



SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 6th November, 2024 at 10.15 am

There will be a pre-meeting for members of the Scrutiny Board at 10.00am.

MEMBERSHIP

Cllr A Ali	- Gipton & Harehills
Cllr H Bithell (Chair)	- Kirkstall
Cllr N Buckley	- Alwoodley
Cllr K Dye	- Killingbeck & Seacroft
Cllr S Lay	- Otley & Yeadon
Cllr S Leighton	- Guiseley & Rawdon
Cllr M Millar	- Kippax & Methley
Cllr M Robinson	- Harewood
Cllr A Scopes	- Beeston & Holbeck
Cllr M Shahzad	- Moortown
Cllr I Wilson	- Weetwood

Note to observers of the meeting: We strive to ensure our public committee meetings are inclusive and accessible for all. If you are intending to observe a public meeting in-person, please advise us in advance by email (FacilitiesManagement@leeds.gov.uk) of any specific access requirements, or if you have a Personal Emergency Evacuation Plan (PEEP) that we need to take into account. Please state the name, date and start time of the committee meeting you will be observing and include your full name and contact details'.

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.

[Scrutiny Board \(Infrastructure, Investment & Inclusive Growth\) - 6 November 2024](#)

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	

4

DECLARATIONS OF INTERESTS

To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 25 SEPTEMBER 2024

5 - 14

To approve as a correct record the minutes of the minutes of the meeting held on 25 September 2024.

7

INCLUSIVE GROWTH UPDATE

15 -
32

To receive an update from the Chief Officer (Economy and Skills) on the progress the city has made in delivering inclusive growth since the publication of the city's second Inclusive Growth Strategy in September 2023.

8

VISITOR ECONOMY

33 -
46

To receive a report from the Chief Officer (Economy and Skills) exploring the importance of tourism in Leeds and highlighting its impact on the local economy.

9

WORK SCHEDULE

47 -
86

To consider the Scrutiny Board's work schedule for the 2024/25 municipal year.

10

DATE AND TIME OF NEXT MEETING

The next meeting of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) will take place on **Wednesday 27 November 2024** at **10.15am**. There will be a private pre-meeting for all members of the Scrutiny Board at **10.00am**.

This page is intentionally left blank

SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 25TH SEPTEMBER, 2024

PRESENT: Councillor H Bithell in the Chair

Councillors A Ali, N Buckley, P Carlill,
K Dye, S Lay, M Millar, M Robinson,
A Rontree, M Shahzad and I Wilson

23 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals against refusal of inspection of documents.

24 Exempt Information - Possible Exclusion of the Press and Public

There was no exempt information.

25 Late Items

There were no late items.

26 Declarations of Interests

There were no declarations of interest.

27 Apologies for Absence and Notification of Substitutes

Apologies were received from the following Scrutiny Board members:

- Cllr A Scopes - Cllr A Rontree attended as a substitute.
- Cllr S Leighton - Cllr P Carlill attended as a substitute.

The Scrutiny Board was also asked to note apologies from Dr Ian Greenwood in relation to item 8, and Cllr J Pryor (Executive Member) in relation to items 7,8 & 9.

28 Minutes - 17 July 2024

The following matters were noted in respect of the minutes:

- **Minute 18:** Members had agreed to submit a Scrutiny Statement to the Executive Member to summarise their conclusions and recommendations ahead of highways maintenance being considered by the Executive Board. The Principal Scrutiny Advisor confirmed that this had been submitted and was circulated to Scrutiny Board members on 4 September 2024.

Draft minutes to be approved at the meeting
to be held on Wednesday, 6th November, 2024

Members had further agreed a letter would be sent to the Chief Secretary to the Treasury and the Minister for the Future of Roads regarding national funding arrangements for highways maintenance. It was confirmed this had been sent.

The Scrutiny Board was advised that both documents will be appended to the Executive Board report on the same subject within the agenda pack for the meeting taking place on 16 October 2024.

- **Minute 19:** Cllr Bithell has provided further comments to Cllr Coupar in relation to Community Asset Transfer as agreed at the July Scrutiny Board meeting.

RESOLVED: The minutes were agreed as a correct record of the meeting of 17 July 2024.

29 Mass Transit Update

The Chair began by thanking guests from West Yorkshire Combined Authority (WYCA) for their engagement with Scrutiny Board members.

Those in attendance for this item were:

- Rob Leech (Director of Mass Transit, WYCA)
- Tim Lawrence (Interim Head of Transport Planning and Appraisal – Mass Transit, WYCA)
- Sima Alavi (Head of Public Affairs and Engagement, WYCA)
- Gary Bartlett – (Chief Officer, Transportation and Highways)

Representatives from WYCA delivered a presentation to members about the development of mass transit to date.

Tim Lawrence began with an overview of the case for change, the Programme Strategic Outline Business Case, Mass Transit Vision 2040 and the Strategic Outline Case+.

In considering the case for change, Tim set out the way in which WYCA originally determined the corridors of greatest need for transport intervention. This involved an assessment of factors including access to the transport network in deprived places, levels of existing travel demand, opportunities to join up key assets, planned housing growth, large scale planned employment growth, rail crowding and road congestion.

