly positive about the strategy. 20% of respondents felt negative or mostly negative and 12% were neutral.



Objectives

70% of respondents (n=991) either strongly agreed or agreed with the objectives with 9% neutral and 20% disagreed or strongly disagreed. When asked to rank the objectives in importance, the following ranking emerged:

- 1 – tackling climate change
- 2 – health and wellbeing
- 3 – delivering inclusive growth



Targets

On average, 71% of respondents considered all four target areas were either very ambitious or ambitious. The breakdown of other responses included neither ambitious nor unambitious (14%), unambitious (7%), very unambitious (4%) and don't know (3%). Overall, all four targets scored similarly in respect of level of ambition (or lack of it).

Big moves – priority

Respondents were asked to rank the big moves in order of priority (1 to 6), the distribution of the results are presented in Figure 1 below. As shown in Figure 1, delivering a Mass Transit network and enhancing public transport received the largest percentage of the first and second priority vote, closely followed by creating healthier streets, spaces and communities. The de-carbonising transport big move was ranked the most consistently by respondents. A ranked voting analysis identified the following priority for the big moves: 1- enhance public transport, 2- creating healthier streets, 3 – deliver mass transit, 4- de-carbonising transport, 5-transform the city centre and 6 – new mobility solutions.

Big Moves - effectiveness

Respondents were asked how effective do you think each of the big moves would be ranging from very effective to not effective, similarly to the targets, there was little variance between each of the big moves. An average of 59% of respondents thought each of the big moves would be either very effective or effective compare to an average of 15% of respondents who considered the big moves not to be effective. Other responses include Neutral (21%) and didn't know (5%).

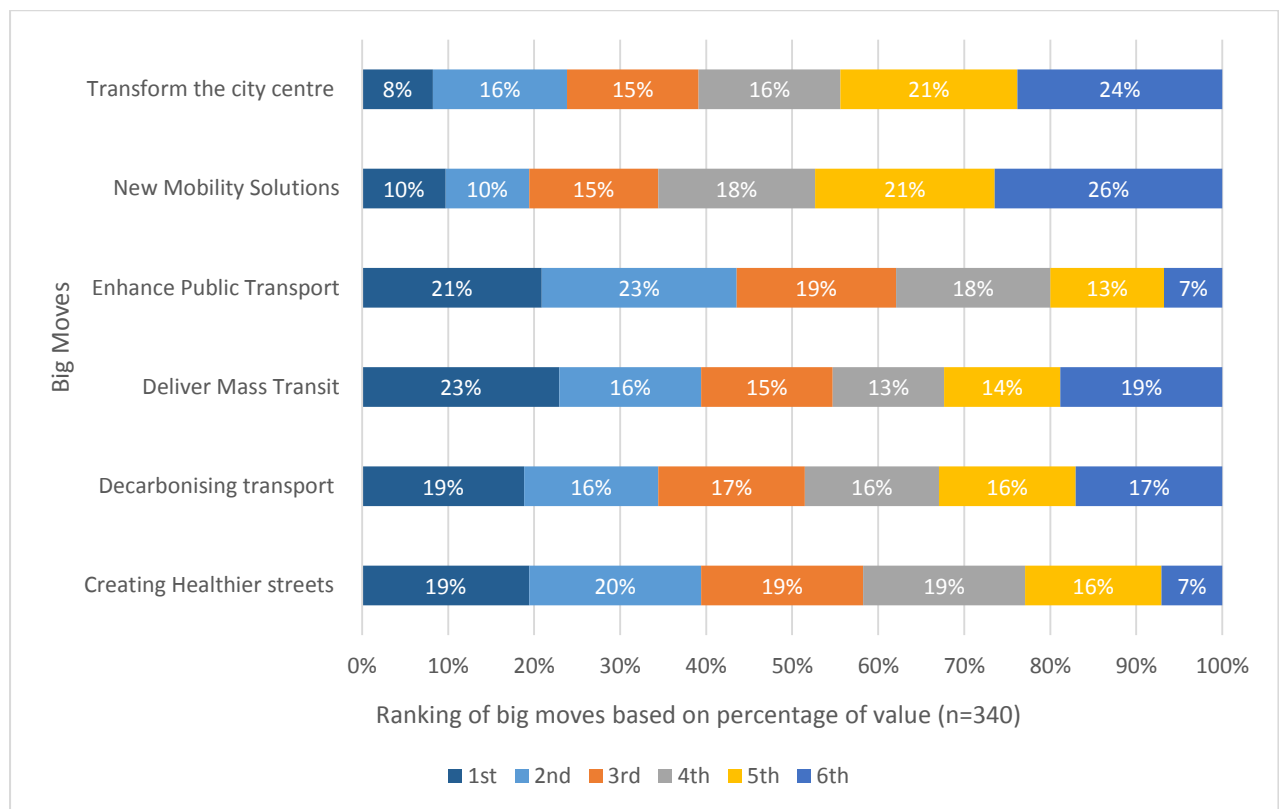


Figure 1 Distribution of ranking of Big Moves



Meeting the Challenge

Respondents were asked whether they agreed that more needs to be done to reduce carbon emissions from transport. This was scaled 0-100, strongly disagree to strongly agree with a mean score of 81 indicating that the majority of respondents agree/strongly agreed that more needs to be done to reduce carbon emissions from transport. 58% of respondents were likely or very likely to change to a lower carbon transport mode, other responses include: neither likely or unlikely (15%), quite unlikely (6%), very unlikely (11%), Don't know (1%) and not applicable (8%).

Top 5 responses:

If you decided to use a different mode of transport, what mode would you use?

1: Bus, 2: Foot, 3: Train, 4: Bicycle, 5: would continue to drive

What would encourage you to travel differently?

1: concern for the environment, 2: dedicated cycle routes, 3: safer streets,
4: quieter streets, 5: greener streets

What can we do to help you to make change to the way you travel?

1: reasonably priced public transport, 2: better integration of bus and rail, 3: deliver a mass transit network,
4: quicker buses, 5: segregated cycle routes

What pledge are you willing to make to change how you travel?

1: visit places by public transport, 2: walk more often, 3: have a virtual meeting,
4: leave the car at home one day a week, 5: buy a bike,

Qualitative data

This summary is separated into the following two sections:

Commonplace response

A total of 586 written responses were received on Commonplace, these have been thematically coded and are summarised in Table 1 over the page. Three sample responses for each theme have been provided as examples. A broad range of theme have been identified but the most common was Mass transit where a range of views was submitted both in support and against

Written submissions

Analysis of the written submissions received is still ongoing, whilst overall support for the strategy is emerging the feedback does indicate some difference from the commonplace results. The emerging themes included but is not limited to:

- **Healthy streets (18)** - Healthy streets (18) was the big move that had the most interest. Interlinked themes were 'Streetscape' (5), 'Crossings (5), School Streets (3) and Inclusivity and accessibility (7). Within responses around Healthy streets there was support for rolling out Active Travel Neighbourhoods across Leeds, with some groups wanting to see their area of Leeds benefit from an ATN and others advocating a Leeds wide roll out of ATNs. A lot of respondents felt future strategy should focus as much as possible, on the needs of all residents being able to comfortably move around their local area, and to enjoy spending time out and about was of importance. The theme of crossings could reflect a desire to see



less focus on radial routes into the city centre and more of a focus on the inclusivity and accessibility of local centres, with enhanced streetscapes as particularly desirable.

- **Zero-carbon travel (13)** - The next big move that attracted interest was de-carbonising transport reflected in the themes of ‘Zero carbon travel’ (13), the interlinked theme of ‘Low carbon zone’ (6) also attracted interest. The idea of a low carbon zone was one stakeholders felt really needed deep engagement on and several asked to be involved in any developing proposals for an Ultra Low Emission Zone should proposals come forward. Some respondents focused more on the need to achieve ‘Modal shift’ (5) as being of greater importance than to simply focus on de-carbonising existing modes.
- **Deeper Engagement (11)** - was a theme that interested a third of stakeholders. For some this reflected a sense some of the implications of the transport strategy were likely to be radical, and that communities (and business) were going to need to be involved as much as possible to ensure an equitable transition to a lower carbon future, with all groups accessibility needs still met. For others a theme that seemed to link in to a desire for Healthy Streets, was a desire for community co-production of schemes, for instance Active Travel Neighbourhoods.
- **Parking management (10)** - Including support for a work place parking levy (WPL). Responses indicated that some form of low or zero Carbon zone or other form of road user charging, parking management through some degree of reducing the availability of parking and making it more expensive, the greater use of residential parking zones and much more robust enforcement of pavement parking prohibition would be effective at achieving the goals.
- **Gap between aspiration and deliverability (7)** – this theme included comments such as *“fine words are not enough – they must be followed through with determined action”* and *“we are not confident that this strategy demonstrates how this major change in culture will be achieved. What restrictions will be needed and what can we offer to people to motivate them to change”*.

Table 1 Sample of coding results from Commonplace

Theme	Number of responses	Sample responses
Public transport cost	68	<ol style="list-style-type: none"> 1. Public transport is currently unreliable, infrequent (especially off peak) and unconnected and expensive. 2. Make the public transport options more attractive (in cost, availability and completeness) before limiting parking or increasing parking charges 3. Consider possibility for free travel at point of use for Leeds/West Yorkshire Region residents
Mass transit	171	<ol style="list-style-type: none"> 1. Mass transit system should be THE priority for any council administration in Leeds. 2. Mass transit is key, but it has been promised for so long and not delivered that I don't think we can rely on it to reach the aspirations of the strategy. 3. Mass transit has already been rejected for Leeds and will not include the whole of the population of Leeds, it follows therefore that is not an effective use of public funds and furthermore



Table 1 Sample of coding results from Commonplace		
		disenfranchised about 50% of the total population of the while of the Leeds Metropolitan conurbation
Leeds Bradford Airport	34	<ol style="list-style-type: none"> 1. Decarbonising transport is a great idea and very necessary, but it is irrelevant if the airport expansion goes through. 2. Aircraft emissions and noise are missing. I understand Leeds CC don't own the airport but the planes fly over Leeds CC area and emit carbon by the bucket load. 3. Improved links to the airport. We need to reduce the number of people who feel the need to travel to Manchester Airport by car and encourage them to fly from Leeds.
Rural Mobility	31	<ol style="list-style-type: none"> 1. More frequent bus services to outlying areas such as Otley, Pool etc. 2. Until Public Transport is improved people in LONE area will still be reliant on their cars. Until something is done about heavy traffic coming through the centre of our market town and the villages around people are not going to feel safe on the narrow footpaths of the town and village centres. 3. Nearly 50 years ago when visiting Ottawa I was impressed that you could call up a dial-a-ride and book a minibus within an hour for a lift to the local suburban hub, transferring to a non-stop bus to the city centre. It was teenager-cheap. Why isn't Wetherby such a hub?
City Centre	31	<ol style="list-style-type: none"> 1. The city centre doesn't need changing, it's fine as it is 2. You've RUINED the high street in Leeds City Centre. All pedestrianised and EXTORTIONATELY EXPENSIVE parking. 3. I'm surprised you haven't consider a city shuttle bus. You have eco buses, run some of them in loops around the city centre every 5-10 mins. It would be nice to connect places like the bus station and train station, the universities, the financial distract, the major shopping and cultures area, and it's not very difficult to implement.
Bus Network	50	<ol style="list-style-type: none"> 1. An acknowledgement that the attitude that buses should run in "corridors" is part of the reason Leeds is such a car-based city - people need to travel between different parts of the city and forcing all journeys through the centre (and forcing bus users to buy more expensive tickets to do so) is designed to deliver revenue to the bus companies, not to help people give up their car 2. Simple changes like a vastly improved bus network would make a huge difference and could be a large element of the Mass Transit initiative. 3. Affordable and frequent bus and rail services are key.



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Motorcycle Bus Lane Trial

Date: 24th June 2021

Report of: Director of City Development

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report updates members on their recommendation, to establish a trial of motorcycle access to bus lanes, at a site in Leeds, made by this board on 4th September 2019. The recommendation was for officers in conjunction with the Motorcycle Action Group (MAG) to determine the most favourable location in Leeds to trial the usage of bus lanes by motorcycles. The A65 from Abbey Road to the city centre, passing through Kirkstall was selected as the most favourable location.
- Officers have developed a scheme and proceeded to consult with key stakeholders. Kirkstall Ward members, whose ward is mostly affected by this proposed change, are unable to support the introduction of the trial. Without local Ward Member support officers are unable to fulfil the recommendation of the trial at this time.
- Since the board met in September 2019 significant changes have occurred to national guidance on cycling. This guidance cautions that allowing motorcyclists into bus lanes used by cyclists is likely to be a deterrent to cycling and increase conflict. This guidance makes clear that if motorcycles are to be mixed with pedal cycles in a bus lane, the bus lane should have sufficient width (4 metre minimum, ideally 4.5 metres). The A65 is the only bus lane in Leeds meeting this criteria. Following the guidance, thus leaves few other options.
- Members of this committee are therefore requested to provide direction on how officers should implement the 4th September 2019 recommendations of this board.

Recommendations

- a) Scrutiny Board members are requested to note and consider this report.
- b) Members are invited to consider expressing a view on which of the options outlined at points 23-26 they consider a favourable course of action.

Why is the proposal being put forward?

- 1 At the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) meeting dated 4th September 2019, the existing policy to not permit motorcycles to use bus lanes was discussed. Due to the uncertainty and lack of definitive evidence supporting a change in policy, it was recommended as an initial step to trial motorcycle access at a selected site in

Leeds. Any further roll-out would be informed by the success of the trial and by appraisal of site specific contexts of the different bus lanes across the Leeds District.

- 2 The proposal aligns with the WYCA 2040 transport strategy which made it a goal to promote motorcycling in West Yorkshire and committed at a district level to roll out phased motorcycle access to bus lanes if deemed appropriate.

What impact will this proposal have?

Wards Affected: Kirkstall, Little London & Woodhouse

Have ward members been consulted? Yes No

- 3 The impact of the proposal is unclear. The introduction of a trial was intended to inform any future policy decisions related to motorcycle access of bus lanes and enable officers to learn about what impact this change would have and the parameters that enable such a change to be successful.
- 4 There has always been uncertainty around the possible impacts the trial would have. From a motorcyclist perspective the trial was considered to be supporting the safety of a motorcyclists by allowing them to use bus lanes on the A65 instead of congested and much narrower general traffic lanes. Motorcyclists are classed as vulnerable road users as they suffer a highly disproportionate rate of casualties relative to distance travelled. The decision was also hoped to improve the sustainability of transport choices on the corridor. The time-saving motorcyclists would be able to benefit from, would encourage a take up in motorcycling, reducing carbon emissions relative to car use. Alleviating congestion by encouraging mode shift away from single occupancy car use was another anticipated positive impact of the scheme.
- 5 Possible negative impacts on the scheme were potential delay to buses from the extra traffic in the bus lane, which would be highly damaging on a flagship quality bus corridor with a service every 10 minutes as the A65 corridor has. The other principal concern was impediment of the safety and perceived safety and comfort of cyclists. Impacting on the cities promotion of cycling which has seen substantial investment, including in 2020 the A65 having segregated cycling facilities installed as a trial into light segregation.
- 6 As noted in the report of 04.09.2019 the other area of concern, was a possible increase in road traffic collisions as a result of allowing motorcyclists use of the bus lane. Other cities when trialling such schemes as London, have in some cases seen an increase in both motorcyclists speeding and collision rates for motorcyclists, and in some cases an increase in pedal cyclists injured in collisions with motorcyclists.
- 7 Since the original decision four developments to note are as follows. Firstly the council has published a draft transport strategy which sets out the cities ambition to be a city where residents do not need to own a car. And instead, responds to the climate emergency by planning a lower carbon future, in which residents mobility needs are met by a drastic increase in public transport use, active travel and developments in shared and micro-mobility services.
- 8 Secondly in 2020 government issued cycling guidance with much higher standards, Local Transport Note 1/20 (LTN 1/20), accompanied by the 'gear change' document which states these standards "will be enforced by a new inspectorate, Active Travel England". Of particular relevance to bus lanes is section 6.61 "[Bus Lanes] do not provide an environment attractive to a wide range of people and should therefore not be regarded as inclusive. Some bus lanes also allow taxis and motorcycles to use them, which can

significantly increase traffic flows, thereby acting as a deterrent to cycling while also increasing risk of conflict.”

- 9 The national bus strategy has been published by the DfT with a key message that government “...expect to see plans for bus lane on any roads where there is a frequent bus service, congestion, and physical space to install one¹...”. The same document makes clear that opening bus lanes to extra users is not welcome “We will not support opening bus lanes to electric cars or vans, which would quickly erode their benefits to bus users.”
- 10 The last interlinked development is Leeds has become part of a Mayoral Combined Authority (MCA). A mayor has been elected and has spoken strongly in favour of investment in buses across West Yorkshire. By the end of October 2021 each Local Transport Authority will need to publish a Local Bus Service Improvement Plan. Amongst other components this will include “How traffic management and investment are used to prioritise buses. In Mayoral Combined Authorities (MCAs) this will include the extent of the MCA’s role...and how that is used to prioritise bus services².”
- 11 These interlinked changes mean another impact to be considered, is the possibility of promoting motorcycling in bus lanes, impacting not just on the councils established targets of having quality bus networks and increasing uptake of cycling; but also of impacting on the goals of the DfT, the Mayoral Combined Authority and the cities ambitions to prioritise bus services and bus users.

What consultation and engagement has taken place?

- 12 Non-statutory engagement has been carried out across a range of stakeholders.
- 13 Consultation responses received from current bus lanes users were as follows;
 - Hackney Carriage Operators – Stated they had no objections currently, and felt the trial would need to take place before they could give an informed comment.
 - Cycle Forum – Leeds Cycle Sub Group – No objections were given but a preference was expressed for a trial at a site where there are segregated facilities for cyclists such as the A647 corridor.
 - Bus Operators Group – No objections have been received but concerns were noted of possible impacts on bus service reliability.
 - Accessibility Group – Similarly to Hackney Operators, expressed a desire to comment further once impacts of the trial could be appreciated.
 - Emergency Services - No objections received.
- 14 The Motorcycle Action Group strongly support the trial.
- 15 Ward member consultation was carried with members from the two wards directly affected. No objections have been received from the members of the Little London & Woodhouse ward. There has been extensive engagement with members from the Kirkstall Ward. Despite ongoing discussion and ward members doing additional engagement on social media Kirkstall Members have confirmed they do not support the proposed trial on the A65.