Members were reminded that the Mass Transit Vision 2040 was endorsed and adopted by WYCA in October 2023, following two phases of statutory public consultation in January 2021 and October 2022.

It was noted that mass transit is designed to be a regional network. However, as Leeds City Centre is the largest single centre of economic, social and cultural activity in West Yorkshire early work identified that it would be integral to the first phase of mass transit.

Further work established that Bradford and Leeds City centres will be the hubs at the heart of the initial phase of mass transit based on two lines. The options consultation is currently ongoing. A preferred option for both the route and technology will be development taking into account the feedback from the ongoing consultation (taking place July - September 2024).

Sima Alavi went on to update the Scrutiny Board on the process of public engagement and consultation. She advised the Scrutiny Board that the current consultation is seeking views from the public and stakeholders on three issues:

- Which one of the potential route options from Bradford to Leeds is preferred?
- Which one of the potential route options from St James' Hospital via Leeds City Centre to the White Rose Centre is preferred?
- How can a mass transit network be delivered whilst balancing the long-term needs of the environment, social and the economy?

Sima outlined the way in which the consultation has been made available to the public including through online surveys, tactile maps, leafleting events, community drop in engagements, online webinars and a pre-recorded presentation designed for those with a hearing or visual impairment.

Rob Leech provided further information about development phase funding and next steps. He clarified that the total allocated funding is £202m for ongoing development and commencement of the delivery of mass transit phase 1, along with development work on corridors beyond phase 1. The current order of magnitude estimate, based on UK and Ireland benchmarks, for capital cost is £2-2.5bn.

Rob provided an overview of next steps, highlighting that the project aims to have 'spades in the ground' by 2028.

Members sought further information about organisational capacity at WYCA, confidence in government support for the scheme and the proposed technology.

In response, Tim provided an outline of the links to the Treasury and Department for Transport, to ensure WYCA has a good understanding of the relevant gateways. WYCA is building organisational capacity and recognises that technical consultants will have to be engaged in relation to some elements of the scheme.

Partners noted the importance of learning from other regions that have already introduced tram systems, such as Manchester and Edinburgh.

Tim reassured members that the potential route options only reflect the first phase of the scheme and there is an ambition to develop a wider regional network.

It was confirmed that tram appears to be the most appropriate technology given demand, financial constraints and the support of Government. However, it is anticipated that as the network develops there will be opportunities to incorporate different modes of transport depending on affordability and viability.

Members queried whether there are any groups that are currently known to oppose the scheme. Sima noted that she was not aware of significant opposition from any group. She reiterated the importance of building relationships with stakeholders.

In considering the next steps for the scheme, members asked whether future consultation exercises would be duplicating current activity, and therefore causing delays to the programme. In response, Rob advised the Scrutiny Board that the next consultation will be significantly more detailed, especially for properties and businesses who would be directly affected by the scheme.

Concern was raised about the cost of the scheme over running, as was the case in the Edinburgh during phase 1 of their in-house scheme, and further information was sought about the potential use of driverless technology and automation.

Rob advised the Scrutiny Board that they are learning from the experience in Edinburgh. He noted that the second phases of the scheme in Edinburgh did not overrun. Several people who worked on the Edinburgh scheme are now working on the West Yorkshire project. However, he also set out how the scheme will make allowance for optimism bias and the way in which that will diminish over time as a better assessment of costed risk is developed.

It was confirmed that WYCA is not considering bespoke technology and will be considering infrastructure based on market norms.

Members were informed the next consultation will include potential locations for stops.

RESOLVED: Members agreed to note the report and to consider requesting future updates as the scheme develops.

30 Vision Zero

The Chair introduced the item, noting that the Scrutiny Board has had a long-standing interest in the numbers of those killed and seriously injured on Leeds roads and has been very supportive of the partnership approach in Leeds to Vision Zero.

For the benefit of any members of the public watching the webcast, she highlighted that the Vision Zero Strategy sets out the ambition that by 2040 no one is killed or seriously injured on the roads in Leeds.

The Chair acknowledged the impact of each road death reflected in the statistics in front of the Scrutiny Board for the victims, their families and their wider communities.

The meeting began with a minute's silence for the victims of road death and their families.

Those in attendance for this item were:

- Gary Bartlett (Chief Officer, Transportation and Highways)
- Gillian MacLeod (Head of Development Services)
- Rosie Revell (Team Leader, Safe & Sustainable Travel Team)
- Nick Hunt (Traffic Engineering Manager)

- Alison Lowe (Deputy Mayor for Policing & Crime, WYCA)
- Neil Hudson (Policy Manager – Vision Zero, WYCA)

- CI Jonathan McNiff (WY Police)
- Inspector Lorna Crabtree (WY Police)
- Paul Jeffrey (Head of Prosecutions & Casualty Prevention Unit, WY Police)

Gary Bartlett introduced the Connecting Leeds Vision Zero 2040 Annual Update Report 2023-24. He noted that 2023 data is yet to be released by the Department for Transport but early indications illustrate a reduction in the number of those killed and seriously injured as compared to 2022 figures. While he cautiously welcomed the trajectory, especially in the context of comparative trends regionally and nationally, he acknowledged the human impact of each of the figures reported.

Gary reiterated that partnership is key to delivering change and progress towards the ambitions of Vision Zero. He noted work that is ongoing to increase awareness of Vision Zero through communication activity and events. He particularly welcomed the impact of the Vision Zero pledge and work to educate drivers about their responsibility for their own behaviour.

He provided a brief update on enforcement activity and set out an aspiration for the Council to lead by example across its own services, particularly in the context of this being a public health challenge. He noted links to public health are also reflected in the letter provided by Dr Ian Greenwood in the agenda pack.

Alison Lowe provided a brief introduction to the launch of a regional Vision Zero, highlighting the way in which it is hoped regional cooperation can accelerate progress across West Yorkshire.

Members sought advice about whether communication can be strengthened, alongside taking a more robust approach to safety cameras locally.

Neil Hudson provided an update on the regional approach to communication, noting that there is a dedicated Vision Zero communication officer at WYCA. The regional approach has included working with social media influencers, as well as using social media platforms and local radio to share key messages.

Gary reflected on the local work to review the approach to safety cameras, which resulted in amended guidance and a more flexible approach. This was welcomed by members.

Paul Jeffrey acknowledged the importance of the partnership approach to the revision of national guidance relating to safety cameras. He welcomed the move away from the previous approach to risk which was based on locations where there had been a serious injury or fatality. He updated the Scrutiny Board on the current approach to locating safety cameras and the way in which the public can highlight locations of concern.

Paul highlighted the importance of maintaining public support for speed enforcement by ensuring decisions about locating cameras are based on clear data about traffic flows and risk.

Alison Lowe signposted the Community Alert system that has been set up to enable the public to report locations of concern. It was noted that there are also financial constraints to consider in relation to locating enforcement cameras.

Concern was raised about departmental capacity within the Council to deliver road safety interventions, given the size of the city and number of requests.

Gary Bartlett noted that greater security over medium term funding has enabled more effective planning and prioritisation of schemes. He highlighted the benefit of the City Region Transport Settlement (CRSTS) Safe Roads capital fund being provided over a 5-year period.

However, Gary acknowledged the ongoing challenge in relation to the scale of requests that the service received.

Nick Hunt also welcomed the improved approach to prioritisation and planning enabled by the 5-year CRSTS fund.

Alison Lowe agreed that Leeds has made substantial progress in this regard, which is reflected in the data that is monitored at a regional level.

Concern was expressed about dangerous driver behaviours close to schools at pick up and drop off times.

Gary Bartlett acknowledged the challenge with driver behaviour around schools. He noted the range of activities, intervention and education being

delivered to tackle this issue but also reiterated that everyone needs to take responsibility for their own behaviour.

Members welcomed interventions that had been targeted at young drivers including the 'One Life Lost' scheme and sessions delivered by the West Yorkshire Fire and Rescue Service (WYFRS) Youth Interventions Team.

Paul Jeffrey provided further information about the partnership approach to delivering interventions targeting young people. He and Neil Hudson highlighted the PolEd online lesson resources that are offered to schools by West Yorkshire Police.

Alison Lowe provided further information about regional campaigns for legislative change including support for Dr Ian Greenwood's campaign to introduce a graduated driving licence for novice drivers.

Rosie Revell outlined the range of educational activities aimed at young people and noted where there is appetite from schools there is the potential to procure more sessions for younger drivers provided by the TTC Group, who also deliver speed awareness courses on behalf of West Yorkshire Police.

In response to member queries, Gillian McLeod highlighted the activity to tackle the illegal and anti-social use of e-bikes in Leeds. This includes liaison with companies such as Deliveroo to try and improve rider behaviour in pedestrianised areas.

Alison Lowe provided further information on regional funding for additional police bikes.

Members queried whether 'you said we did' messages could be used to illustrate the data that has led to enforcement responses in some communities. Nick confirmed that this is beginning to take place and officers hope to be able to share ward specific data with members soon.

Jonathan McNiff confirmed the Police do publicise the work they are doing with mobile cameras and the results of that activity.

A query was raised about whether the Scrutiny Board and Executive Member could lobby government to seek the retention of a greater proportion of funds generated locally by speed cameras within affected communities.

Alison Lowe informed members she had raised wider systemic concerns about the inability to retain a large proportion of funding generated locally with Yvette Cooper.

Paul Jeffrey explained the current arrangements for funding retention linked to the payment of fines. He noted that where offences are dealt with in court money raised is returned to the treasury. In contrast there is an opportunity to recover some costs from fees paid for education provided outside of the court system. He noted that this must pay for camera infrastructure and back-office

costs. If there is a surplus of such funding at a West Yorkshire level it goes back into road safety activity.

Paul further advised that secondary legislation linked to the Police, Crime and Sentencing Act is currently being developed and this may provide an opportunity to engage with decision makers about their approach to the retention of funding linked to enforcement activity.