¹ **Bus Back Better** – the National Bus Strategy for England, Page 46

² **Bus Back Better** – the National Bus Strategy for England, Page 41

- 16 The objections from Kirkstall Ward Members include the mixed evidence from existing trials elsewhere, that if the trial was to go ahead it should take place elsewhere in Leeds, and that the trial would be of detriment to cyclists.
- 17 Kirkstall member's objections centre on the perceived unacceptable risk to cyclists that would be caused by allowing motorcyclists the use of the A65 bus lanes which are well used by cyclists. Furthermore as noted the A65 is the only bus lane in Leeds which conforms to the widths specified in LTN 1/20, because of this Kirkstall members question the utility of a trial which would not be able to inform the other bus lanes in Leeds, a trial could only inform a position on the A65. Therefore they see the risk inherent in a trial which could only have limited use in informing future policy as being unsupportable, with any benefits motorcyclists may accrue, not to be worth discomforting and deterring cyclists, nor risking injury to cyclists.

What are the resource implications?

- 18 Implementing the scheme at the purported trial site of the A65 was estimated to cost approx. £20000. This would have covered the staff time, the need for new signage, accompanied by modifications to the current Traffic Regulation Order (TRO) and monitoring and evaluation that would have been required. This was to be funded through the Local Transport Fund (LTP).

What are the legal implications?

- 19 No known legal implications other than a requirement to amend the existing Traffic Regulation Order.

What are the key risks and how are they being managed?

- 20 Key risks were the potential downsides to the trial, i.e. some perceived potential for road safety to worsen, potential for cyclists to feel unsafe, potential for bus users to be delayed. Officers were planning to develop a communication and promotion pack about the changes in order to mitigate against any rider behaviour concerns. A monitoring and evaluation package was also planned to assess bus journey time reliability, focus groups with a variety of road users and ongoing review of collision records. A pre-scheme risk assessment was planned to be completed around the possible road safety implications of the changes.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 21 The council and city have very strong ambitions to increase the mode share of sustainable transport, to address the climate emergency by substantially reducing carbon emissions. In the councils draft Transport Strategy by 2030, cycling is targeted to increase 400%, bus patronage by 130% and car usage to decrease 30%. Promoting motorcycling as an alternative to private car usage supports the goal of reducing car usage, however concerns have been raised over how compatible the promotion of motorcycling is with the ambitious goals the city has for increasing people cycling and using public transport.

22 The trial could be said to support inclusive growth by increasing opportunity for those without a car to access education, training and employment in the city³. The trial would have hoped to address the climate emergency by promoting mode shift to motorcycling from single-occupancy private car use. As motorcycles emit less than half the carbon of cars⁴ the trial was hoped to reduce carbon emissions. There is a risk that if the trial had negative implications on active travel and bus use, instead it would cause an undesirable increase in carbon emissions.

Options, timescales and measuring success

23 In terms of the trial, all existing bus lanes were assessed. The A65 was deemed comfortably the most suitable site for key reasons relating to the DfT guidance on the appropriateness of allowing Motorcycle access to bus lanes. Traffic Advisory Leaflet 2/07 encourages motorcycles to be allowed access to corridors rather than isolated elements of bus lane. The A65 from Abbey Road to the city centre provides a level of clarity for motorcyclist's superior to other sections of bus lane in Leeds, which suffer from being discontinuous or interrupted by guided busway. The guidance is generally not particularly prescriptive instead encouraging each bus lane to be evaluated on its own merits. However where the guidance is prescriptive is on lane widths. "Bus lanes should be at least the minimum preferred width of 4 metres, or more wherever possible"⁵. This is also reflected in Local Transport Note 1/20⁶ guidance for cycling which states "Where cyclists are using bus lanes, the lane should be at least 4m wide, and preferably 4.5m, to enable buses to pass cyclists with sufficient room. Bus lanes less than 4m in width are not recommended". The A65 is the only bus lane in Leeds to conform to these conditions being 4.5 metres for most of its length and at least 4 metres wide otherwise. Other bus lanes in Leeds are significantly narrower and fall in to the 3.2 to 3.9 metre range that LTN 1/20 states "widths between 3.2m and 3.9m wide should not be used". Another chief concern in evaluating the efficacy of allowing motorcycles in bus lanes is the frequency of junctions and side roads which could have a collision risk with turning movements, the A65 bus lanes have infrequent junctions so also comply with this condition.

24 Ultimately, due to the lack of support for a trial on the A65, three options remain.

25 The first is to consider an alternative trial location from the existing bus lanes in the Leeds district. Officers are of the view that due to current guidance around the recommended width for bus lanes, particularly where there is a variety of vulnerable road users there are very few if any suitable sites. It is therefore hard to promote this option.

26 Colleagues have explored this and consider the next best route would be the A647 due to there being segregated cycle provision adjacent. However, the A647 is currently receiving major investment upgrading the HOV lanes to bus lanes with the provision of additional junction and signal works under LPTIP, to significantly enhance bus provision on this corridor. Therefore this site is not immediately available. Thus this option is to wait approximately 2 years, for the scheme to be completed in 12 months and for it to bed in for a further 12 month period; before progressing to a trial of motorcycles using the A647 bus lanes. A trial on this site would have the potential to inform a future policy position that in

³ Traffic Advisory Leaflet 2/07 'The use of bus lanes by motorcycles' states motorcycling has the benefits of "offering a cheaper alternative to the car; providing independence and mobility; widening employment opportunities, especially where public transport is limited"

⁴ See p.26 in the draft Connecting Leeds Transport Strategy

⁵ Traffic advisory leaflet 2/07, p.4

⁶ Local Transport Note 1/20, Section 6.6.2

Leeds we support allowing motorcycles in bus lanes when both there are segregated cycle facilities and no other obstacles to preclude motorcycle access.

27 The last option is to consider withdrawing the recommendation to set up a time-limited trial of motorcycle access to bus lanes in Leeds.

a) How will success be measured?

28 N/A

b) What is the timetable for implementation?

29 N/A

Appendices

30 The report from the 'Infrastructure, Investment & Inclusive Growth' scrutiny board meeting of 04.09.2019 can be accessed here;

<https://democracy.leeds.gov.uk/documents/s194236/4%20Appendix%203%20Directors%20report%20-%20Motorcycle%20access%20to%20bus%20lanes%20final.pdf>

Background papers

31 'Bus Back Better' the national bus strategy can be accessed here;

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980227/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf

32 'Traffic Advisory Leaflet 2/07' can be accessed here;

<https://webarchive.nationalarchives.gov.uk/20120606214004/http://assets.dft.gov.uk/publications/tal-2-07/tal-2-07.pdf>

33 The draft 'Connecting Leeds Transport Strategy' can be accessed here; [https://s3-eu-west-](https://s3-eu-west-2.amazonaws.com/commonplace-customer-)

[2.amazonaws.com/commonplace-customer-assets/leedstransportstrategy/Leeds%20Transport%20Strategy_p11.pdf](https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/leedstransportstrategy/Leeds%20Transport%20Strategy_p11.pdf)

34 'Local Transport Note 1/20' can be accessed here;

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951074/cycle-infrastructure-design-ltn-1-20.pdf

Sources of work for the Scrutiny Board

Date: 17 June 2021

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report provides information and guidance on potential sources of work and areas of priority within the Scrutiny Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider and discuss potential areas of work for the Board for the forthcoming municipal year.

Recommendations

Members are requested to reflect on the information and guidance provided within this report when considering potential areas for scrutiny for the forthcoming municipal year.

Why is the proposal being put forward?

1. Scrutiny Boards are responsible for ensuring that their work programme reflects issues where the Board is able to add strategic value, challenge service performance and respond to issues of significant public interest. Scrutiny is also a valuable sounding board for member consultation on new policy initiatives and as such pre-decision scrutiny continues to be encouraged.
2. To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

Key sources of information

➤ Best Council Plan

3. The Best Council Plan is a significant source of information in terms of highlighting the Council's key areas of priority over the coming months and years.
4. An updated Best Council Plan 2020-2025 was launched in September 2020, placing emphasis on the role of the Council's priorities in establishing a 'new normal' for life in Leeds after COVID-19. This is attached as Appendix 1 for Members information.

➤ Performance Data

5. Performance monitoring remains a key element of the Scrutiny Boards' work and is also a valuable source of information to help identify potential areas that may warrant further scrutiny. The most recent performance data is therefore included as a separate agenda item for today's meeting. This provides the Board with a summary of performance against the strategic priorities that are relevant to the Board's remit.

➤ Financial Information

6. All Scrutiny Boards are consulted annually on the Council's initial budget proposals in accordance with the Council's Budget and Policy Framework. This is undertaken in conjunction with a review of the in-year financial health of the authority.
7. The 2021/22 budget proposals were agreed by Full Council in February 2021. The Scrutiny Board may wish to consider progress against the delivery of these. With this in mind, an exert from the 2021/22 Revenue and Council Tax report, as agreed at the Full Council meeting in February 2021, is included at Appendix 3. This summarises the areas of the budget where a proportion of the directorate delegations relate to the remit of the Infrastructure, Investment & Inclusive Growth Scrutiny Board.
8. Maintaining an overview of the Council's financial health is also a key element of the Scrutiny Board's work and therefore the Board may wish to receive further financial health updates during the municipal year.

Other sources of Scrutiny work

9. Other common sources of work include requests for scrutiny, Call In requests and other corporate referrals. The Board is also required to be formally consulted during the development of key policies which form part of the council's Budget and Policy Framework.

Methods of working

10. Each Scrutiny Board has planned to hold eight formal or 'consultative'¹ meetings throughout this municipal year.
11. Whilst the decision to hold any additional meetings is left to the discretion of each Board, historically Scrutiny Boards have also adopted other methods of evidence gathering outside of the public meeting setting, such as site visits and working group meetings.
12. Working groups comprise of Members of a particular Scrutiny Board who may be appointed to carry out specific tasks on behalf of the Board. Suitable tasks for a working group may involve Members meeting on their own (for example for the purposes of developing reports and recommendations in connection with an ongoing Inquiry or terms of reference for a future Inquiry). Alternatively, they may entail activities which cannot realistically be undertaken within the confines of a formally convened Scrutiny Board meeting.
13. In all cases, the primary purpose of a working group is to obtain and/or develop information and to report back to a formally convened meeting of the Scrutiny Board. A working group cannot discharge the primary purpose of a Scrutiny Board i.e. it cannot undertake Inquiries independently from its parent Scrutiny Board, conduct Inquiries, issue reports/recommendations (other than to its parent Scrutiny Board) or in any way present itself to a third party as representing the views of the parent Scrutiny Board.
14. However, as set out within the Vision for Scrutiny, the Board must also remain mindful of the resource implications associated with the use of site visits and working group meetings when determining its work programme.

What impact will this proposal have?

Wards affected:

Have ward members been consulted? Yes No

15. The information and guidance presented within this report focuses on potential sources of work and areas of priority within the Scrutiny Board's terms of reference. This aims to assist Members when considering potential areas of scrutiny work for the forthcoming municipal year.

What consultation and engagement has taken place?

16. In order to enable Scrutiny to focus on strategic priorities, it is recognised that each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.
17. The relevant Directors and Executive Board Members have therefore been invited to today's meeting to share their views and contribute to the Board's discussion.

¹ Consultative meetings are held remotely and webcasted live to enable public access. However, they are not a public meeting held in accordance with the Local Government Act 1972.

What are the resource implications?

18. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
19. The Vision for Scrutiny², agreed by full Council, also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid 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.

What are the legal implications?

20. This report has no specific legal implications.

What are the key risks and how are they being managed?

21. There are no risk management implications relevant to this report.

Does this proposal support the council's three Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

22. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives and it is widely recognised that co-opted members can significantly aid the work of Scrutiny Boards.

23.

Appendices

24. Appendix 1 -- Best Council Plan 2020-2025.

25. Appendix 2 – Approved 2021/22 budget proposals relevant to the remit of the Infrastructure, Investment & Inclusive Growth Scrutiny Board.

Background papers

26. None.

² This forms part of Article 6 within the Council Constitution. Page 80



BEST COUNCIL PLAN 2020 – 2025

Tackling poverty and reducing inequalities

with the city's Inclusive Growth Strategy, Health & Wellbeing Strategy
and Climate Emergency declaration as key drivers



FOREWORD

BEST COUNCIL PLAN 2020 – 2025

Tackling poverty and reducing inequalities

Our ambition is for Leeds to be the best city in the UK: compassionate and caring with a strong economy; which tackles poverty and reduces inequalities; working towards being a net zero carbon city by 2030.

We want Leeds to be a city that is distinctive, sustainable, ambitious, fun and creative for all, with a council that its residents can be proud of as the best council in the country.

But most of all, in light of the impacts of the coronavirus pandemic, we want Leeds to be a safe city:



Safe travel
ensuring the safe use of highways and public transport and encouraging active travel where possible.



Safe public spaces
in communities, district centres and the city centre.



Safe delivery of services
including health and social care, and other public services.



Safe education
as more children and young people return to schools, colleges and nurseries.



Safe working,
with physical distancing in workplaces and coordination between large employers in the city to avoid peaks of movement.

Our ambition will not be easy to achieve. It has always been challenging, but now more so than ever before. Yet Leeds is a unique city. When we harness the determination and compassion of its people and communities, great things can be achieved, even in the most difficult circumstances.

About Leeds City Council

The council has a central role in the life of the city. We provide a wide range of vital public services, work with partners across all sectors to strengthen our economy and communities, and have an increasingly important responsibility to represent the city nationally and on the world stage – attracting business and investment and promoting what Leeds has to offer. The breadth of what we do, and our democratic accountability, puts us in a unique position to be able to bring people and organisations together locally and city-wide to respond in times of crisis, as well as to maintain our usual efforts to help improve lives.

Our council workforce is around 15,000 strong (in headcount; 13,000 full-time equivalents) and embedded into every part of the city.

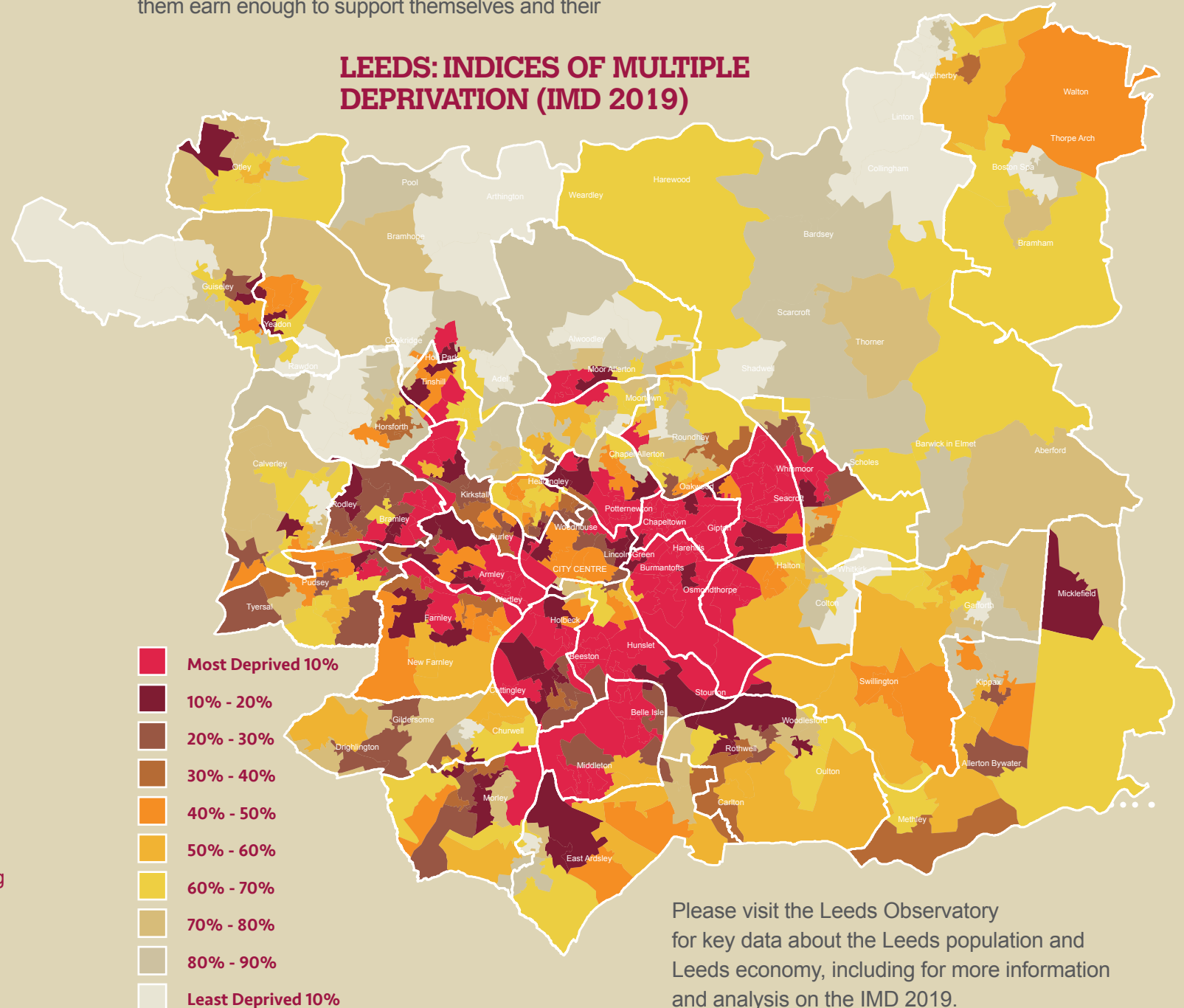
Council staff and our 99 elected members work each day to make the city a great place to live and work.

We keep children safe; support older and vulnerable people; lead emergency responses and build resilience; prevent and tackle homelessness; help people live in good quality, affordable housing; work with the police to prevent and tackle crime and anti-social behaviour; encourage our residents to live healthier, more active lifestyles; provide sport and leisure facilities and green spaces; support people into jobs, training and apprenticeships and help them earn enough to support themselves and their

families; clean streets and deal with the city's waste; make roads safe and reduce congestion; improve air quality; secure investment in the city and promote cultural and community events all across Leeds. All of this, and more, is ultimately about how we can improve the lives of Leeds residents. Over recent years we have done this while working with reduced budgets, delivering better value for money each year for the Leeds public.

This Best Council Plan provides a framework through which council staff and the people and businesses of Leeds can better understand the role of our organisation, and the difference we make particularly to those who need it most.

LEEDS: INDICES OF MULTIPLE DEPRIVATION (IMD 2019)



Please visit the Leeds Observatory for key data about the Leeds population and Leeds economy, including for more information and analysis on the IMD 2019.

About Leeds

Leeds is a growing city with a population estimated at 793,000 (ONS Mid-Year Estimates 2019), an increase of around 42,000 since the last Census in 2011. The shift in the make-up of our population at local levels is striking with rapid changes particularly in some of our inner-city communities, many of which are the fastest growing and have the youngest age profile.