Partners responded to member concerns about their ability to tackle mobile phone use by drivers. Police partners advised the Scrutiny Board that to secure a prosecution they have to prove a phone was in use not just in hand.

It was confirmed that in the year to July 2024 520 mobile phone use offences had been prosecuted.

Members requested a further session to specifically consider proposals to introduce a graduated driving licence in more detail and progress towards the introduction of a Council policy regarding drug and alcohol use, akin to those already in place for contractors.

RESOLVED:

Members agreed:

- a) To note the content of the Connecting Leeds Vision Zero 2040 annual progress report 2023-24, together with progress made against the targets in the associated Action Plan 2022-2025.
- b) To consider signing the West Yorkshire pledge and promoting this within their wards. [Vision Zero Pledge - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)
- c) The Chair will explore potential communication on behalf of the Scrutiny Board in relation to the retention of a higher proportion of locally generated funding from road safety enforcement activity.
- d) To consider the graduated driving licence and progress towards a drug and alcohol policy for Council staff in more detail in a separate session.

Cllr Buckley left the meeting at 12.38pm.

31 Connecting Leeds

The Chair noted that the 2023/24 Scrutiny Board recommended that this item was considered in this municipal year and members again agreed they wished to take this forward in June 2024.

She noted that the accompanying report recognises the significant improvements that have been made over recent years in consultation and engagement through the Connecting Leeds team. She asked members to

Draft minutes to be approved at the meeting
to be held on Wednesday, 6th November, 2024

consider how the current team operates and how that journey of improvement can continue to evolve.

Individuals in attendance for this item were:

- Gary Bartlett (Chief Officer, Transportation and Highways)
- Paul Foster (Head of Transport Strategy)
- Joanna Lepelley (Senior Project Officer)

Gary Bartlett highlighted the significant work that has taken place to improve engagement since 2016. He identified that one area for future improvement may be to consider how younger people could be more effectively targeted through partnerships with social influencers.

Members welcomed work that has been undertaken to capture a broader range of views through the consultation process. A verbal update was requested on how officers are seeking to improve representation from groups who have historically been underrepresented in consultation responses. Clarification was also requested on how officers ensure national campaigns on issues such as active travel zones do not distort responses from local people who would be affected by a scheme.

Joanna Lepelley noted that tackling an imbalance in responses linked to EDI characteristics is an ongoing process. She advised the members that officers will review responses part way through a consultation and seek to adapt the marketing strategy if a significant imbalance is identified.

Paul Foster further advised the Board that postcodes can be used to disaggregate the views of local people if there is concern that a consultation is being distorted due to a national campaign. That disaggregated data can then be provided to assist decision makers.

Members recommended that information is provided to local communities after a consultation to illustrate why decisions have been taken. It was noted that this does currently happen in some instances.

Officers agreed to consider how this approach might be extended for more schemes – for example, by notifying local members of when information is published online post-consultation so that it can be shared more widely by members in their communities.

In concluding the discussion, Cllr Bithell thanked officers for swiftly incorporating changes to their report ahead of the meeting. She also welcomed the 'bitesize' element within consultations, as illustrated in the appendix.

The Chair encouraged officers to consider how the anchor network might be used to increase the distribution of consultations and agreed that social influencers may provide a mechanism through which younger people could be more engaged.

Reflecting on discussions relating to an imbalance relation to EDI characteristics, the Chair highlighted the importance of understanding who is not responding, as well as who is replying.

RESOLVED:

Members noted the content of the report.

Members asked that consideration be given to the following matters:

- The future use of social influencers to target younger people.
- The potential use of the anchor network to increase the distribution of consultations.
- Ways in which ward members can be made aware of information post-consultation, so that can it be shared within the affected local community.

32 Work Schedule

RESOLVED: That the draft work programme be noted.

33 Date and Time of Next Meeting

The next meeting of the Scrutiny Board will take place on **6 November 2024** at **10.15am**. There will be a pre-meeting for all Board members at **10.00am**.

Members were also asked to note the upcoming working groups set out in the work programme.

Inclusive Growth Update

Date: 6th November 2024

Report of: Chief Officer Economy and Skills

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- This paper updates scrutiny on the progress the city has made in delivering inclusive growth since the publication of the city's second Inclusive Growth Strategy in September 2023. The strategy aims to ensure that the future of our city is more inclusive, healthier and greener and that everyone living in the Leeds can have the opportunity to flourish.
- The strategy sets out three themes of People, Place and Productivity together with nine Big Ideas. Since launching the strategy, we have already made significant progress in delivering against these three themes, securing major investments in key projects that will support our ambitions.

Highlights include:

- The council's Employment and Skills Service Adult Learning and Employer Provider Apprenticeship programmes became the first Local Authority to achieve an Outstanding Ofsted judgement for this service.
- The Department for Levelling Up, Housing and Communities (now Ministry of Housing, Communities and Local Government) publishing their joint vision with Leeds City Council and West Yorkshire Combined Authority which outlines proposals for a decade of growth and prosperity in Leeds
- Plans for a regional Mass Transit system and bus reform continuing to progress, with Leeds City Council backing the first phase of Mass Transit which would see two lines created in Leeds
- The government's announcement of the West Yorkshire Investment Zone which is accelerating plans for the Innovation Arc
- 13,000 people attending the latest UK Real Estate Investment and Infrastructure Forum (UKREiIF) at the Royal Armouries, with the event having now generated £38.5m of local economic activity

- The delivery of a range of careers fairs to inspire talent in emerging areas of the economy and help people into work, for example the Leeds Apprenticeship Recruitment Fair attracting 11,000 visitors in February 2024
 - The Flood Alleviation Scheme end of construction event will be held on 22nd November as phase 2 is complete. It will provide a 1 in 200-year standard of flood protection to circa 4000 residents and 1000 businesses.
 - Leeds PIPES continuing to expand, with £24.5 million funding recently secured from the government, the most significant single investment into the project since its inception
 - The [Leeds Business Anchors](#) network launched in 2023 bringing together businesses that are committed to increasing their contribution to Leeds, with employment identified as their first priority
- Projects outlined in this paper are included to highlight progress on improving economic growth in the city. Work has also taken place to build awareness and support for the new strategy, including through our Inclusive Growth Partnership, which now has over 1400 members and the Inclusive Growth website.
- Our main measurement tool to build our understanding of progress in inclusive growth over the long-term is the [Social Progress Index](#), which has been updated in 2024 and now includes five years' worth of comparative data. The inclusive growth website also contains more traditional economic indicators and is available through our [dashboard](#).

Recommendations

- a) Members are asked to note progress made in delivering our collective ambitions set out in the Leeds Inclusive Growth Strategy and agree any appropriate Scrutiny Board actions that may arise from this report.
- b) Members are asked to note that a One Year On report to Executive Board setting out progress on the delivery of Inclusive Growth was also published in November.

What is this report about?

- 1 The [Inclusive Growth Strategy 2023 - 2030](#) was launched in September 2023, following approval from Executive Board. One of the Key Pillars of our Best City Ambition, the updated Inclusive Growth Strategy provides a framework for how best to deliver growth that benefits all our citizens and communities and enables us to raise our ambition even further.
- 2 The Best City Ambition sets out a strategic intent shared between the council and its partners to work together as Team Leeds, sharing ideas and learning, working in genuine partnership, being ambitious about our collective impact and sharing resources and assets as we work towards common goals. Delivering inclusive growth requires a collective effort from the public, private and third sectors in the city working together. Businesses can help us determine the future we want and play a role in supporting local communities. Meanwhile,

the public sector needs to be more enterprising and efficient in delivering the services people need and creating places people feel proud of.

- 3 As set out in April 2024 update to scrutiny, we continue to measure and improve our understanding of the impact of our approach to inclusive growth through the use of the Social Progress Index (SPI). This now includes five years' worth of data, providing a picture of social progress in the city over the period 2018-2022, as well as visualisations and tools to help us generate a clearer view of our city and wards.
- 4 Findings show a reduction of the overall score (all the indicators) between 2019-2022, indicating that the pandemic has had tangible social and economic consequences at a local level in Leeds. Out of the three dimensions, two dimensions have decreased in score and one indicates a slight increase. On a national level, data from 2021 shows that the United Kingdom has experienced a lost decade of social progress since 2011 with the impact of austerity measures in every area. A UK SPI comparing cities across the country is due to be released in the near future.
- 5 Alongside the SPI, the [economic dashboard](#) has also been delivered on the Inclusive Growth website.

Economic context

- 6 In the context of long-term stagnant productivity and low levels of growth the new government has set out its mission to 'kickstart economic growth'. The recently published Industrial Strategy Green Paper sets out the government's 10-year plan to tackle 'barriers to growth in our highest potential growth-driving sectors and places', recognising 'the potential of cities and regions' across the UK, and achieving 'sustainable, inclusive and resilient growth'. The new Industrial Strategy will be published in Spring 2025 alongside the Spending Review.
- 7 The Industrial Strategy Green Paper states that the government will work in partnership with devolved governments and 'give Mayors in England the tools they need to grow their economies', including developing 10-year Local Growth Plans. The regional economy has a Gross Value Add (GVA) of £66 billion annually – £11 billion lower than it would be if we met the national average of GVA per person. On current trends that gap is projected to widen, and by 2044 we are due to lag the UK average by more than £19 billion. Closing the gap would mean 18,000 additional businesses, 53,000 more people with Level 4 qualifications, and £3.2 billion more each year in investment.
- 8 In its Industrial Strategy, the government seeks to 'take advantage of the UK's unique strengths and untapped potential, enabling the UK's world-leading sectors to adapt and grow, and seizing opportunities to lead in new sectors'. The West Yorkshire economy is broad based with a strong manufacturing sector (mostly outside Leeds) and knowledge-based sectors mostly in Leeds. We have a thriving and collaborative digital sector with Leeds Digital Festival being the largest open tech event in the UK. Our tech sector grew 125% faster than the national average in 2023. Finance and professional services is one of

Leeds' highest value sectors, which is why the city has been chosen as a location by national institutions including the UK Infrastructure Bank (now the National Wealth Fund), Financial Conduct Authority and Bank of England. Leeds also has an internationally renowned health sector, which is the largest driver of employment growth in the city (between 2015-2022), with key strengths in HealthTech, digital and data and pathology.