Leeds continues to be the main driver of economic growth for the city-region, and has key strengths in financial and business services, advanced manufacturing, health and creative and digital industries, with a strong knowledge-rich employment base. These strengths, linked to the city's universities and teaching hospitals, are major innovation assets for Leeds. Leeds also performs well in terms of business start-ups, with strong growth in digital and medical technologies, telecoms and creative industries.

Almost 470,000 people work in the city (ONS Business Register and Employment Survey 2018) with three quarters in the private sector, putting Leeds in the top five nationally for private sector employment. Over recent years Leeds has experienced record levels of development and continues to be popular with Foreign Direct Investment. Strong private sector growth since 2010 has maintained the city's employment rate above average for the region, putting us in a strong position to manage the effects of an economic downturn as a result of COVID-19.

.....

While Leeds continues to enjoy economic success, we recognise that not everyone is benefitting from the opportunities this presents.

.....

More than 70,000 adults are facing in-work poverty. The latest Indices of Multiple Deprivation (IMD 2019) tell us that around 186,000 people in the city live in areas that are ranked in the most deprived 10% nationally, many of whom are aged under 15 or over 65. This is an increase of more than 20,000 people since the previous indices in 2015.

This level of disadvantage and inequality has seen the worsening of some social challenges too, with crime in Leeds rising by more than 10% between 2017/18 and 2018/19, and a 21% rise in the number of people accessing foodbanks, which supported almost 34,000 people in Leeds in 2018/19. For some, COVID-19 has compounded these inequalities. We will work with partners and communities across the city to help minimise the impacts.

The council has recognised the sharp challenges that too many citizens in Leeds face as they try to overcome poverty, especially in many of the lower income communities which encircle the wealth of the city centre. Breakdowns in the city's transport network and a lack of effective connectivity between communities are barriers to economic inclusion which we must reduce. This includes working beyond the city's boundaries with neighbouring authorities to find a solution for the whole region. The transfer of greater powers and funding from central government to West Yorkshire will help to achieve this, and we are actively participating in regional work to implement the devolution deal. We also actively engage with the national core cities network.

The whole city, along with the rest of the world, is confronted with the generational challenge of climate change which has the potential to drastically affect our quality of life. Leeds declared a climate emergency in March 2019 and the council has already taken decisive action in response: acquiring the largest local government electric vehicle fleet in the UK; committing to purchasing 100% of our electricity from renewable

sources; improving energy efficiency in council housing; establishing an extensive tree planting scheme; ceasing plans to invest in a link road to the airport; and pushing for an ambitious national aviation strategy that integrates aviation into the national carbon roadmap. As we establish a 'new normal' after the COVID-19 pandemic, we must ensure tackling climate change remains a top priority in shaping the life of the city.

As a Child-Friendly City, Leeds continues to invest in the future of our young people which has led to improvements in health and educational outcomes. However, we are acutely aware of the potentially significant immediate and longer-term impacts of coronavirus on the health, wellbeing and learning of our children and young people and so now, more than ever, there is much more to do to ensure everyone is equipped with the education and skills they need to succeed in life. The council is working with families, schools and others to secure a brighter future for every child in Leeds.

While the UK is embarking upon a new relationship with European neighbours, Leeds remains an open, welcoming, outward-looking city ready to build new partnerships with places around the world in order to improve the lives of people and communities closer to home.

The Best City and Best Council ambitions and priorities set out here would not be achievable without close partnership working, effective community engagement and the dedication of councillors and staff: the elected members who serve the city, our partners and everyone who works for the council all play a vital role in delivering the Best Council Plan.

We thank you all.

Cllr Judith Blake
Leader of
Leeds City
Council

Tom Riordan
Chief Executive of
Leeds City
Council



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INTRODUCTION

Our Strengths

Leeds is a thriving, diverse and dynamic city with five unique strengths:

- **Leeds is the epicentre of the UK** and the heart of the northern and national economies with strong international links. Leeds is the only Northern city from which all the other major Northern cities can easily be reached; an economic powerhouse predicted to grow by 50% over the next 20 years, outperforming the national economy.
- **Leeds is young and getting younger.** Our region is one of the youngest in the UK providing a talent pool that is digitally skilled and enterprising. The city's dynamic start-up culture and vibrant, youthful environment give Leeds that crucial competitive edge. Nearly a quarter of the city is aged between 18 and 29 years. Our working age population is increasing at a higher rate than both the EU as a whole and key cities such as Berlin, Madrid and Milan. Our citywide talent and skills plan brings together employers and educators to collectively identify and provide new skills for the economy.
- **Leeds is a diverse city**, a place that closely represents the population of the UK as a whole – economically and socio-demographically. We put people first, and have a proud record of working together to deliver for everyone: Leeds

is a compassionate city, with a tradition of social enterprise and with a social model that harnesses the energy of our communities and a strong charity sector. Leeds understands that tackling poverty and inequality drives economic and social growth.

- **People enjoy the best of both worlds in Leeds** with all the advantages of a compact, cultural, green city and Yorkshire on its doorstep. Leeds has all the advantages of a big city too, with a thriving job market and access to culture, sport, food, and retail at the heart of a clean and walkable city centre. Our city has fantastic green spaces including one of the largest city parks in Europe. The costs of living and of doing business in Leeds are competitive, with housing, offices and workspaces in development to meet growing demand.
- **Leeds is distinctively ambitious, powered by innovators, entrepreneurs and social priorities.** Leeds is built on a rich tradition of social innovation and continues to support and celebrate start-up companies who, like us, are working to solve society's biggest, most urgent and challenging problems. Our pioneering work on healthcare and technology is helping more people worldwide live healthier, more productive, active and creative lives. We are FinTech and HealthTech leaders with the only integrated open health data system in Britain; home to world-leading research and development through our five universities.

Our Best City Ambition

The Best Council Plan 2020 to 2025 maintains our long-term 'Best City' strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support the people who need it most.

Building on the key council and partnership strategies in place and in development, this Best Council Plan sets out a number of interconnected priority areas of work. These flow in particular from our two long-standing main strategies – Inclusive Growth and Health and Wellbeing – as well as a third, new for 2020, strategic key pillar for the organisation, Climate Emergency. This addition recognises the scale of the challenge facing the city – and indeed the world – to make the changes needed to combat climate change effectively. Consideration of the impact of our actions on the planet will need to thread through every aspect of daily life in the future, and that approach to sustainability is reflected throughout this Best Council Plan.

Taken together, a focus on eight 'Best City' priorities will deliver improved outcomes for everyone in Leeds:

- **Inclusive Growth**
- **Health and Wellbeing**
- **Sustainable Infrastructure**
- **Child-Friendly City**
- **Age-Friendly Leeds**
- **Housing**
- **Safe, Strong Communities**
- **Culture**

Our emphasis on these priorities is crucial in establishing a 'new normal' for life in Leeds after the COVID-19 pandemic. Our longstanding commitment to them is now more important than ever as we continue to focus our support on those in most need, while enabling everyone to reach their full potential.

The following pages briefly explain these priorities and set out the key performance indicators we use to track progress. We have also signposted the most significant 'Best City' strategies and action plans to read for more detail on both the issues and the collaborative and innovative work that we and our partners are doing in response – and in which the whole city is invited to play its part.

About Leeds

28,385

number of businesses
(ONS IDBR 2018)

114

neighbourhoods ranked in most deprived 10% nationally, 24% of Leeds neighbourhoods (IMD 2019)

354,950

number of households
(VOA 2019)

34,000

people supported by foodbanks
(2018/19)

793,000

population of Leeds
(ONS MYE 2019)

- **153,600** (19%) children and young people 0-15 years
- **123,500** (16%) older people 65+ years
- **516,100** (65%) working age 16-64 years

18,900

21% increase in 0-10 year olds 2008 to 2018
(ONS MYE 2018)

74.6%

of the working age population in employment
(ONS APS Dec 2019)

3,133kt

total estimated carbon dioxide emissions
(2017 figures, published Jun 2019 BEIS):

- **36%** domestic
- **34%** industrial and commercial
- **30%** transport

18.9%

of the population from a BME background
(Census 2011)

£28,849

average annual wage of a Leeds resident
(ONS ASHE 2019)

Our Best Council Ambition

The Best Council Plan 2020 to 2025 also maintains our long-established 'Best Council' strategic focus on being an efficient, enterprising and healthy organisation, all of which are particularly relevant in the context of COVID-19. This reflects our wider positive outlook for the role of local government in working with our communities to shape and strengthen the prospects of the city and its residents. Underpinning everything we do and how we work to achieve our ambitions are our Values:

- Being open, honest and trusted
- Treating people fairly
- Spending money wisely
- Working as a team for Leeds
- Working with all communities

Despite growing demand and an unprecedented period of budget reductions for local government, the council has continued to deliver high quality, improved public services and value for money for the Leeds public. We use our resources, influence and convening capacity to drive inclusive economic growth and promote health and wellbeing, tackling deprivation and other deep-rooted challenges to improve the quality of life for our residents.

We have re-designed many of our services to focus on needs-led, asset-based early intervention and prevention, and have given citizens more control over decisions that directly affect them.

This way of working has seen the council consistently receive national recognition for outcomes in adults' and children's social work in particular. Our locality working and partnership approach continues to develop in communities, especially the priority neighbourhoods (small areas ranked as some of the most disadvantaged in the country where the council is targeting resources). By adopting the Climate Emergency as the third pillar – alongside Inclusive Growth and Health and Wellbeing – of our Best City ambition, we seek to further embed sustainability into all aspects of the authority's decision-making.

However, if we are to maintain momentum and protect vital services, we must renew our efforts towards the Best Council ambition. For the 2020 to 2025 planning period, we are establishing a Best Council framework that draws on our core strengths:

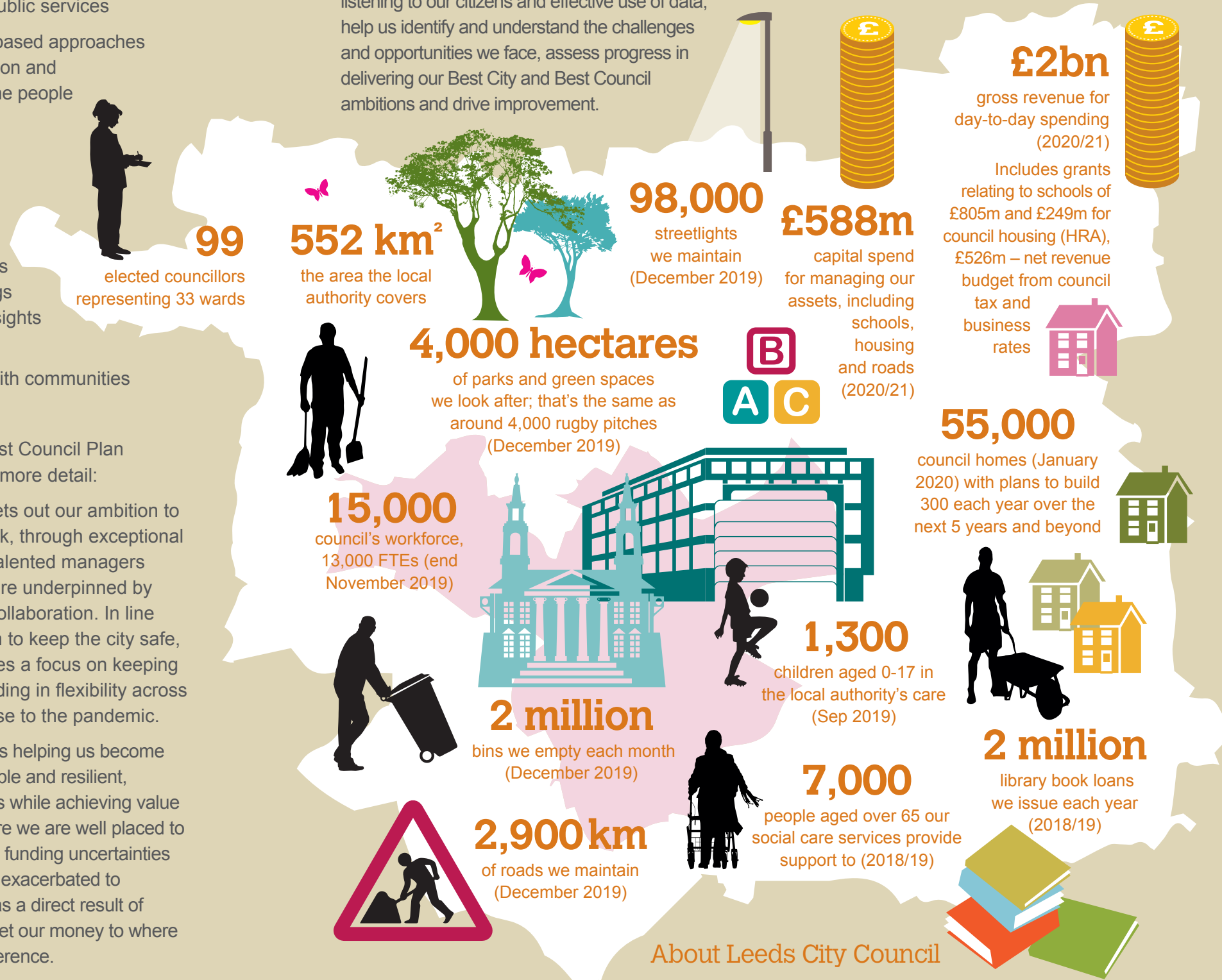
- Strong leadership of place: enabling, convening, facilitating and stimulating
- Effective partnership working and commissioning to make the most of the collective 'Leeds pound' and improve outcomes
- Maintaining a clear focus on delivering high quality public services
- Using needs-led, asset-based approaches based on early intervention and prevention, supporting the people and places most in need
- Making the best use of our resources:
 - Our people
 - Our money
 - Our digital capabilities
 - Our land and buildings
 - Our evidence and insights
 - Our communications
- Ongoing engagement with communities and individuals

A set of annexes to this Best Council Plan explain these resources in more detail:

- Our **People Strategy** sets out our ambition to be the best place to work, through exceptional employee experience, talented managers and leaders, and a culture underpinned by fairness, diversity and collaboration. In line with our overall ambition to keep the city safe, the Strategy also includes a focus on keeping our staff safe whilst building in flexibility across the workforce in response to the pandemic.
- Our **Financial Strategy** is helping us become more financially sustainable and resilient, safeguarding public funds while achieving value for money. This will ensure we are well placed to respond to the significant funding uncertainties and pressures we face – exacerbated to an unprecedented level as a direct result of coronavirus – and to target our money to where it can make the most difference.

- Our **digital capabilities** play a central role in maximising the use of tools and technology to improve and transform the way the council works, provides services and engages with citizens.
- Our **Estate Management Strategy** explains our vision and approach to managing the council's land and buildings across the city, helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as the world adapts to new ways – and places – of working.
- Our **evidence and insights**, drawn from listening to our citizens and effective use of data, help us identify and understand the challenges and opportunities we face, assess progress in delivering our Best City and Best Council ambitions and drive improvement.
- Our **communications** enable us to clearly explain the challenges and opportunities to our citizens, partners and other key stakeholders, and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working.

As we start to understand the longer-term implications of COVID-19 on the city and the council, the Best Council framework will provide the basis for the decisions we make in the coming months and years on the services we provide and how best to allocate our resources.



Tackling poverty and reducing inequalities

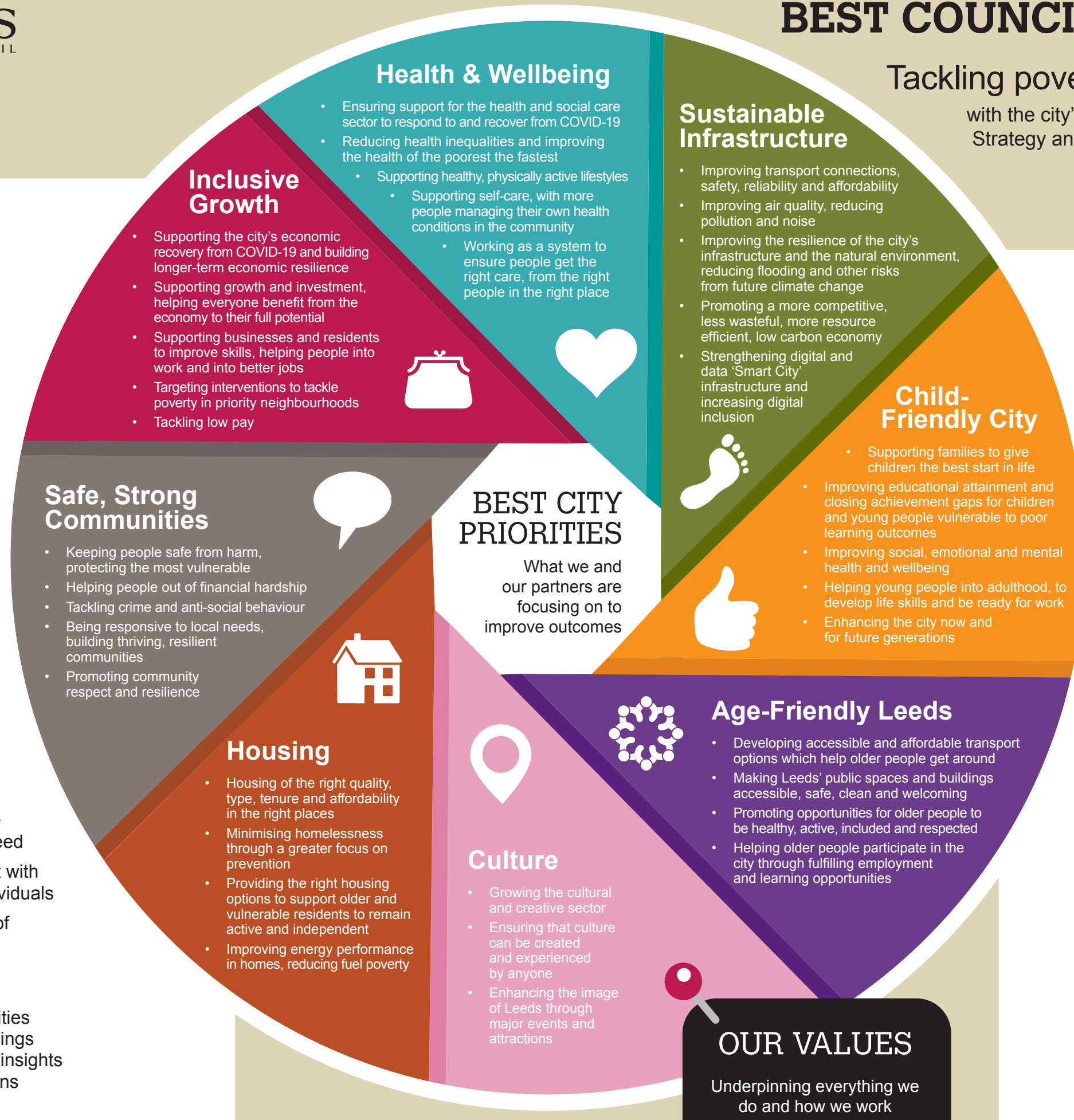
with the city's Inclusive Growth Strategy, Health & Wellbeing Strategy and Climate Emergency declaration as key drivers and locality working as a core principle