Inclusive Growth Strategy Delivery Update – One Year On

People

- 9 This section looks at the issues surrounding poverty and inequality, its impacts on health and how we can improve this, how we can support businesses to create more better paid, secure jobs, and make the most of training and education in the city to meet local needs.

Talent and Skills

- 10 Work continues to deliver our Future Talent Plan, which underpins the Inclusive Growth Strategy, enabling people and businesses to thrive in a rapidly changing labour market and focusing on those who need our support the most. Our Employment and Skills service continues to support people to find work, training, apprenticeships and education opportunities, helping thousands of people each year. The latest figures from April 2023 to March 2024 are set out below:

People accessing Employment and Skills	13,513
People into work	3,094
People with improved skills	4,300

Please note that there are duplicates within this data as people access employment and skills programmes that support them into employment

- 11 Following an Ofsted inspection in December 2023, the council's Employment and Skills Service Adult Learning and Employer Provider Apprenticeship programmes became the first Local Authority to achieve an Outstanding judgement since the new Education Inspection Framework commenced in September 2019.
- 12 Through our annual career fairs, we are inspiring people about opportunities in emerging areas of the economy as well as supporting people with SEND (Special Educational Needs and Disabilities) into work or other opportunities:
- Our SEND Next Choices event supports young people and their parents, carers, and support workers in taking the next steps in getting ready for adult life. In 2024, there were approximately 2,000 visitors and 70 exhibitors attending on the day.
 - The Leeds Digital Careers Fair 2024 took place at the end of September, sponsored by the Bank of England, Leeds City College and KPMG, with 56 exhibitors taking part and 4,200 people attending.
 - Our Creative Skills Festivals returns on 18th November 2024, this time at the Royal Armouries.

- The Leeds Apprenticeship Recruitment Fair, the largest apprenticeship recruitment fair in the north of England, attracted 11,000 visitors in February 2024, which is nearly as many as the number of people who engaged with all our recruitment fairs in 2022.
- An extended, year-round programme of events for Leeds's seventh Manufacturing Festival launched in February 2024, highlighting career opportunities for young people in the region's manufacturing sector. A launch event at Leeds City College included keynote speeches from Boeing Defence UK and Make UK's national apprenticeship training academy.

13 In addition to our careers fairs, we continue to bridge skills gaps with initiatives such as our partnership with Microsoft and education provider UA92. In two bootcamps on Cloud Infrastructure and Data, we have supported 31 individuals across Leeds and Manchester who have traditionally been unable to access opportunities in digital to start or transition into tech careers.

14 Our Leeds SEND Employment Forum launched in October 2023 to bring together a wide range of organisations who offer their time, knowledge and expertise to help improve employment opportunities for young people with SEND. One of our key priorities includes increasing the number of supported internships available in the city, training programmes of up to 12 months for people aged 16-25.

Health and Social Care

15 We are committed to improving the health of the poorest the fastest, and work continues to transform health and social care services in Leeds. HomeFirst is a new partnership approach which enables more people to stay in their homes and receive care, or return home sooner, rather than stay in hospital. Over the previous Winter period in 2023/24, there was a significant drop in the number of people admitted to hospital, as well as those waiting to be discharged from hospital. The success of the programme means it has been expanded throughout 2024 and drawn national attention as best practice in health and social care integration.

16 In addition to HomeFirst, new Community Health and Wellbeing Service which also aims to transform home care services has been rolled out across Bramley, Stanningley, Armley, Farnley and Wortley. The service ensures residents have access to a more consistent service with social care workers undertaking their care on a regular basis. Care workers are also paid for their whole shift rather than separate home visits, improving their terms and conditions.

17 Regarding Employment and Skills, Connecting Communities to Health and Care Careers focuses on narrowing inequalities with a one system approach across the sector, adapting recruitment methods and building on the good practice models in the system. A hub and spoke adapted recruitment model continues to be expanded, prioritising the most deprived wards across the city. Between April 2023 and March 2024:

- 106 gained employment
- 88 are being supported to improve their functional skills to achieve the required level through the council's Adult Learning service

- 41 are being supported to move into employment either through the Employment Hub or NHS Talent Pipeline

18 The model continues to evolve and now includes pre-screening for Apprenticeship Roles within Health focusing on Pharmacy and Dental.

Tackling Inequalities

19 Earlier this year, Leeds City Council collaborated with the Centre for Local Economic Strategies (CLES) to explore how women can be better prioritised in local economic strategies, with a report called [Women's Work](#) launched at an event in March 2024. The report highlights best practice from Leeds and other places, and provides an agenda for change with recommendations for local and national government. The recommendations explore how some of the key barriers preventing women from participating in the economy can be tackled.

20 Through the government's UK Shared Prosperity Fund (SPF) programme which has been running since January 2023, we have been investing in areas that support reducing inequality and the future of the economy of Leeds until March 2025. The priorities of the programme have included Mitigating the Impact of Poverty; Community Infrastructure; Culture, Heritage and Engagement; and Supporting Innovation, Business and Productivity.

21 An example of a project delivered under the SPF programme is the Money Buddy outreach sessions delivered by Burmantofts Community Project. The sessions provide substantive, face to face financial capability support and emergency debt advice to vulnerable residents in Leeds and those at a greater risk of being affected by the Cost of Living Crisis. The project has supported over 2,170 households over two years, with total financial gains at £6.1m in terms of debts written off or savings made through budgeting or support with bills and energy switching.

Place

22 This section looks at how we are making our places work, putting people first. Creating a city where you don't need a car, delivering jobs and homes in the right places, ensuring our city and local centres thrive, building in resilience and adapting for the future.

Mass Transit, Bus Reform and Rail

23 West Yorkshire Combined Authority (WYCA) ran the consultation phase for Mass Transit in the Summer of 2024, which will improve our region's transport system, bring economic growth and connect people to jobs and opportunities. Leeds City Council has backed the first phase of the scheme, which includes a Leeds line between St James' Hospital and White Rose Park, as well as a Leeds Bradford line. Mass Transit will have strategic importance in Leeds, including unlocking new housing growth opportunities across the city. Construction of the £2.5 billion project is currently programmed to commence in 2028.

- 24 As part of its new Local Transport Plan, WYCA are also improving the regional bus service to provide better access to the network, increase affordability and improve punctuality and reliability. Proposals for a franchising scheme were approved by West Yorkshire leaders earlier in 2024, which will bring buses under the control of West Yorkshire Combined Authority and contract private operators to run services on the Combined Authority's behalf. Franchising will be introduced in phases, with the first franchised buses running in parts of Leeds, Kirklees and Wakefield from March 2027.
- 25 Work continues to redevelop Leeds Train Station, helping to meet passenger demand at the busiest station in the North and ensure that Leeds can become as productive as other parts of the UK. Footfall at the station has increased by 12% this year compared with 2023. A schedule of works commenced in 2023, including the Sustainable Travel Gateway Scheme creating a more welcoming environment around the station and improving accessibility to accommodate growing passenger numbers.

Connecting Leeds

- 26 Work continues to make Leeds into a city where you don't need a car. A range of improvements to the transport network continue to be delivered from small scale such as school streets and pedestrian crossings, extending the cycle network in the South Bank to much larger investments such as the award-winning City Square, Armley Gyratory and the £23m Connecting West Leeds project. Additionally, the City Bikes scheme launched in September 2023, providing 300 eBikes across the city as a healthier and more eco-friendly transport alternative. Recent data shows that the scheme has been used to make more than 70,000 journeys in its first 12 months, however there have been some issues with anti-social behaviour affecting the availability of bikes in some areas.
- 27 All these improvements accord with our Vision Zero Strategy which sets our goal that by 2040 no one will be killed or seriously injured on Leeds' roads.
- 28 A key driver within the Connecting Leeds Transport Strategy is our mission to become the first net zero city in the UK as set out in our Best City Ambition. To achieve this significant investment is needed to encourage the change to travel by sustainable modes.

City and Local Centres

- 29 The most recent [Deloitte Leeds crane survey](#) which showcases major developments, showed that there were 16 new starts in 2023, remaining above the annual average of 14. There have been record-breaking levels of student residential development and delivery of office space following the pandemic, signalling the strength of the city centre and demand for office space.
- 30 We are continuing to develop a liveable, attractive and vibrant city centre, including investing in retail. This includes new developments on Briggate; Zara, Flannels and 'The Storehouse' which will consist of both retail and student residential housing. The redevelopment of the Core Shopping Centre, which will also include retail and student residential, is going through the planning process.
- 31 As part of our ambition to develop a vibrant city centre and support independent retailers, Leeds Kirkgate Market is being refurbished to breathe further life and attract more

customers. The proposed hotel scheme at the market has gained planning approval and two thirds of the ground floor space will be taken over by Active Leeds for a city centre gym. 'Stack' a Food & Beverage container company has ambitions to open in Summer 2025 subject to planning permission. The market is also currently carrying out a £11m project to bring up the block shop units dating back to 1875 to a lettable condition.

- 32 As set out in a [report to Executive Board](#) in 2021, we want to help support our city centre and local high streets to respond to changes in the economy and diversify. To provide an evidence base for planning policy a survey to monitor the health of all town and local centres has been undertaken, which can then be built upon in future years to monitor trends. The analysis showed centres are generally performing well but there is a level of subjectivity in the analysis as different centres provide for different needs and level of services.
- 33 One example of supporting the economic activity of our centres is through the innovation@leeds capital grants programme. This has enabled facilitated co-working spaces in areas outside of the city centre at three sites – Headingley, Mabgate and Chapeltown. In total £289,000 has been invested for creativity and collaboration across the city.