Leeds Best Council Ambition

An Efficient, Enterprising and Healthy Organisation

- Strong place leadership
- Effective partnership working and commissioning
- Clear focus on delivering high quality, locally integrated public services
- Asset-based approaches, supporting the people and places most in need
- Ongoing engagement with communities and individuals
- Making the best use of our resources:
 - Our people
 - Our money
 - Our digital capabilities
 - Our land and buildings
 - Our evidence and insights
 - Our communications



Health & Wellbeing

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- Reducing health inequalities and improving the health of the poorest the fastest
 - Supporting healthy, physically active lifestyles
 - Supporting self-care, with more people managing their own health conditions in the community
 - Working as a system to ensure people get the right care, from the right people in the right place

Sustainable Infrastructure

- Improving transport connections, safety, reliability and affordability
- Improving air quality, reducing pollution and noise
- Improving the resilience of the city's infrastructure and the natural environment, reducing flooding and other risks from future climate change
- Promoting a more competitive, less wasteful, more resource efficient, low carbon economy
- Strengthening digital and data 'Smart City' infrastructure and increasing digital inclusion

Child-Friendly City

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes
- Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work
- Enhancing the city now and for future generations

Age-Friendly Leeds

- Developing accessible and affordable transport options which help older people get around
- Making Leeds' public spaces and buildings accessible, safe, clean and welcoming
- Promoting opportunities for older people to be healthy, active, included and respected
- Helping older people participate in the city through fulfilling employment and learning opportunities

Culture

- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
- Enhancing the image of Leeds through major events and attractions

Inclusive Growth

- Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience
- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
- Tackling low pay

Safe, Strong Communities

- Keeping people safe from harm, protecting the most vulnerable
- Helping people out of financial hardship
- Tackling crime and anti-social behaviour
- Being responsive to local needs, building thriving, resilient communities
- Promoting community respect and resilience

Housing

- Housing of the right quality, type, tenure and affordability in the right places
- Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Improving energy performance in homes, reducing fuel poverty

BEST CITY PRIORITIES

What we and our partners are focusing on to improve outcomes

OUR VALUES

Underpinning everything we do and how we work



Leeds Best City Ambition

A Strong Economy and a Compassionate City

OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes in clean and well cared for places
- Do well at all levels of learning and have the skills they need for life
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move easily around a well-planned, sustainable city that's working towards being carbon neutral
- Live with dignity and stay independent for as long as possible





INCLUSIVE GROWTH

- Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience
- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
- Tackling low pay

Our ambition is for a strong economy within a compassionate city. We will deliver this through inclusive growth which seeks to ensure that the benefits of prosperity reach all our communities and citizens. This means tackling inequalities across the city, raising skills levels, creating more high quality jobs, improving health and wellbeing, focusing on our communities, embracing the digital revolution, supporting innovators and entrepreneurs and harnessing the economic benefits of all sectors. Looking at the economic aspect of our climate change ambitions, it is estimated that Leeds could save £277m a year if it exploited cost-effective opportunities for energy efficiency and low carbon development.



743,192 sq.ft.

city centre office take-up in 2019; 12% higher than 2018; 280,524 sq.ft. out of town take-up, down 30% on 2018
(Source: LOAF Jan '20)

The Leeds economy is performing well with key strengths in financial and business services, advanced manufacturing, health, and creative and digital industries.



MAJOR REGENERATION

and infrastructure projects include HS2 and South Bank

More detail on the issues, planned activity and work in progress:

- Leeds Inclusive Growth Strategy
- Leeds Talent and Skills Plan
- Leeds City Region Strategic Economic Plan



74.6% EMPLOYMENT RATE

higher than regional, slightly below national
(Source: ONS APS, Dec '19)



4.3% (17,900 people) UNEMPLOYMENT RATE

below regional, above national; 22.1% (114,100 people) economically inactive – slightly below regional, slightly above national
(Source: ONS APS, Dec '19)

Leeds has a strong knowledge-rich employment base linked to the city's universities and teaching hospitals which are major innovation assets. Leeds also performs well in terms of business start-ups, is experiencing record levels of development and continues to attract Foreign Direct Investment. Strong private sector growth since 2010 (prior to the pandemic) has maintained the city's employment rate at above average for the region. All of this provides Leeds with a strong foundation as we look to recovery and, along with ongoing grants, rate relief and other support for business, gives the city's economy and labour market the best chance of effectively managing an economic slowdown in the short-term to protect jobs and livelihoods.



EXAM

6.7%

of 16-64 yr olds in Leeds have no qualifications, below regional and national

(Source: ONS APS, Jan to Dec '19)

However, improving longer term economic resilience must be a priority.

Leeds has sizeable sectors of the economy which have been hardest hit by the COVID-19 pandemic, such as retail and hospitality, and this has had a detrimental impact on the businesses concerned and the people they employ. We will need to use our full range of services, in particular economic development and employment and skills, to support those affected in the coming months.

Beyond the impacts of the pandemic, more stubborn and longstanding issues remain throughout the economy: people living in our disadvantaged areas continue to have poorer health outcomes, education attainment remains a challenge, and the hollowing out of the labour market drives down productivity.

This year will see even more change to the city as we leave the European Union. The overall impact of Brexit very much depends on the government's future economic policy but we are working closely with partners across the region to plan responsibly to mitigate impacts and harness any opportunities.

Our Leeds Inclusive Growth Strategy focuses around three themes to address inequalities and deliver growth: People, Place and Productivity



30,000

Leeds residents in full-time work earned below the 2019

REAL LIVING WAGE

of £9/hr (Estimate based on ONS ASHE, Nov '19)



Investing in **people** means investing in their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system. It means tackling low pay and securing better social and economic outcomes from the role and impact of the city's 'Anchor Institutions' (the organisations with the biggest stake and the most influence and impact in Leeds).

A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing the city centre as an economic powerhouse for Leeds and the north, and growing major economic hubs around the city. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city's growth.

Improving **productivity** is also necessary. By backing innovators and entrepreneurs we can build on our strong start-up and scale-up performance. Embracing technological change will create opportunities for Leeds, but we must continue to promote and invest in digital inclusion and skills. Promoting a modern, dynamic, diverse and outward-looking image of Leeds – including maximising the economic benefits of culture – can drive greater inward investment, exports and tourism.



KPIs

How we will measure progress and achievements

- Employment in Leeds
- Unemployment in Leeds
- GVA (Gross Value Added) per filled workforce job (current prices)
- Number of new business start-ups and scale-ups
- Business survival rate (after 5 years)
- Change in business rates payable since 2017 revaluation
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Percentage of Leeds residents and Leeds workers earning below the Real Living Wage
- Number of people supported into work
- Number of adults of working age affected by in-work poverty

As part of our Inclusive Growth Strategy, many businesses across all sectors have pledged to offer support for our city, setting out what they will do more of or do differently to promote inclusive growth. Added to this we now have 12 Inclusive Growth Ambassadors in post to help us deliver our strategy and a wider delivery partnership working with communities, business and stakeholders.





HEALTH AND WELLBEING

- Ensuring support for the health and social care sector to respond to and recover from COVID-19
- Reducing health inequalities and improving the health of the poorest the fastest
- Supporting healthy, physically active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
- Working as a system to ensure people get the right care, from the right people in the right place

There remains enduring inequality in the city. Some of us experience worse physical and/or mental health and wellbeing because of where we live, how much we earn, the air we breathe or the pressures we face every day. As we have been acutely experiencing throughout 2020 so far, the cost is too great to our people, our economy and our city. With so many factors contributing to health and wellbeing, our challenge is to develop a broad approach reflecting the importance of housing, employment, community and the environment whilst being specific about the areas we need to focus on to make the biggest difference.

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67.3% of adults (428,300 people) are **PHYSICALLY ACTIVE** (150+ minutes a week) and the number of inactive adults (<30 mins a week) continues to fall.

(Source: Active Lives Survey 12 months to May 2019, published Oct '19)



SMOKING LEVELS at **18.2%** among adults in 2018, above the national average of 14.7%

(Source: ONS APS 2018, published Jul '19)

Local GP data puts the figure higher at 18.7% (Oct '19)

In Leeds we believe that our greatest strength and our most important asset is our people.

Health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live in together. Our ambition is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services to the shared vision in the Health and Wellbeing Strategy:

Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.



SUICIDE RATE in Leeds at **10.9** per 100,000 people, above the England average of 9.6

(Source: ONS APS 2018, published Jul '19)



After an increase in 2014-16, **INFANT MORTALITY** rates fell 2016-18 **4.0 PER 1,000**

live births for 2016-18, slightly higher than the England average (3.9), same as regional (Source: PHE Fingertips 2016-18 data)

LIFE EXPECTANCY at birth in Leeds at **78.2** years for men, **82.1** years for women, below England averages

(Source: PHE Fingertips 2015-17 data)



We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs.



The average **QUALITY OF LIFE** rating for people receiving adult social care services remains **HIGHER THAN THE NATIONAL AVERAGE**

ranking Leeds 16th in the country (19.6 in Leeds out of a maximum of 24; 19.1 in England)

(Source: DoH ASCOF 1a 2018/19, published Oct '19)

85.5% of CQC-registered care services in Leeds rated as **'GOOD'** or **'outstanding'** (Snapshot Dec '19)



63.3% of people receiving adult social care services **SATISFIED OVERALL** with their care and support, slightly below national average of 64.3% but up from the previous year's 62.94% (Source: DoH ASCOF 3a 2018/19, published Oct '19)

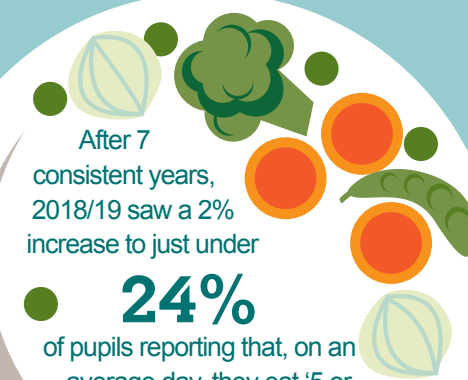


51.6% of people in receipt of adult social care services said they have as much social contact as they would like, higher than England average (45.9%) but reducing social isolation remains a focus (Source: DoH ASCOF 1(2) 2018/19, published Oct '19)

During 2020 we will continue our work to strengthen the health and care system, supporting patients and citizens even better than before as we move into a period of living with COVID-19. This will mean ensuring all health and care settings have the supplies and equipment they require to provide safe care, developing cutting edge approaches to testing and tracing the disease, and continuing to push for a fair settlement which values the vital work of social care. Moreover we will need to remain vigilant to any lasting effects of the lengthy lockdown period on the Leeds population.

In addition, the network of national health leadership, health-tech and research organisations in the city, along with our city's strong economy and exceptional universities, create a unique health and care infrastructure.

Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system.



After 7 consistent years, 2018/19 saw a 2% increase to just under

24% of pupils reporting that, on an average day, they eat '5 or more portions of fruit and vegetables'

(Source: Leeds My Health, My School Survey 2018/19)



KPIs

How we will measure progress and achievements

- Infant mortality rate
- Percentage/proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes: (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life

More closely aligning the Health and Wellbeing Strategy with the Inclusive Growth Strategy and our Climate Change ambitions will be crucial to these efforts, reflecting the pivotal relationship between these three agendas for the city.

The Leeds Health and Care Plan is key in taking our work forward: with its focus on protecting the vulnerable and reducing inequalities, improving quality and consistency, and building a sustainable system against the backdrop of reducing resources.

More detail on the issues, planned activity and work in progress:



- Leeds Health and Wellbeing Strategy
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Leeds Health and Care Plan
- West Yorkshire and Harrogate Integrated Care System 5 Year Plan
- Leeds Inclusive Growth Strategy
- Leeds Mental Health Strategy



SUSTAINABLE INFRASTRUCTURE

- Improving transport connections, safety, reliability and affordability
- Improving air quality, reducing pollution and noise
- Improving the resilience of the city's infrastructure and the natural environment, reducing flooding and other risks from future climate change
- Promoting a more competitive, less wasteful, more resource efficient, low carbon economy
- Strengthening digital and data 'Smart City' infrastructure and increasing digital inclusion

Like other growing cities, Leeds faces a number of challenges, including adapting to climate change, linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport.

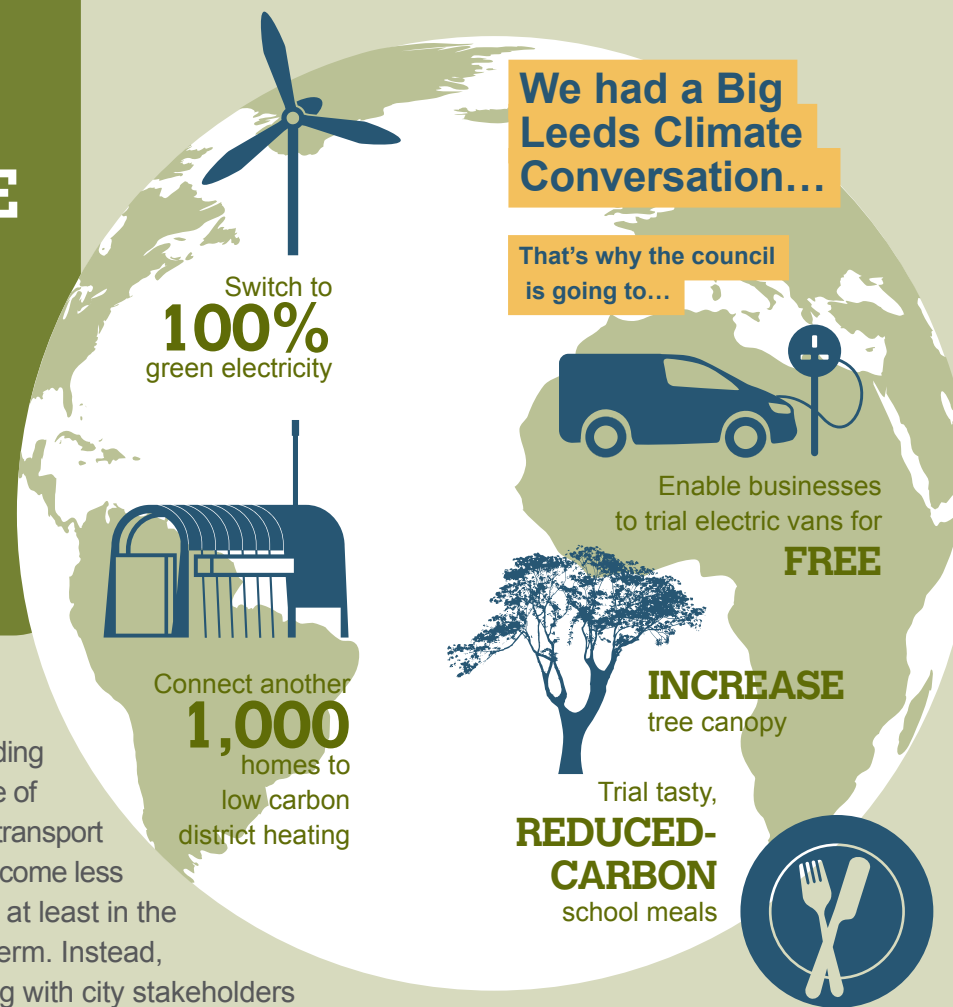
Sustainable and joined up infrastructure has a vital role to play in responding to these challenges. A resource-efficient and connected city will be a better, healthier place to live, more competitive and better placed to ride out future economic and climate shocks. The city's infrastructure is facing significant short- and medium-term challenges, however, as social distancing requirements have become a national priority.

In this context, sustainability has taken on a new emphasis as safety – for people and places – must be central to how our systems operate. The realities of this in practice will require creativity, innovation and effective partnerships to overcome, as previous business models come under pressure and we try to maintain open and accessible public spaces while needing to restrict person-to-person contact.

In tackling this, our approach needs to go beyond a narrow pursuit of growth, ensuring Leeds is liveable as well as prosperous. More intelligent use of public transport will be needed to help those who need it most to safely go about their daily lives. But we must recognise our earlier focus on

rapidly expanding the use of public transport has become less viable, at least in the short term. Instead, working with city stakeholders to examine how employment, education, and travel should take place will be needed to manage demand. And of course we must all be mindful of avoiding a surge in environmentally damaging activity which could have disastrous longer term effects.

Our sustainable infrastructure priority reflects the council's 2019 declaration of a climate emergency and our ambition to work towards being a net zero carbon city by 2030. We carried out a Big Leeds Climate Conversation to raise awareness and explore what people thought about some bold ideas to cut emissions. The 8,000+ responses received and Leeds Climate Change Commission's and Citizens' Jury's recommendations are informing the council's strategy: practical steps we can take now and further work required.



We had a Big Leeds Climate Conversation...

That's why the council is going to...

Switch to **100%** green electricity

Enable businesses to trial electric vans for **FREE**

INCREASE tree canopy

Trial tasty, **REDUCED-CARBON** school meals

Connect another **1,000** homes to low carbon district heating

Our ongoing work to reduce the risk of flooding is protecting homes and businesses, increasing employment and making tourist attractions more accessible. Phase 1 of the Leeds Flood Alleviation Scheme has been completed and Phase 2 is in development.

We are working with the Environment Agency, partners and landowners on the River Aire to deliver natural measures to slow the flow of water upstream so the landscape can hold more water in times of flood. Along with more traditional engineering solutions, we are creating new woodland, managing land to reduce the flow of water during heavy rain and restoring river and flood plains.

We want Leeds to be a healthy city and reducing carbon emissions will help. We are introducing a Clean Air Zone that

will charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards. We are providing assistance and advice to help local organisations prepare and are taking forward measures to encourage future zero carbon transport.

The renewed commitment to HS2, the Northern Powerhouse agenda, the agreement of a West Yorkshire Devolution Deal and the West Yorkshire Transport Strategy are the context for a fresh strategic approach for the city's transport. The £270m Leeds Public Transport Investment Programme is marking a new era in public transport investment. The programme has informed proposals to the Transforming Cities Fund, which aims to improve productivity and spread prosperity through investment in public and sustainable transport. The council is also leading on schemes within the £1bn West Yorkshire Transport Fund to promote housing and employment growth. Initiatives include:

- Investing in a new Leeds High Frequency Bus Network, aiming for 90%+ of core bus services running every 10 minutes 7am–8pm.
- Reduced bus delays through signal technology innovation to enhance bus priority, provide better pedestrian facilities and improve stop facilities.
- New buses that meet Euro 6 air quality standards and offer a better passenger experience by 2020 and support the electrification of the bus fleet.



KPIs

How we will measure progress and achievements

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
- Percentage of waste recycled
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Increase in tenants' digital skills/confidence, access to equipment and motivation

A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success. This is managed through the Smart Leeds programme. An example of this is the accelerated delivery of full fibre across the city, helping to directly increase Leeds' economic output as well as providing the infrastructure for more sustainable new models of care and other public services. The Smart Leeds approach builds on assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA) to further establish Leeds as a leader in the application of data.

More detail on the issues, planned activity and work in progress:

- Leeds Transport Strategy
- Leeds Highway Infrastructure Asset Management Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Health and Wellbeing Strategy
- Leeds Inclusive Growth Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Transport Strategy
- Transport for the North Strategic Transport Plan





CHILD-FRIENDLY CITY

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes
- Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work



1,288
CHILDREN
LOOKED AFTER

(2018/19) down from 1,450 (March 2011) an **11.2%** reduction compared to a rise of **19.3%** nationally.



9.9%

of 16 and 17 year olds
(1,573 young people)

**NOT IN EDUCATION,
EMPLOYMENT OR
TRAINING (NEET)**

or whose activity is not known
(**2.0% NEET, 7.9% not known**),
above regional and national.

(DfE average of Dec '18, Jan '19 and Feb '19)

The introduction of the 3As Strategy in 2019 (attendance, attainment and achievement) was driven by our ambition to support all children and young people to reach their full potential. The strategy aims to close the gaps between more and less advantaged children and young people through collaborating with internal and external partners. Children and young people will be supported to engage positively with education and will be offered opportunities that lead to positive, lifelong pathways. Through this, we will give all children and young people in Leeds, particularly those who are vulnerable and/or disadvantaged, an empowering start in life and enable them to thrive in a vibrant and compassionate city.

Our approach places the child at the heart of everything we do: we give children a voice, we give them influence, and we work with children, young people and their families to develop quality connections and relationships. This means that together, we can make Leeds a safer and better place in which to live, learn, and grow up.

The Leeds Children and Young People's Plan explains our child-friendly approach and sets out eleven priority areas of work:

1. Help children and parents to live in safe, supportive and loving families
2. Ensure that the most vulnerable are protected
3. Support families to give children the best start in life
4. Increase the number of children and young people participating and engaging in learning
5. Improve achievement and attainment for all
6. Improve at a faster rate educational progress for children and young people vulnerable to poor learning outcomes
7. Improve social, emotional and mental health and wellbeing
8. Encourage physical activity and healthy eating
9. Support young people to make good choices and minimise risk-taking behaviours
10. Help young people into adulthood, to develop life skills, and be ready for work
11. Improve access to affordable, safe, and reliable connected transport for young people



KPIs

How we will measure progress and achievements

- Number of children who need to be looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are NEET or whose status is 'not known'
- Average Attainment 8 score for pupils with SEND but no statement
- Fixed term exclusions in all schools

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to make Leeds the best city in the UK for children and young people to grow up in; to improve the homes and places in which children live and play; and to increase their overall health and wellbeing. We want to make a difference to the lives of children and young people who live in Leeds, to have a positive impact on improving outcomes for all children, while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

The interventions we make and the support we provide to achieve these aspirations are even more important in the context of the COVID-19 pandemic which is likely to impact harder upon more disadvantaged families.

It is our poorest areas that are growing the fastest. As the age profile of these areas shows a greater proportion of residents of childbearing age, combined with higher housing densities and patterns of migration, it is no surprise the city's most deprived communities show higher birth rates than the Leeds average. Where Leeds most notably stands out is for the rate of growth in the child population living in areas considered in the 3% most deprived in England (Indices of Multiple Deprivation 2019). Between 2012 and 2018 it is estimated the child population (ages 0-17) grew by

17% or 3,400 children in these areas (based on ONS Mid-Year Estimates 2018), the largest numerical growth of any local authority.

Realising our child-friendly city aspiration will require progress across all the Best Council Plan priorities, with renewed action to integrate policy initiatives, for example:

- Through the Health and Wellbeing Strategy, we will promote healthy, physically active lifestyles for our young people.
- Our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable.
- Our approach to transport will aim to address the specific requirements of young people.
- We will continue to engage with children and young people to help respond to the climate emergency, recognising their valuable roles as agents of change in their families, schools and communities.

Nearly **50,000** 0-15yr olds live in **10% MOST DEPRIVED AREAS** in England, a third of all 0-15 year-olds in Leeds
(Source: IMD 2019 and ONS MYE 2018)



in England, a third of all 0-15 year-olds in Leeds
(Source: IMD 2019 and ONS MYE 2018)

More detail on the issues, planned activity and work in progress:

- Leeds Children and Young People's Plan
- The 3As Strategy (attendance, attainment and achievement)
- Thriving: The Child Poverty Strategy for Leeds



Leeds pupils achieved:
Early Years Foundation Stage:
66.4%
GOOD LEVEL

of development, up from 2017/18, below regional and national



Key Stage 2:
61%
EXPECTED STANDARD
in reading, writing and maths, same as the year before, below national.



Key Stage 4 (GCSE):
41.2%
STRONG PASS
(grade 9-5) in English and Maths, up on 2017/18, below national. Progress 8 score +0.02, Leeds above all comparator groups.

(DfE 2018/19 academic year)





AGE-FRIENDLY LEEDS

- Developing accessible and affordable transport options which help older people get around
- Making Leeds' public spaces and buildings accessible, safe, clean and welcoming
- Promoting opportunities for older people to be healthy, active, included and respected
- Helping older people participate in the city through fulfilling employment and learning opportunities

Of the **190,000** people estimated to be living in the 10% most deprived areas of Leeds...

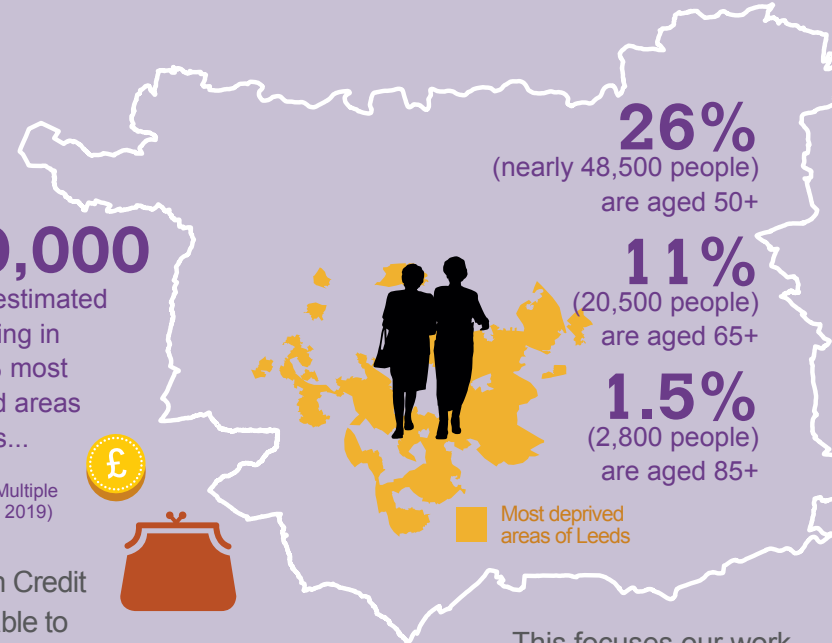
(Indices of Multiple Deprivation 2019)

Pension Credit is available to supplement the UK State pension and help lift people out of poverty; but not everyone entitled to pension credit claims it.

Our approach to making Leeds the best city to grow old is one of citizenship. The approach: ensures there is a strong focus on social networks within neighbourhoods and the city; promotes social capital and participation; age-proofs and develops universal services; tackles inequalities and reduces social exclusion; aims to change social structures and tackle ageist attitudes; and facilitates age-friendly practices in local communities.

This approach has shaped a culture in Leeds which will help the whole population to recover well from enforced distancing, reconnecting with friends, families and communities in a safe and fulfilling way.

A lot of good work already takes place in Leeds – and in the council, we are looking at our age-friendly employment practices – but to give this a clearer strategic context we developed an Age-Friendly Strategy which cuts across all our Best Council Plan priorities.



This focuses our work around six areas adapted for Leeds from the WHO's Age-Friendly City domains: Housing; Public and civic spaces; Travel and road safety; Active, included and respected; Healthy, independent ageing; and Employment and learning.

CROSS-CUTTING THEMES:

EFFECTIVE COMMUNICATIONS

– promoting ageing positively and providing information about services and activities in a format that older people can easily access and which suits their needs.



ENGAGEMENT WITH OLDER PEOPLE

– involving and consulting with older people on the development, delivery, management and evaluation of those services and projects which affect them.



ACCESS TO DIGITAL TECHNOLOGY

– help and support for people who want to use digital technology to make their lives better.

Partnership working underpins our Age-Friendly approach:

- The Age-Friendly Board (Making Leeds the Best City to Grow Old In) provides strategic leadership, supported by a broader Age-Friendly Leeds Partnership, co-led by the council and Leeds Older People's Forum. It brings together statutory, voluntary and private sectors to address priorities identified by older people to help make Leeds more age-friendly.
- The Centre for Ageing Better, the council and Leeds Older People's Forum are piloting innovative approaches to generate new evidence of 'what works' for ageing well. The partnership has three initial priorities:

- 1) Addressing older people's **housing information and advice needs**
- 2) Developing innovative **community transport solutions**

REDUCING INEQUALITIES

– recognising the barriers faced by older people who are, or are at risk of, being vulnerable or disadvantaged, and putting interventions in place to remove or reduce these barriers.



- 3) The motivations, barriers and enablers that older people face in **contributing to their communities**

- At national and international levels, Leeds is a member of: the UK Network of Age-Friendly Communities which collaborate to

Leeds wants to be a place where people age well: where older people are valued, feel respected and appreciated, and are seen as the assets they are.

The 2011 Census indicated that:

232,000

people in Leeds were aged 50+

110,000

people were aged 65+

15,000

were aged 85+

Leeds' population of 793,000 grew by 6.6% from 2009; those aged 65+ went up by

13.6%

from 2009 to 2019

(ONS: 2019 Mid-Year Estimates)



The opportunities and challenges presented by an ageing population are well known. Older people contribute in countless ways to Leeds' rich and vibrant communities – as volunteers and community connectors, through intergenerational interactions and unpaid caring roles, and as business owners and employees. But many are more likely to have multiple long-term health conditions with inequalities disproportionately affecting the poorest.

Inequalities in older age are cumulative and have a significant impact on health, wellbeing and independence. Unfortunately some of these inequalities have deepened over 2020 so far as COVID-19 has both had a stronger direct impact on the health of older people, and the measures introduced to control it have exacerbated some existing challenges, such as around social isolation.



KPIs

How we will measure progress and achievements

- Income Deprivation Affecting Older People Index (IDAOPI) as a percentage compared to Core Cities
- Percentage of new developments built to accessible and adaptable standards
- Healthy life expectancy (years) by gender
- Disability-free life expectancy (years)

bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age-Friendly Cities, fostering the exchange of mutual learning worldwide.

In 2019, Leeds became the first local authority to join over 60 leading public and voluntary sector organisations to commit to a shared vision for healthy ageing in preparation for the WHO's Decade of Healthy Ageing 2020-2030. The commitments are based around five principles for healthy ageing: prioritising prevention; creating opportunities for people to contribute to society as they age; narrowing inequalities; fostering inclusive homes, workplaces and communities; and challenging ageist attitudes.

More detail on the issues, planned activity and work in progress:

- Age-Friendly Leeds Strategy



CULTURE



- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
- Enhancing the image of Leeds through major events and attractions

Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity.

(Our definition of culture as set out in the Leeds Culture Strategy)

Leeds backs culture in its widest sense. We believe it has a vital role to play in realising our Best City ambition, recognising the contribution it can make to individuals' physical and

mental health, educational and employment options and quality of life. We also recognise the contribution it can make to the city's confidence, profile and economy. Our culture both defines our rich differences, and brings us closer together – its purpose is the very opposite of social distancing. Sharing the diverse cultures of our city helps people to get to know and respect their neighbours and it can help build wider community cohesion. Most of all, culture can be fun and life-affirming. Thousands of arts, cultural and community organisations, and everyone in the city, make Leeds' culture what it is and their exceptional contributions will continue to be valued.

More detail on the issues, planned activity and work in progress:

- Leeds Culture Strategy

Cultural events across the city attract **thousands OF PEOPLE**

including Leeds Pride, Leeds West Indian Carnival, Leeds Light Night and Leeds International Film Festival



Our approach is set out in the Leeds Culture Strategy which has seven objectives:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds.
- For culture to build respect, cohesion and co-existence between and within communities and individuals.
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by everyone.
- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration.

- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies.
- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative.
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.

In the last few years we have seen Leeds' cultural profile increase significantly. This has been a major factor in boosting the economy, attracting new businesses and jobs to the city, with a major highlight being Channel 4's decision to move its national headquarters to City Square. We will continue to support creative SMEs and entrepreneurs and the spaces they need to develop their ideas and businesses.

We will also encourage creative and cultural education and participation among our children and young people, understanding the role this can play in giving them the skills they need to thrive in 21st-century jobs. Employers tell us that with the advance of robotics and artificial intelligence, key human skills required will increasingly include empathy, communications, flexibility and creativity – a strong cultural and creative education remains essential.



Leeds city centre has **PURPLE FLAG STATUS**

recognising excellence in managing the evening and night time economy

Our approach is rooted in our communities and takes a wide definition of culture, aiming to embed it across areas such as urban regeneration, education and health and wellbeing.

Since the city's bid to be European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023.



Many of Leeds' parks awarded **GREEN FLAG STATUS** (2019) e.g. Roundhay, Golden Acre, Pudsey, Middleton, Kirkstall Abbey & Temple Newsam



Leeds Museums & Galleries is the **LARGEST** local authority-run museum service in England, welcoming **1.7m visitors** across its 9 sites in 2018/19



KPIs

How we will measure progress and achievements

- Leeds' Cultural Vibrancy, Creative Economy and Enabling Environment (as measured through the biennial European Cultural and Creative Cities Monitor).
- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds

Leeds 2023

INTERNATIONAL CULTURAL FESTIVAL

for everyone, celebrating the diverse cultural life of Leeds

The Leeds 2023 festival of culture will have a strong international focus and will celebrate the diverse cultures from across the globe to be found here. As we reimagine our city post-COVID, 2023 can signify the ambition to 'build back better'. Please visit the Leeds 2023 website here for more information, including how to get involved.





HOUSING

- Housing of the right quality, type, tenure and affordability in the right places
- Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Improving energy performance in homes and reducing fuel poverty

We continue to deliver six priorities within the Leeds Housing Strategy:

- affordable housing growth
- improving housing quality
- promoting independent living
- creating sustainable communities
- improving health through housing
- meeting the needs of older residents

Following the council's declaration of a climate emergency, we can add another to this set of priorities:

- Improving housing energy performance

In practice, we are co-ordinating activity to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

In recent years there has been a growth in the private rented sector. The council supports landlords via the Leeds Rental Standard, self-regulation for the sector, and forums. Poor landlords are targeted by proactively addressing standards via regulation and initiatives such as the Leeds Neighbourhood Approach, selective licensing and the Rogue Landlord Unit.

Working with developers and housing associations, we maximise opportunities to build new homes – including affordable homes – and bring empty homes back into use.

3,521

newly built and converted homes delivered, Leeds' best result since 2012. **433** of these affordable homes (2018/19)



The council has committed to a significant council housing new build programme, including specialist Extra Care housing schemes, which are being built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction. We work closely with health agencies to ensure that homes meet the health needs of residents, carrying out adaptations and rehousing support to enable disabled people to live independently and prevent admission to hospital or residential care.

1,160

adaptations installed in council homes to meet tenants' needs (2018/19)



199,401

repairs carried out on council housing across the city (2018/19)

Investment in the energy efficiency of homes is more important than ever before, helping us in our work to both respond to the climate emergency and tackle fuel poverty. Following extensive investment over the last fifteen years in insulation and efficient heating systems, council housing is at 'C' for energy efficiency (as at 2019)

compared to 'D' for housing as a whole. The authority has now secured funding to install external wall insulation on much of its own back-to-back stock and to roll out domestic solar, with the ability to store energy. We are building new council homes to near Passivhaus standards and investing heavily in retrofit programmes to bring all existing homes to this standard. The costs of this retrofit are high, in excess of £1bn, so the council is lobbying for enhanced national funding.

More significant challenges lie in the owner occupied and private rented sector where local authorities have less influence. However, Leeds will continue to support charities such as LATCH and Canopy who bring older properties back into use after extensive energy efficiency works and call for measures at a national level to improve the energy efficiency of privately rented and owned homes.

All of this work is done through the lens of the council's climate emergency declaration through which we are committed to making Leeds carbon neutral by 2030. This will require all homes to be well insulated, with low or zero carbon heating and many with integrated renewables by this time.

We continue to be successful at minimising homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme.



KPIs

How we will measure progress and achievements

- Growth in new homes in Leeds
- Number of affordable homes delivered
- Housing mix in the city
- Percentage of housing adaptations completed within target timescale
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions
- Number of rough sleepers in Leeds

Our Homelessness and Rough Sleeping Strategy sets out five themes that provide the framework for our work:

- Minimise rough sleeping
- Maximise homeless prevention
- Future role of housing related support in Leeds
- Youth homelessness
- A focus on priority groups

51

households owed a housing duty as a homeless household in emergency

TEMPORARY ACCOMMODATION

compared to Birmingham (2,477 placements) and Manchester (1,971 placements) (end Sep 2019).



One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. The need for affordable housing and affordable warmth are key issues in meeting this challenge.

The Leeds Housing Strategy sets out our ambitions for effectively meeting housing need to make Leeds the best place to live.



(36,926) of Leeds households estimated to live in

FUEL POVERTY in 2017, meaning their energy costs are high relative to their incomes.

This is above the **10.9%**

England and regional (10.6%) averages but down from 13.1% (42,929 households) the year before.

(Source: BEIS Sub-regional fuel poverty, England, published Jun '19)



More detail on the issues, planned activity and work in progress:

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan
- Leeds Homelessness and Rough Sleeping Strategy





SAFE, STRONG COMMUNITIES

- Keeping people safe from harm, protecting the most vulnerable
- Helping people out of financial hardship
- Tackling crime and anti-social behaviour
- Being responsive to local needs, building thriving, resilient communities
- Promoting community respect and resilience

Leeds is a growing and richly diverse city, with people of different ages, backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community conversations to resolve problems locally, raise aspirations, create better links to social and economic opportunities, and improve resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building thriving, more resilient communities that make the best use of their strengths and assets to overcome challenges.

Never more so have we seen the strength and perseverance of our communities than over recent months. The COVID-19 pandemic has brought real emotional and financial hardship to too many families, but it has also seen Leeds' community spirit come into its own – truly the compassionate city in action.

Whether it's the thousands of people who volunteered to help those shielding at home, the businesses and charities which have supported the council's food distribution efforts, or the coalition of voices responding to an uptick in domestic violence and abuse, Leeds has ensured that nobody is left isolated and forgotten throughout the challenge we are facing together.

More detail on the issues, planned activity and work in progress:

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council Equality Improvement Priorities
- Community Committees Annual Report



76 %
of people surveyed were **SATISFIED**

with their local area as a place to live, above the West Yorkshire average of **73%**

(Source: Office of Police & Crime Commissioner 'Your Views' survey, 12 months to end Dec '19)



Central to our ambition is a place-based, integrated approach to service delivery, and a focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods. We are working seamlessly with partners from all sectors to meet the needs and demands of communities, regardless of responsibility for resources.

Underpinning all our work is our ambition for Leeds to be inclusive, where all citizens are treated fairly.

We are bringing people together to make a difference and help them to do more for themselves and others so that their communities can thrive, making sure that:

- Local councillors are at the forefront of our approach to community leadership, their community knowledge used effectively to plan local services



82%
of people surveyed said they

FELT SAFE
in their local area, compared to 80% across West Yorkshire

(Source: Office of Police Commissioner 'Your Views' survey, 12 months to end Dec '19)

- Residents, communities, businesses and organisations are equal partners
- Local people are engaged to achieve things we cannot achieve alone and we add value to their activities
- The city's strategic priorities are aligned to local communities to deliver joint action
- Tools and support are provided so local people can take action and we share information, skills and resources

This approach expands on the work of Community Committees by outlining a more joined-up service offer in several inner area priority wards and outer area priority social housing estates, and importantly those neighbourhoods which fall into the 1% most deprived nationally. The work of Community Committees is promoted through @_YourCommunity.

Recognising our communities are more diverse than ever, our strategic approach to migration is based on engaging with established and new communities to improve the way we communicate how our city works. This is complex work, involving multiple partners, through which a wide range of support is provided to improve access to advice and services to those who are new to the



105,508 CRIMES

(Jan to Dec '19), up 1% on the year before

Of incidents reported to police (12 months to end Dec '19):



2,202 RACE HATE

(76% of all hate incidents reported), down 4% on the year before

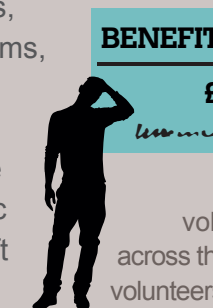


15,715 ANTI-SOCIAL BEHAVIOUR (ASB)
down 14% on the year before



21,889 DOMESTIC
up by 9 incidents on the year before

We will continue to work to make all our communities safe for everyone, preventing risks, threats and harms, whether from anti-social behaviour, hate crime, domestic violence or theft and burglary.



23,215
people helped by the council's Welfare Rights Unit

33

volunteer coordinator hubs across the city, supported by 5,200 volunteers to respond to COVID-19



KPIs

How we will measure progress and achievements

- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic collisions
- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Number of reported anti-social behaviour / nuisance incidents
- Number of reported hate incidents

This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities. We will also take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.





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LEEDS CITY COUNCIL

2021/22 BUDGET REPORT

Directorate: City Development

1. Introduction

- 1.1 This report has been produced in order to inform Members of the main variations and factors influencing the Directorate's budget for the 2021/22 financial year.
- 1.2 The 2021/22 Revenue Budget provides £24,600k within the Council's Strategic Budget for the ongoing impact of COVID-19 pandemic. As such no directorate COVID impacts are detailed below.

2 Service Context

- 2.1 City Development is responsible for the Council's physical, economic, and cultural and sport services. The range of services and functions that the Directorate provides makes a significant contribution to the life, growth and vitality of the city.

3 Budget Proposals

- 3.1 This 2021/22 budget has been set at £30,648k representing a net decrease of £7,552k (19.77%) when compared to the adjusted budget for 2020/21. This net decrease comprises a number of changes in grant funding totalling £1,700k and pressures totalling £3,638k offset by savings of £9,990k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of organisational changes, service transfers and other budget adjustments which are reflected in the 2021/22 budget.
- 3.2.2 £59k has been transferred to Resources in respect of insourcing of the general waste contract and the Corporate Taxis contract.
- 3.2.3 Other budget adjustments give a net budget reduction of £80k which comprises of minor budget adjustments relating to items such as mail, print and IT, reducing the need for recharges to be made in year.

3.3 Changes in Specific Grant Funding – increase of £1,7000k

- 3.3.1 The 2021/22 budget reflect receipt of £1,700k of Gain Share from WYCA in respect of the West Yorkshire Devolution Deal.

3.4 Changes in Use of Reserves and Balances – reduction of £500k

- 3.4.1 In the 2020/21 the budget proposals included the one year only use of balances of £500k, 2021/22 budget proposals recognises that it was a one year only proposal and removes the need for this £500k.

3.5 Changes in prices – pressure of £1,445k

- 3.5.1 The budget reflects the announcement of a public sector pay freeze by Government at Spending Review 2020. As such the budget provides £603k for two elements of pay: the 0.75% in year pay increase in 2020/21 which had not been provided for in the 2020/21 base budget and a minimum pay increase of £250 in 2021/22 for all staff earning less than £24,000 as announced at the Spending Review 2020. The provision reflects the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.56 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.50 per hour for the first year only.
- 3.5.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. No provision has been made for inflation on utilities budgets, reflecting the increased use of energy efficiency schemes, a reduction in the usage of many of the Council's buildings and planned rationalisation of the Council's estate. £842k has been provided for such contractual commitments including the PFI contracts for Street Lighting and three Leisure Centres.

3.6 Actuarial Review

- 3.6.1 The 2021/22 budget does not provide for an increased contribution to the West Yorkshire Pension fund. Whilst this reflects the most recent Actuarial Review, which showed the West Yorkshire Pension Fund to be in a surplus position, the Council will continue to monitor this position.

3.7 Capitalised Pension Costs – pressure of £814k

- 3.7.1 In 2020/21 the Council relaunched its ELI scheme and a range of other voluntary options to reduce the wage bill in July 2020. Provision of £814k has been made to meet the capitalised pension costs associated with those staff leaving on an early retirement basis. The associated salary savings are captured in the savings proposals below.

3.8 Other budget pressures – £1,379k

- 3.8.1 A number of pressures have been recognised in the 2021/22 budget, £555k which is the net loss of income (after prudential borrowing) from the anticipated sale of the Trilogy Warehouses and Building One at Logic Leeds, and £500k has been provided for the loss of income at the Town Hall when it closes for refurbishment in autumn 2021.
- 3.8.2 £238k has been provided to ensure that the Flood Alleviation team in Highways is adequately resourced, and a further £200k is provided to increase the council's contribution to the Leeds 2023 Trust, and £75k for increased cleaning and security costs at Kirkgate Market.
- 3.8.3 These pressures include a resource allocation reduction of £195k for insurance costs which reflects changes in the number and value of insurance claims.

- 3.9 **Savings** - at total of £9,990k savings are proposed details of which are provided below.
- 3.10 **Business As Usual – £7,240k**
- 3.10.1 £520k of the savings relate to energy costs from the continuation of the Street Lighting LED conversion scheme, this is in addition to the £430k of LED conversion savings in the 2020/21 budget
- 3.10.2 £350k will be saved by mitigating pay inflation via charging the additional 0.75% cost of the 2020/21 pay award in Highways and Asset Management mainly to capital schemes, and a further £175k of income will be achieved as part of the full year effect of the 2020/21 saving in Highways for site development.
- 3.10.3 £700k of savings will be made in the Asset Management and Regeneration via staffing savings through voluntary means and expenditure savings from service revenue budgets and £480k of additional income is budgeted for which will come from the capital receipts fee income based on the 2021/22 Capital Receipts Programme. An additional £236k saving from the ongoing asset rationalisation programme freeing up existing building capacity is included in the 2021/22 budget increasing the 2021/22 savings target from £450k to £686k.
- 3.10.4 A further £350k of savings will be achieved via the increased capitalisation of staff costs and reductions in general expenditure budgets in Resources and Strategy. £250k of savings will be achieved via a directorate wide review and cash limiting of appropriate other operating expenditure budgets.
- 3.10.5 The Markets & City Centre Service will achieve £200k of savings via a reduction in staffing via voluntary means and expenditure reductions and increased income.
- 3.10.6 Savings of £400k are planned through the reduction of the major events budget in the Arts and Heritage Service, and an additional £254k from across some of its venues. £60k is to be saved on the Museum's Collections insurance, and £227k from a 15% reduction in arts grants to certain organisations. Cessation of annual Christmas Lights switch on and international football screenings in Millennium Square will achieve a further £88k saving.
- 3.10.7 Within Active Leeds a £100k saving will be achieved by the cessation of funding contributions to several sporting partnerships
- 3.10.8 £1,500k of savings will be achieved across the directorate from voluntary staffing reductions facilitated by the council's Early Leavers Initiative
- 3.11 **Service Reviews £2,750k**
- 3.11.1 Highways & Transportation have undertaken a service review of staffing operations across the service to deliver £1,620k of savings and/or additional income.
- 3.11.2 The Arts and Heritage have undertaken a number of reviews to deliver further savings. These were to consult on the introduction of an annual charge for Breeze card saving £150k, a reduced programme and new delivery model for Leeds Lights to save £208k, and reviews of Lotherton Hall and Thwaite Mills Museums to deliver £67k and £70k of savings respectively. At the time of writing this report evaluation of consultation responses for these proposals were being considered. With the exception of the Breezecard proposal, early

indication is that alternative means of delivering these savings will be found without the recourse to service closures and/or reduced opening arrangements.

- 3.11.3 The Planning and Sustainable Development Service is undertaking service reviews in both Strategic Planning and Development Management to deliver savings of £100k each.
- 3.11.4 Active Leeds is reviewing proposals to cease the service level agreement for Chippendale Pool to save £37k, close the Leeds Sailing and Activity Centre to save £88k, and a review of operational efficiencies at John Charles Centre for Sport (JCSC) to deliver a further £200k including potential changes in the operation of the Tennis Centre. At the time of writing this report evaluation of consultation responses for these proposals was being undertaken. The savings proposals at Chippendale Pool, Leeds Sailing Centre and the Tennis Centre at JCSC are all subject to potential third party interest which would result in alternative delivery models that means there would be no service closures and/or withdrawal of services. The intention is that a process of due diligence is undertaken on the viability of the third sector interest. In the interim period alternative savings would be provided by the Active Leeds Service to allow that assessment work to continue prior to formally reaching a decision on the way forward.
- 3.11.5 The Economic Development service review seeks to deliver £110k of savings via a staffing reduction from and reductions in memberships and events attendance.

4 Risk Assessment

- 4.1 In determining the 2021/22 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2021/22 budget for the City Development Directorate are:
- 4.2 As the majority of their income streams are predicated on a buoyant and active economy, major Capital Programmes, Strategic Investments, Planning and Building Control fees, Advertising, Markets, Active Leeds, and Arts and Heritage income are all affected by local, regional, and national economic conditions and developments and therefore any downturn would be noted sharply in these service areas. This is particularly relevant to the Covid Pandemic and delivery of the 2021/22 budget will need a good recovery in the economy.

Briefing note prepared by: Jill Stuart (Principal Finance Manager)
Telephone: 3788043

City Development Directorate

	2021/22 £m	FTEs
Net managed budget 2020/21	38.34	
Adjustments		
Transfers of function	(0.06)	
Other adjustments	(0.08)	
Adjusted net managed budget	38.20	
Grant Fallout	0.00	
Grant Increases		
Gain Share from Devolution	(1.70)	
Changes in the use of Reserves & Balances		
Use of Balances	0.50	
Total Funding Changes	(1.20)	0.0
Budget Pressures:		
Inflation		
Pay	0.60	
Price	0.84	
Income	0.00	
Employers Pension	0.00	
Capitalised Pensions	0.81	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	0.00	
Demographic and demand pressures	0.00	
Other		
Apprenticeship Levy	0.01	
Strategic Investment Income	0.56	
Town Hall Refurbishment Loss of Income	0.50	
Flood Alleviation Team	0.24	
Leeds 2023	0.20	
Cleaning & Security	0.08	
Insurance	(0.20)	
Total Pressures	3.64	0.0
Savings Proposals:		
Business As Usual		
Street Lighting LED Conversion	(0.52)	
Capital Receipts Fee Income	(0.48)	
Income - mitigation of pay inflation via charging	(0.35)	
Highways - Site Development external chargeable works	(0.18)	
Asset Rationalisation	(0.24)	
Staffing savings through voluntary means and expenditure savings from service revenue budgets	(0.70)	(7.7)
Increased capitalisation of staff costs and reductions in general expenditure budgets	(0.35)	
Markets & City Centre Service - staffing and expenditure reductions and increased income	(0.20)	(1.5)
Employment and Skills - deletion of vacant post and reduction in expenditure budgets	(0.10)	(1.0)
Planning & Sustainable Development - voluntary staffing reductions and expenditure savings	(0.35)	(6.0)
Highways & Transportation - use of balances and review of charging	(0.90)	
Reduction in Budgets for major events	(0.40)	
Efficiencies across venues	(0.25)	
Museums & Galleries collection insurance	(0.06)	
15% reduction in grants to selected organisations	(0.23)	
Cessation of annual Christmas Lights switch on and international football screenings in Millennium Square	(0.09)	
Cessation funding contributions to several sporting partnerships	(0.10)	
Savings across the directorate from voluntary staffing reductions facilitated by the council's Early Leavers	(1.50)	(97.9)
Reductions in miscellaneous spend budgets across the directorate	(0.25)	
Service Review		
Economic Development - Staffing reduction and reduction in memberships and events attendance	(0.11)	(1.0)
Strategic Planning - develop further options following completion of service review	(0.10)	(2.0)
Highways & Transportation - review staffing operations across the service for savings and/or additional income	(1.62)	(26.0)
Planning Applications - savings through voluntary staffing reductions and procedural efficiencies	(0.10)	(2.0)
Proposal to reduce opening hours at Lotherton Hall	(0.07)	(5.2)
Proposal to reduce opening Hours at Thwaite Mills Museums	(0.07)	(5.1)
Proposal to consult on introduction of £3 annual charge for Breeze card	(0.15)	
Proposed reduced programme and new delivery model for Leeds Lights	(0.21)	(9.0)
Proposal to end SLA with Chippendale Pool	(0.04)	(5.6)
Proposal to close Yeadon Tarn Sailing Centre	(0.09)	(4.8)
Proposal for operational efficiencies within John Charles Centre for Sport	(0.20)	(1.5)
Total Savings	(9.99)	(176.3)
Net Managed Budget 2021/22	30.65	(176.3)

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
Economic Development - Staffing reduction and reduction in memberships and events attendance	Budget review of activities undertaken	Reduced economic outcomes for Leeds – mitigated by overall economic position	Non – considered as a BAU proposal with no staffing implications not delivered through voluntary means	No significant equality implications	February 2021	£110k	Chief Officer Economic Development
Strategic Planning - develop further options following completion of service review	Options for efficiencies were supported by independent review	Some technologic risks associated with deliverables	Yes, as part of the service review and through further internal staff consultation	No significant equality implications	February 2021	£100k	Chief Planning Officer
Highways & Transportation - review staffing operations across the service for savings and/or additional income	Budget review of activities undertaken	Reduced capacity to deliver – mitigated by effective deployment of resources	Internal Staff Consultation	No significant equality implications	February 2021	£1,620k	Director of City Development
Planning Applications - savings through voluntary staffing reductions and procedural efficiencies	Options for efficiencies were supported by independent review	Some technologic risks associated	Internal Staff Consultation	No significant equality implications	February 2021	£100k	Chief Planning Officer

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
		with deliverables					
Proposal to reduce opening hours at Lotherton Hall	Operating costs of facility and collection make-up alongside visitor attendance	N/A	Numerous Stakeholders including staff and public/service users	No significant equality implications	February 2021	£67k	Chief Officer Economic Development
Proposal to reduce opening Hours at Thwaite Mills Museums	Operating costs of facility and collection make-up alongside visitor attendance	N/A	Numerous Stakeholders including staff and public/service users	No significant equality implications	February 2021	£70k	Chief Officer Economic Development
Proposal to consult on introduction of an annual charge for Breeze card	Area of discretionary Spend.	Differential impact on most vulnerable – mitigated by use of concessions	Numerous Stakeholders including staff and public/service users	There are equality implications as the card is used by younger people. Some safeguarding of detrimental impact could be provided by the use of concessionary pricing	February 2021	£150k	Chief Officer Economic Development

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
Proposed reduced programme and new delivery model for Leeds Lights	Area of discretionary spend	N/A	Numerous Stakeholders including staff and public/service users and local organisations/commissioners of lighting displays	No significant equality implications	February 2021	£208k	Chief Officer Economic Development
Proposal to end SLA with Chippendale Pool	Operating costs of facility and usage and attendance	Reduced community and primary school usage of facility	Numerous Stakeholders including staff and public/service/users and school and local Members	No significant equality implications	February 2021	£37k	Chief Officer Operations
Proposal to close Leeds Sailing and Activity Centre	Operating costs of facility and usage and attendance. Discrete activity.	Loss of discrete functionality	Numerous Stakeholders including staff and public/service/users and 'Friends of' Group	As a single source of activity within Leeds, removal of the facility would impact upon certain groups. Mitigation could	February 2021	£88k	Chief Officer Operations

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
				identification of alternative provision outside the city.			
Proposal for operational efficiencies within John Charles Centre for Sport	Operating costs of facility and usage and attendance. Discrete activity in relation to Tennis Centre	Loss of discrete functionality	Numerous Stakeholders including staff and public/service/users and LTA	No significant equality implications	February 2021	£200k	Chief Officer Operations
Cessation of annual Christmas Lights switch on and international football screenings in Millennium Square	Area of discretionary spend			No significant equality implications	February 2021	£88k	Chief Officer Economic Development
Cessation funding contributions to several sporting partnerships	Area of discretionary spend		Numerous Stakeholders including staff and public/service/users and individual sporting associations impacted	No significant equality implications	February 2021	£100k	Chief Officer Operations

LEEDS CITY COUNCIL

2021/22 BUDGET REPORT

Directorate: Children and Families

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2021/22 financial year.
- 1.2 The 2021/22 Revenue Budget provides £24,600k within the Council's Strategic Budget for the ongoing impact of COVID-19 pandemic. As such no directorate COVID impacts are detailed below.

2 Service Context

- 2.1 It is important for the 2021/22 budget proposals to be seen in the context of the wider strategy that has been taken forward by the Directorate since it was established in 2010. The strategy developed by Children and Families with partners was implemented through the Children and Young Plan. Critical to the plan was a focus on practice underpinned by a relational approach that focused on working with families to address problems. To improve social work practice a workforce development strategy was established and caseloads reduced. Leeds, despite its size and complexity, is still in the top ten for recruitment and retention of social workers in the country.
- 2.2 A key result of the focus on practice since 2010 has been the success in reducing both the number of looked after children and the number placed in external placements; both residential and foster care. The number of looked after children in Leeds has reduced from 1,475 in 2011/12 to 1,307 as at January 2020. This has led to a reduction in the rate per ten thousand from 94 to 79. Regional and statistical neighbours, core cities and the national trend have all seen increases in the rate of children looked after with an average increase across England of 9 per ten thousand. These reductions in Leeds have been achieved at a time when the number of children in the city rose by six per cent, compared to a 4 per cent rise across England.
- 2.3 The improvements in practice and resulting improvements for outcomes for children and young people in the City resulted in Children's Services in Leeds receiving a judgement of 'Good' from Ofsted in 2015 and 'Outstanding' in 2018. The positive outcome of these inspections was important, not simply as an external verification of the success of the strategy adopted by Children and Families, but because it also enabled the Directorate to bid successfully for additional external funding. Leeds has a strong national reputation and this has led to Leeds being one of a small number of authorities to be given Partner in Practice status and funding by the Department for Education. Leeds was given funding £9.6m through the 2016 Department for Education Innovation Scheme, to pilot the extensive use of restorative practice through the Family Valued programme which in turn had been developed with the first tranche of innovation funding. Additional external funding secured over recent and future years (2013/14 to 2023/24) amounts to in excess of £75m.
- 2.4 These budget proposals build on the strategy outlined above by maintaining the investment in frontline services, social care and practice, early help and innovation in order to continue to improve outcomes for children and young people and minimise the use of external

placements. The 2021/22 budget also recognises the ongoing demand-led pressures in the Directorate and provides for increases in the CLA and transport budgets.

- 2.5 Throughout the COVID-19 pandemic, the Directorate has worked proactively with partners across the city to provide children and young people with essential support. Although provision has been made in the Council's Strategic budget for the ongoing financial impact of COVID, the wider implications for both short and long term need within the city mean that the Directorate will continue to work collaboratively with partners to identify priorities for service delivery moving forwards.

3 Budget Proposals

- 3.1 This 2021/22 budget has been set at £117,024k representing a net decrease of £7,120k (5.7%) when compared to the adjusted budget for 2020/21. This net decrease comprises a number of changes in grant funding and use of reserves totalling an increase of £700k and pressures totalling £4,541k, which are offset by savings of £10,961k. These are explained in more detail below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of organisational changes, service transfers and other budget adjustments totalling £1,772k which are reflected in the 2021/22 budget. These include the transfer of Performance and Intelligence staff to Children and Families during 2020/21 and an adjustment to the budget to reflect an ongoing contribution by Adults and Health for Children's Centres.

3.3 Changes in Specific Grant Funding – increase of £1,950k

- 3.3.1 The budget includes an expected increase in grant funding from the Department for Education of £1,580k, based on trends in funding received in previous years and linked to the Council's ability to attract additional funding due to its outstanding rating for Children's Services.
- 3.3.2 The budget also reflects an additional £370k contribution from the Dedicated Schools Grant (DSG). £220k of this relates to an increased contribution towards eligible costs of providing central education services. A further £150k has also been assumed for an increase in the recovery of the education costs of eligible external residential placements. The Council has been under recovering these costs in previous years and the budget strategy in Children and Families has been to gradually move to a full cost recovery basis as funding has increased through the new national funding formula.

3.4 Changes in Use of Reserves and Balances – reduction of £1,250k

- 3.4.1 The 2021/22 budget includes changes in the use of reserves totalling £1,250k. This reflects the fallout of a temporary £1,000k contribution from reserves, which was provided previously to support the Children and Families budget while work was carried out to identify savings. In addition there is a fallout of £250k in the use of PFI reserves to fund school PFI payments. In previous years, the school PFI reserves had contributed towards a shortfall in funding on the PFI accounts. However this contribution is not currently required, due to work carried out to re-baseline the funding received through the Dedicated Schools Grant (DSG) towards PFI costs, making this budget more sustainable in future.

3.5 Changes in prices – pressure of £919k

- 3.5.1 The budget reflects the announcement of a public sector pay freeze by Government at Spending Review 2020. As such the budget provides £915k for two elements of pay: the 0.75% in year pay increase in 2020/21 which had not been provided for in the 2020/21 base budget and a minimum pay increase of £250 in 2021/22 for all staff earning less than £24,000 as announced at the Spending Review 2020. The provision reflects the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.56 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.50 per hour for the first year only.
- 3.5.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. No provision has been made for inflation on utilities budgets, reflecting the increased use of energy efficiency schemes, a reduction in the usage of many of the Council's buildings and planned rationalisation of the Council's estate. There has been a small increase of £4k in relation to NNDR costs.

3.6 Actuarial Review

- 3.7 The 2021/22 budget does not provide for an increased contribution to the West Yorkshire Pension fund. Whilst this reflects the most recent Actuarial Review, which showed the West Yorkshire Pension Fund to be in a surplus position, the Council will continue to monitor this position.

3.8 Capitalised Pension Costs – increase of £416k

- 3.8.1 The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) to date will save an estimated £258k.
- 3.8.2 In 2020/21 the Council relaunched its ELI scheme and a range of other voluntary options to reduce the wage bill in July 2020. Provision of £674k has been made in the budget to meet the capitalised pension costs associated with those staff leaving on an early retirement basis. The associated salary savings are captured in the savings proposals below.

3.9 National Living Wage/Ethical Care Charter Commissioned Services – pressure of £650k

- 3.9.1 Provision of £650k has been included for the estimated cost of the increase in the national living wage for external placement costs.

3.10 Demand and Demography – pressure of £1,790k

- 3.10.1 In recognition of the ongoing pressures on the Children and Families budget from increases in the child population and the resulting increase in children requiring support and children eligible for transport arrangements the CLA and financially supported Non-CLA budgets have been increased by £1,190k and the transport budget by £600k.

3.11 Other budget pressures – £766k

- 3.11.1 Additional provision of £679k has been included for insurance costs, which reflects changes in the number and value of insurance claims.

- 3.11.2 A further £75k has also been included for increases in direct payments reflecting increased demand. An additional £12k has also been included to reflect increased apprentice levy payments.
- 3.12 **Savings**
- 3.13 **Business As Usual – £10,049k**
- 3.13.1 In relation to pay, savings of £2,574k have been included across the Children and Families budget, reflecting the deletion of vacant posts and take up of the corporate Early Leaver's Initiative scheme.
- 3.13.2 Transport related savings total £1,721k. This includes efficiency savings of £1,406k which have been included in the transport budget to reflect the ongoing work by the transport team in Civic Enterprise Leeds and staff in Children and Families to reduce transport costs. Initiatives include route rationalisation reviews, insourcing private hire routes, continued roll out of Personal Transport Allowances, private hire contract savings and greater emphasis on independent travel training. As outlined previously it is proposed to increase the transport budget by £600k for demand pressures, and after allowing for these efficiency savings the actual transport budget will reduce by a net £806k. Further transport savings of £195k relate to the CLA taxis budget, which will be achieved through increasing the use of transport allowances for foster carers and to review the authorisation required for staff to book taxis for Children Looked After, in order to encourage alternative travel arrangements. There is also a further £20k of savings relating to the corporate taxis contract. The remaining £100k of savings relate to independent travel training.
- 3.13.3 Commissioning savings of £500k have also been included in the budget as a result of ongoing work with providers to negotiate efficiencies in existing contracts.
- 3.13.4 Contributions to the One Adoption West Yorkshire partnership have been reviewed based on activity levels across the member authorities, and the budget reflects a £990k reduction in the Council's contribution to ensure this is proportionate compared to other authorities.
- 3.13.5 Other expenditure savings total £961k and include savings from the previous contribution of £106k towards two West Yorkshire Police posts which will end in 2021/22. In addition to this, operational running cost savings of £305k have been included in the budget, along with £450k savings in schools and further education premature retirement costs. The budget also includes a £100k reduction in the Children and Families contribution to DSG for Post 16 costs, as these should be funded by DSG.
- 3.13.6 In addition to the extra grant income detailed in section 3 of this appendix, the budget also includes increases in a number of other income streams totalling £3,303k. This includes net additional funding of £1,000k which is assumed from an increased number of Unaccompanied Asylum Seeking Children (UASC) being supported in the city. This net additional funding arises due to economies of scale as the Council moves towards the Home Office target of the UASC population being 0.07% of the child population of the city. A further £1,700k of income is included in the budget for additional health funding towards appropriate health costs of Children Looked After. The budget also builds in £298k of existing funding from the Department for Education towards eligible costs within the Directorate. Finally, an increase in other income has also been included, comprising £55k from One Adoption West Yorkshire and £250k from an increase in placement charges at Adel Beck secure unit.

3.14 **Service Review - £912k**

- 3.14.1 The budget includes £750k of savings from a service review of Early Help work, which plans to achieve management savings through closer integration of Early Help and Social Work teams. Potential staffing implications will be identified through the course of this review.
- 3.14.2 Consultation has also been carried out on a further £162k of savings in relation to ceasing childcare delivery from a Council run childcare site, which has been closed since the start of the first Covid lockdown. The Council's duty for the sufficiency of childcare places would still be met through local alternatives for every affected child. In addition, this proposal would enable the relocation of Childrens Centre Family Services from another site to this building, enhancing the quality of the family services on offer to the community.

4 **Risk Assessment**

- 4.1 In determining the 2021/22 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2021/22 budget for the Children and Families Directorate are:
 - 4.2 There is an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After, financially supported Non-CLA and on the transport budget. As already mentioned in the report these budget proposals provide for demand increases of £1.8m for these budgets. There is a risk that this additional funding is not sufficient to meet the growing demands. In particular, the longer term impact of Covid on children and young people is not yet known, and there is a risk that demand on services may increase as a result of this. The Directorate continues to develop innovative approaches to the delivery of services to mitigate the demand pressures, including a focus on preventative Early Help services.
 - 4.3 The Directorate's proposed budget includes additional income from grants and other sources and some of these will require further work to secure. This includes the additional health funding contributions and the increased number of Unaccompanied Asylum Seeking Children (UASC) required to attract additional funding and achieve economies of scale, as part of the Council's move towards the Home Office UASC target of 0.07% of the child population within the city. The income budget also includes assumptions on grant income based on previous trends, however a number of grant allocations will be announced after the budget has been prepared and there is a risk that the final allocations will be less than projected. There is also a risk that there will be further reductions in traded income as more schools become academies and financial pressures mean that there is reduced demand for services.

Briefing note prepared by: Louise Hornsey (Head of Finance)
Telephone: 0113 3788689

Children & Families Directorate

	2021/22 £m	FTEs
Net managed budget 2020/21	122.37	
Adjustments	1.77	
Adjusted net managed budget	124.14	
Grant Fallout	0.00	
Grant Increases		
Expected grant income based on trends and Outstanding Ofsted rating	(1.58)	
Additional DSG income	(0.37)	
Changes in the use of Reserves & Balances		
Fallout of temporary contribution from reserves	1.00	
Fallout of use of PFI reserve to support school PFI costs	0.25	
Total Funding Changes	(0.70)	0.00
Budget Pressures:		
Inflation		
Pay	0.92	
Price	0.00	
Income	0.00	
Employers Pension	0.00	
Capitalised Pensions	0.42	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	0.65	
Demographic and demand pressures		
Demand and Demography	1.79	
Other		
Insurance	0.68	
Direct Payments	0.08	
Apprentice Levy	0.01	
Total Pressures	4.54	0.00
Savings Proposals:		
Business As Usual		
Pay savings from deletion of vacant posts and the ELI scheme	(2.57)	(51.50)
Transport savings from efficiencies and alternative travel arrangements	(1.72)	
Commissioning savings through negotiating efficiencies in existing contracts	(0.50)	
Re-calculation of contributions to One Adoption West Yorkshire (OAWY)	(0.99)	
Contribution not continuing for two West Yorkshire Police posts	(0.11)	
Operational running cost savings	(0.31)	
Reduction in schools and further education premature retirement costs	(0.45)	
Contribution not continuing to Dedicated Schools Grant for Post 16	(0.10)	
Additional net funding from moving towards Home Office target for Unaccompanied Asylum Seeking Children	(1.00)	
Additional Health funding for Children Looked After	(1.70)	
Use of funding from the Department for Education	(0.30)	
Additional traded income from OAWY and Adel Beck secure unit	(0.31)	
Service Review		
Ceasing provision of childcare at one Council site and relocating Family Services to the building	(0.16)	(1.00)
Review of Early Help services and alignment with Social Work teams	(0.75)	
Total Savings	(10.96)	(52.50)
Net Managed Budget 2021/22	117.02	(52.50)

Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
Ceasing childcare delivery from a Council run childcare site, which has been closed since the start of the first Covid lockdown.	<p>The provision has struggled to be financially sustainable for the last six years as other providers gained a market share.</p> <p>It is proposed to cease the delivery of childcare from this site and relocate the Children Centre Family Services from another site to this building, enhancing the quality of family services on offer to the community.</p> <p>There is sufficient child care provision to ensure that local alternatives will be available for every affected child.</p>	Changes may be required to the proposal depending on feedback received during consultation.	Yes	Because family services are expanding and sufficient alternative childcare is available nearby, this process will support improved community involvement and no particular group should be disadvantaged.	By April 2021	£162k	Director of Children and Families
Proposal to achieve savings through closer integration of Early Help and Social Work teams. Staffing implications will be identified through the course of the review.	The review will consider increased integration and multi-disciplinary approaches that will result in improved experiences and outcomes for children and families.	The proposals are focused on identifying efficiencies that result in maintaining or improving outcomes.	To be undertaken prior to the decision, if required.	An initial assessment has been completed, however this will be updated as work progresses to identify the changes required to achieve the savings set out.	By April 2021	£750k	Director of Children and Families
Commissioning savings	Ongoing work with providers to negotiate efficiencies in existing contracts.	Delivery of some commissioned services may change.	To be undertaken for individual contracts prior	To be undertaken for individual contracts prior to the decision, if required.	On agreement of any individual	£500k	Director of Children and Families

Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
			to the decision, if required.		changes required		
Additional Home Office funding from an increased number of Unaccompanied Asylum Seeking Children (UASC) being supported in the city.	The net additional funding is assumed from an increased number of Unaccompanied Asylum Seeking Children (UASC) being supported in the city. This net additional funding arises due to economies of scale as the Council moves towards the Home Office target of the UASC population being 0.07% of the child population of the city.	The additional numbers will need to be achieved. Additional capacity will need to be available to support increased numbers.	A decision may be required, depending on the need for additional capacity. If this is the case, consultation will be undertaken as appropriate prior to the decision.	To be undertaken prior to the decision, if a decision is required.	On identification of any changes requiring a separate decision	£1,000k	Director of Children and Families
Savings on school and further education premature retirement costs	The proposed savings are expected to be achieved from ongoing trends, however the criteria for payment will also be reviewed to ensure this remains fit for purpose and in line with regulations.	There are some statutory requirements relating to the costs that fall to the Council.	To be undertaken prior to the decision, if required.	To be undertaken prior to the decision, if required.	By April 2021	£450k	Director of Children and Families
Revised contribution to One Adoption West Yorkshire (OAWY), reflecting actual activity levels	Contributions to the OAWY partnership have been reviewed based on activity levels across the member authorities. This proposal reflects a reduction in the Council's	The decision on changes to contributions will be made by the OAWY Management Board.	Consultation with partner LAs will take place through the OAWY Management Board.	The proposed contributions fairly reflect the actual activity levels across partner LAs.	By April 2021	£990k	OAWY

Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality impact assessment	Expected decision date	2021/22 Budget Amount £	Decision Maker
	contribution to ensure this is proportionate compared to other authorities.						
Increase in rates for the secure residential unit	Rates are reviewed annually to set reasonable price increases.	An increase in rates could affect demand, however this has been taken into consideration as part of the proposal.	To be undertaken prior to the decision, if required.	To be undertaken prior to the decision, if required.	By September 2021	£250k	Director of Children and Families
Savings from ending the contribution to two West Yorkshire Police posts	The need for an ongoing contribution from the Council towards these posts has been reviewed.	These posts are not part of the Council's core early help offer and therefore there will be minimum disruption to staff and services. There will be no impact on direct service delivery.	To be undertaken prior to the decision, if required.	To be undertaken prior to the decision, if required.	By April 2021	£106k	Director of Children and Families

Work Schedule

Date: 17 June 2021

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document 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.
- The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.
- Reflecting on the information in this report alongside information presented as part of other agenda items at today's meeting, Members are requested to consider and discuss the Board's work schedule for this municipal year.

Recommendations

Members are requested to consider and discuss the Scrutiny Board's work schedule for the 2021/22 municipal year.

Why is the proposal being put forward?

1. A draft work schedule for the Infrastructure, Investment & Inclusive Growth Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, including performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
2. The latest Executive Board minutes from the meeting held on 21st April 2021 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

Areas of work carried forward from the former Infrastructure, Investment & Inclusive Growth Scrutiny Board

3. At its final meeting of 2020/21 the former Infrastructure, Investment & Inclusive Growth Scrutiny Board consider a number of ongoing priorities that members recommended the successor board continue to scrutinise. These are reflected in the work programme at Appendix 1.

What impact will this proposal have?

Wards affected: All

Have ward members been consulted?

Yes

No

4. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.
5. The draft work schedule is reflective of the views of the former Infrastructure, Investment and Inclusive Growth Scrutiny Board.

What consultation and engagement has taken place?

6. In order to enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.
7. The Director of Infrastructure, Investment & Inclusive Growth and relevant Executive Board Members have therefore been invited to today's meeting to share their views and contribute to the Board's discussion.

What are the resource implications?

8. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
9. The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
10. Consequently, when establishing their work programmes Scrutiny Boards should:
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid 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.

What are the legal implications?

11. This report has no specific legal implications.

What are the key risks and how are they being managed?

12. There are no risk management implications relevant to this report.

Does this proposal support the council's three Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

13. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

Appendices

14. Appendix 1 – Draft work schedule of the Infrastructure, Investment & Inclusive Growth Scrutiny Board for the 2021/22 municipal year.

15. Appendix 2 – Draft minutes of the Executive Board meeting held on 21st April 2021.

Background papers

16. None.

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Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2021/22 Municipal Year

June	July	August
Agenda for Thursday 24 June 10.30 am.	Agenda for Thursday 22 July 10.00 am.	No Scrutiny Board meeting scheduled.
Performance report Asset Based approach to Community Development Connecting Leeds Transport Strategy – post-public consultation update Update on Powered Two Wheel access to Bus Lanes. Annual reports: - Sources of Work - Terms of Reference	Local Plan Update Key aspects of Inclusive Growth agenda: <ul style="list-style-type: none"> • Skills/Employment: Entry level employment, supporting career switches later in life in response to changing labour markets, self-employment • City and District Centres • ABCD briefing Co-opted members	
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

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY** - Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2021/22 Municipal Year

September	October	November
Agenda for Wednesday 29 September 10.30am.	Agenda for Wednesday 27 October 10.30 am.	Agenda for Wednesday 24 November 10.30am
Vision Zero Inquiry: Meeting 1 <ul style="list-style-type: none"> • KSI Figures • Vision Zero update • Camera Partnership Review outcome 	Vision Zero Inquiry: Meeting 2 <ul style="list-style-type: none"> • Local Campaigners 	Advancing Bus Service Provision
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

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY** - Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2021/22 Municipal Year

December	January	February
No meetings Scheduled	Agenda for Wednesday 19 January 10.30 am.	Agenda for Thursday 17 February at 10.30am
	Performance Monitoring Financial Health Monitoring Initial Budget Proposals Inclusive Growth: Green Jobs/Economy Leeds Public Transport Investment Programme - Update	Inclusive Growth update Flood Risk Management Housing Mix Update
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

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY** - Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2021/22 Municipal Year

March	April	Notes
No meetings scheduled	Agenda for Wednesday 6 April at 10.30am	Potential additional items: - Best Council Plan (awaiting confirmation of approach – Autumn) - Early Budget Consultation
	Smart Cities Update 100% Digital	
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

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY** - Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**

EXECUTIVE BOARD

WEDNESDAY, 21ST APRIL, 2021

PRESENT: Councillor J Lewis in the Chair

Councillors S Arif, A Carter, D Coupar,
S Golton, M Harland, H Hayden, J Pryor,
M Rafique and F Venner

149 Exempt Information - Possible Exclusion of the Press and Public

There was no information contained within the agenda which was designated as being exempt from publication and which required exclusion of the press and public.

150 Late Items

Agenda Item 12 - Update on Coronavirus (Covid-19) Pandemic – Response and Recovery Plan

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan'.

Given the scale and significance of this issue, it was deemed appropriate that a further update report be submitted to this remote meeting of the Board. However, due to the fast paced nature of developments on this issue, and in order to ensure that Board Members received the most up to date information as possible, the report was not included within the agenda as originally published on 13th April 2021. (Minute No. 157 refers).

Agenda Item 6 – Leeds Covid-19 Vaccine Health Inequalities Plan

With the agreement of the Chair, supplementary information in the form of Appendix 4 to the report had been circulated to Board Members following the despatch of the agenda, in order to provide Members with the latest information possible ahead of the meeting in respect of the work being undertaken with the aim of increasing the uptake of the Covid-19 vaccine across all communities in Leeds. (Minute No. 153 refers).

151 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

152 Minutes

RESOLVED – That the minutes of the previous meeting held on 17th March 2021 be approved as a correct record.

HEALTH AND WELLBEING

153 Leeds Covid-19 Vaccine Health Inequalities Plan

The Director of Public Health submitted a report providing an update on the Leeds Covid-19 Vaccination Programme's approach towards mitigating inequalities and ensuring that all communities have access to the Covid-19 vaccine through the '*Leeds Covid-19 Vaccine Health Inequalities Plan*'.

With the agreement of the Chair, supplementary information in the form of Appendix 4 to the report had been circulated to Board Members following the despatch of the agenda, in order to provide Members with an update on the main work streams of the Health Inequalities Vaccination Programme, including headline Covid-19 vaccination uptake data for the city.

In introducing the report, the Executive Member highlighted the range of actions being taken with partners and established community networks to increase the vaccination uptake across all communities in Leeds, in order to maximise the benefit of the current vaccination programme with the overriding principle that no one is left behind. As part of the introduction it was noted that 50% of Leeds' adult population had now received a first Covid vaccination.

Responding to a Member's specific enquiry, the Board received further detail regarding the progress which had been made to date, and the range of work which continued in encouraging vaccination uptake in BAME communities, with specific reference being made to the older generation. It was noted as part of the discussion that this was an issue affecting other vaccinations and was not unique to the Covid programme. As such, it was highlighted that in addition to the approach being taken to address inequalities in the current Covid vaccination round, the programme of work moving forward would reflect the longer term nature of this issue.

RESOLVED –

- (a) That the contents of the submitted report and appendices, together with the related ambitions, as set out within the report, be noted, together with Members' comments on such matters;
- (b) That it be noted that the Director of Public Health is the senior responsible officer for the Leeds Covid-19 Vaccine Health Inequalities Plan;
- (c) That the Board's continued support be provided in relation to the commitment of all directorates in delivering the Leeds Covid-19 Vaccine Health Inequalities Plan.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

154 Responding to the Levelling Up Fund

The Director of City Development submitted a report which set out proposals for how the Council intended to respond to the Government's 'Levelling Up' Fund, which was released as part of the March 2021 Budget, with it being

noted that the related prospectus presented an opportunity to bid for significant capital investment for the delivery of projects from the 2021/22 financial year.

As part of the introduction to the report, the Board noted the intention for an additional meeting of the Board to be held prior to the submission of any bid(s) and before the 18th June 2021 Round 1 Levelling Up Fund submission deadline, to consider the proposals.

Responding to a Member's enquiry, in acknowledging the tight timeframe involved, the Board received further detail and assurance that consultation would take place with local MPs in line with the Fund's requirements. In addition, it was noted that consultation would also take place with local Ward Councillors, initially with those Members affected by the proposals being considered for Round 1 submission, with the same principle for Ward Councillor engagement being used for future rounds when those details were known.

In considering the report a Member commented upon the need for all communities in Leeds to have equal opportunity to access this and other funding streams; highlighted the longer term and collaborative approach required to enable districts and communities to maximise the benefit from such funding, and enquired whether this could potentially be an area for future consideration by the Board.

In response, Members were provided with further detail regarding average levels of potential funding available per constituency and per Priority 1 Local Authority area, with any funding secured being subject to Leeds' success in the bidding process. Also, emphasis was placed upon the importance of Leeds, and all communities within it, maximising the benefit from all external funding streams which were being made available, with the potential benefits from a longer term approach towards such matters being acknowledged.

RESOLVED –

- (a) That the approach, as detailed within the submitted report, to bringing forward bids to the Levelling Up Fund, be noted and supported, with it being agreed that constituency MP's within the Leeds Metropolitan District boundary are asked to indicate their priorities for investment, so that these can be taken into consideration by the Council;
- (b) That agreement be given for the Director of City Development to undertake an assessment and a prioritisation of projects for the Levelling Up Fund in consultation with relevant Executive Members, as set out in paragraphs 3.4 – 3.11 of the submitted report;
- (c) That agreement be given for proposals for Round 1 bids to be considered at an additional meeting of Executive Board to take place prior to the submission of any bid(s) and before the 18th June 2021 Levelling Up Fund submission deadline;

- (d) That the intention to bring a further report to Executive Board be noted, which will relate to the submission of bids for future rounds of the Levelling Up Fund and in relation to any changes to the Government prospectus and guidance.

155 Proposed Grey to Green Projects - Progress Update

Further to Minute No. 125, 10th February 2021, the Director of City Development submitted a report providing an update on the progress of the 'Grey to Green' infrastructure projects following the successful 'Getting Building Fund' submission in September 2020 and the subsequent Full Business Case approval at the West Yorkshire Combined Authority Investment Committee in February 2021. The report also sought approval of the designs developed to date for each scheme and their progression into the detailed design and planning submission phase, together with the necessary 'Authority to Spend' of the allocated funding identified for each scheme.

Responding to a Member's enquiry, the Board was provided with information on how the principles of the proposed schemes remained appropriate when taking account of the current economic position and the evolving ways of working and living as a result of the pandemic.

Members also discussed the decision making processes by which the final business case for the projects had been approved by the Combined Authority and given the advanced stage at which these projects were at, it was felt that any risk of further intervention by the Combined Authority or Mayoral Authority was minimal.

The Board discussed the associated timeframes for this funding process, whilst a Member reiterated his earlier comment about the need for communities outside of the city centre to have an opportunity to access appropriate funding streams moving forward.

RESOLVED –

- (a) That the progress which has been made to date regarding the development of the 'Grey to Green' programme following the successful bid to the 'Getting Building Fund', be noted, with the development of the three projects, namely: Meadow Lane Greenspace; Sovereign Street Bridge and Crown Point Road calming and greening, also being noted;
- (b) That the design proposals developed for the creation of Meadow Lane Green Space as part of the Council's ongoing commitment to the development of green infrastructure in the city centre to support the implementation of the 'Our Spaces' Strategy and the South Bank Regeneration Framework Supplementary Planning Document, be approved, and that approval also be given to the progression of the scheme, as presented, into the next phase of detailed and technical design;

- (c) That the design proposals developed to date for Sovereign Street Bridge, be approved, and that approval also be given for the submission of a planning application for the bridge, in order to enable the continued progression of the scheme;
- (d) That the indicative layout proposals developed to date for the Crown Point Road calming and greening scheme, be approved, and that approval also be given for the progression of the scheme into the next phase of design;
- (e) That it be noted that the Director of City Development will be responsible for the implementation of such matters, as detailed within the submitted report, and the resolutions, as above.

156 City Centre Transformation - Enabling Schemes (Highways)

Further to Minute No. 79, 18th November 2020, the Director of City Development submitted a report which sought approval of the outline highway design concept for the closure of City Square and its subsequent implementation in readiness for the Year of Culture. The report also sought approval of the preliminary design and implementation of Armley Gyratory, subject to any Planning conditions and detailed design changes.

Regarding the potential inclusion of water features within the design for the City Square proposals, Members were assured that the images within the submitted report were indicative only and that the related design competition continued. However, should water features be included in the final design it was acknowledged that appropriate due diligence would need to be undertaken and resource allocated to ensure the long term maintenance of them. On this point, the Director of City Development offered to provide relevant Executive Members with further information regarding the specific challenges of maintaining public water features, if required.

In relation to the proposals, a Member highlighted the importance of ensuring that they did not deter visitors to the city centre via car or any other means of transport. Also, an enquiry was raised regarding how the proposals would impact upon the flow of traffic in the city centre and how they would affect air quality. In response, it was noted that detailed transport modelling work on issues such as air quality would continue as part of the respective Combined Authority and planning processes. Also, it was highlighted that the proposals would aim to maximise 'movement capacity' for all forms of transport, with it being emphasised that the proposals did not aim to stop cars from accessing the city centre.

Specifically regarding the proposals for Armley Gyratory, a Member highlighted the issue of users' safety, with reference being made to those accessing the Gyratory via active travel and also when considering female users' safety. In response, it was confirmed that such matters were being taken into consideration as part of the design work, with reference being made to landscaping, lighting, connectivity and users' general visibility when

travelling through the Gyratory. In conclusion, it was noted that Executive Members' suggestions regarding the design proposals would be welcomed.

RESOLVED –

- (a) That in the context of previous decisions taken by Executive Board, and as outlined within the submitted report, the outline design for the closure of City Square to through traffic, as per the plan in Appendix 1, including the indicated bus and taxi only restrictions, be approved, with it being noted that at the discretion of the Chief Officer (Highways and Transportation), there may be further adjustments to the design in order to respond to stakeholders' needs and the proposed public consultation;
- (b) That the preliminary design of Armley Gyratory, as shown in Appendix 1 to the submitted report and as presented in the recent engagement, be approved, subject to any changes arising from Planning conditions or the detailed design process;
- (c) That it be noted that the City Square closure (highway works) and Armley Gyratory are to be fully funded from the West Yorkshire Plus Transport Fund;
- (d) That the importance of the delivery of the Highways England M621 Road Investment Strategy (RIS) scheme (Junctions 1 to 7) for the realisation of the city centre vision, be noted;
- (e) That it be noted that the Chief Officer (Highways and Transportation) is responsible for the associated programme delivery, with a target completion date of December 2022.

RESOURCES

157 Update on Coronavirus (COVID19) pandemic – Response and Recovery Plan

Further to Minute No. 144, 17th March 2021, the Chief Executive submitted a report which provided an update on the Covid-19 Response and Recovery Plan, as well as the Local Outbreak Management Plan, which in the last month had included: the safe reopening of businesses; continued work and proactive communications with communities and services in line with the national recovery roadmap; the vaccination rollout and the tackling of health inequalities in this area; outbreak management work, including testing, tracing and support to self-isolate; and further action in the areas of compliance and enforcement.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out in section 11.12 of the submitted report, and as detailed in Minute No. 150.

By way of introduction to the report, it was highlighted that 1,608 people had died in the city as a result of Coronavirus to date. On behalf of the Council, the Leader extended his sympathies to the families and loved ones of all those who had lost their lives.

The Leader also noted that over the past week, the infection rate in Leeds had reduced by 32%, which was below the Yorkshire and Humber average.

Responding to a Member's enquiries, the Director of City Development undertook to provide further detail to relevant Executive Members regarding the grant which had been received from Arts Council England's Cultural Recovery Fund, in terms of what the funding was intended to be used for and on which sites.

Also, further detail was provided regarding the ongoing citywide 'conversation' on the future use of city and local centres and how they will be used in the longer term as we continue to move through the pandemic, with the Director offering to provide the Member in question with a briefing on this matter, if required.

Regarding a Member's enquiry on the current position relating to the backlogs for treatment in hospital settings, the Director of Public Health undertook to make enquiries on such matters and provide further detail to the Member in question.

Also, regarding the provision of grants for businesses which were administered by the Council, responding to an enquiry, the Board received an update on the current position regarding the allocation and distribution of grants, together with details on the actions being taken to deliver such funding as efficiently as possible, and working to the Government's deadline of end of June 2021, with the Member in question being offered a separate briefing on such matters.

RESOLVED –

- (a) That the Response and Recovery Plan, as appended at **Annex A** to the submitted report, together with the full range of activity taking place to prepare for the safe reopening of services and the economy in the coming months, be noted, with the focus on planning for the year ahead also being noted;
- (b) That the current position with regard to the four measures in the Roadmap, be noted, and that the continued need for everyone to play their part while restrictions remain in place, be recognised and emphasised;
- (c) That the refreshed Local Outbreak Management Plan, as detailed at **Annex C** to the submitted report, be agreed, and that the continued proactive approach being taken towards all aspects of the plan, including vaccinations, testing, tracing, support to self-isolate, support

to businesses, communications, compliance and enforcement, be noted;

- (d) That in respect of the financial implications for the Council arising from the Coronavirus pandemic, the content of the submitted report be used as context when the Board considers the more detailed finance based report as referenced at Minute No. 158;
- (e) That in respect of the issue of addressing health inequalities in relation to the uptake of the Covid-19 vaccination across all communities in Leeds, the content of the submitted report be used as context when the Board considers the more detailed report on such matters as referenced at Minute No. 153.

158 Financial Health Monitoring 2020/21 – Provisional Outturn

The Chief Officer (Financial Services) submitted a report which set out the Council's projected provisional financial outturn position for 2020/21 in respect of both the General Fund revenue budget and also the Housing Revenue Account.

In considering the submitted report, Members welcomed the provisional balanced budget position for 2020/21 which was presented, and extended their thanks to all those who had helped achieve this position, given the significant challenges which had been faced throughout the year.

RESOLVED –

- (a) That the projected provisional financial outturn for the Authority, as detailed within the submitted report, be noted, with the projected impact of COVID-19 on that position also being noted;
- (b) That with regard to the 2020/21 financial year, it be noted that the Authority is forecasting a balanced budget position.

LEARNING, SKILLS AND EMPLOYMENT

159 Outcome of statutory notice on a proposal to establish Resource Provision at St Margaret's Church of England Primary School from September 2021

Further to Minute No. 127, 10th February 2021, the Director of Children and Families submitted a report presenting the outcomes from the statutory notice published under the Education and Inspections Act 2006 and in accordance with the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 regarding a proposal to establish a 12 place Resource Provision for pupils with complex communication difficulties including Autistic Spectrum Condition at St. Margaret's Church of England Primary School, and which sought a final decision in respect of that proposal.

RESOLVED –

- (a) That the proposal to establish a 12 place Resource Provision for pupils with complex communication difficulties including Autistic Spectrum

Draft minutes to be approved at the meeting to be held on Wednesday, 23rd June, 2021

Condition (ASC) at St. Margaret's Church of England Primary School in Horsforth with effect from September 2021, be approved;

- (b) That approval be given to exempt the resolutions arising from the submitted report, as detailed within this minute from the Call In process for the reasons as set out in paragraph 4.5.2 of that report;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (b) above, and for the reasons as detailed within section 4.5.2 of the submitted report)

CHILDREN, FAMILIES AND ADULT SOCIAL CARE

160 Youth Work Review and Future Vision

The Director of Children and Families submitted a report that presented the findings from the review which had been undertaken into Youth Work in Leeds, and which outlined the vision for youth work together with the proposals for future delivery.

In introducing the report, the Executive Member highlighted the extensive consultation which had been undertaken to inform the proposed model, and it was highlighted that no single Ward would receive any less Council delivered youth work provision than what was currently being received, but that moving forward a greater focus would be placed upon the city's more deprived communities and neighbourhoods with the greatest need.

Members welcomed proposals to establish a more collaborative approach between communities and youth work provision, and in response to a Member's enquiry, the Board received further detail on the provision that was currently in place and what was proposed as part of the new model to support those pockets of deprivation located in more affluent areas.

RESOLVED –

- (a) That the comprehensive consultation and assessment work which has been undertaken to develop the vision for youth work in Leeds, be noted, and that the continuing commitment to youth services as a key strand of work to enable the most vulnerable young people in the city achieve their aspirations and ambitions, be endorsed;
- (b) That the proposed new model of youth work delivery, as detailed within the submitted report, be approved, and that support be given to further work being undertaken which will be led by the Youth Offer Lead in order to co-produce the enhanced youth work specification;

- (c) That it be noted that the new model of youth work delivery will be fully implemented by April 2022.

DATE OF PUBLICATION: FRIDAY, 23RD APRIL 2021

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 30TH APRIL 2021