Connecting and Strengthening Communities

- 34 Alongside the spring 2024 Budget, the Department for Levelling Up, Housing and Communities (DLUHC) (now Ministry of Housing, Communities and Local Government) published 'A vision for Leeds: a decade of city centre growth and wider prosperity', with Leeds City Council and West Yorkshire Combined Authority. The document includes plans for:
- Transformational regeneration across 6 key city centre neighbourhoods: Mabgate, Eastside & Hunslet Riverside, South Bank, Holbeck, West End Riverside and the Innovation Arc
 - A new Leeds Transformational Regeneration Partnership, bringing together national, regional and local government to deliver the vision and unlock the delivery of up to 30,000 new homes in the city centre.
 - £10m funding allocated to support the next stage of the development of the British Library North, and £5m funding for the National Poetry Centre, setting out the importance of cultural anchor institutions for regeneration and growth.
 - Exploring the potential for expansion of the Royal Armouries Museum to become a premier conferencing destination and bringing economic and social benefits to the wider Eastside and Hunslet Riverside area.
- 35 This transformational regeneration area in the city centre represents a key location for sustainable housing growth in the city, which is of increasing importance considering new enhanced housing targets. The Leeds Local Plan 2040 is guiding development so that we can deliver housing at scale, quality and density, and increase affordable housing, in sustainable central and brownfield locations. As well as the city centre, we are focusing on delivering housing across the city which meets local needs, such as affordable and older persons housing.

- 36 In the 12 months to the end of March, Leeds built a total of 4,441 homes, representing the city's highest level of delivery since the early 1980's and 35% above the local target rate for the year. This total included 665 affordable homes, with Leeds delivering more affordable homes than any other core city over the last 5 years.
- 37 The pace at which the city is continuing to build affordable homes continues to increase, with delivery highs in each of the last two years, and projections for the next two years being over 1,800 homes. Leeds delivers more homes for social rent than the national average and this year will see the completion of 58 new social rented homes at Leonora House, by 54 North Homes utilising commuted sums on a site ringfenced for affordable housing delivery by Leeds City Council. The Council is an active member of the West Yorkshire Housing Partnership which is made up of 13 housing associations and two local authorities. The partnership focuses on providing more affordable homes, regenerating local communities, contributing to local economies, advancing low carbon ambitions, combatting homelessness, supporting good health and connecting people to jobs, skills and opportunity. In addition, the Council facilitates a partnership forum with all Registered Providers on the Leeds Affordable Housing Framework.
- 38 Harnessing the potential of local communities is key to Inclusive Growth, the expansion of Asset Based Community Development (ABCD) by introducing 3 new pathfinder sites will work towards this mission. With these further sites the total number of sites will increase to 17 across Leeds. Each site will explore how they can harness and build on the capabilities, strengths, and skills of residents to deliver citizen-led initiatives that seek to shift power back into the hands of the local community. Research by Leeds Beckett University showed that £14 of social value was returned for every £1 invested in ABCD as well as benefits for health and wellbeing and opportunities for employment.

Tackling the Climate Emergency

- 39 In response to the 2015 Boxing Day flood (Storm Eva), the Flood Alleviation Scheme is now in its final stages. It will soon provide 1 in 200 year standard of protection from flooding to circa 4000 residents and 1000 businesses. This includes an uplift to the standard of protection of the first phase of the scheme (FAS1). FAS2 has achieved this in three main ways:
- Natural Flood Management (NFM) in the Upper Aire catchment is utilising in excess of 550,000 trees and 807 hectares of soil and land management (a nationally recognised scale) to reduce run off into the River Aire.
 - Flood Storage Area – storing up to two million cubic metres of flood water to both protect Leeds and reduce the scale of the engineering challenge downstream – less visually intrusive.
 - Raised defences – there are approximately 8km of raised defences.
- 40 FAS2 will provide additional protection to a large number of brownfield housing sites, enabling these sites that were already allocated for development in the City, notably on Kirkstall Road, to be developed for housing. It is also anticipated to deliver a net additional 1,669 jobs to the Leeds City Region economy and an additional £88.2m Net GVA pa. The end of construction event is scheduled to be held on 22nd November 2024 at the new flood storage area between Calverley and Horsforth.

- 41 Work is continuing to reduce our emissions, cut energy bills and increase the city's resilience to the impacts of climate change, helping us to achieve a greener and more inclusive future. For example:
- Leeds PIPES continues to expand, with £24.5 million funding recently secured from the government to extend the network into the South Bank. This will benefit up to 28 buildings and 8,000 residents, making it the most significant single investment into the project since its inception. Earlier in the year, over 250 council properties in the Lovell Park area were connected as well as Leeds Conservatoire.
 - We are undertaking a number of initiatives to improve energy efficiency across the city. A £25m energy efficiency scheme has been completed across six tower blocks in Leeds, with the average annual energy costs for each flat expected to halve. A council scheme is providing homeowners in Leeds without gas central heating with energy efficiency measures, and we are working in partnership with energy services provider Everwarm Ltd to help 287 homes benefit from £6.08m government funding from the Home Upgrade Grant. We are also investing in improvements to back-to-back homes in Holbeck and Armley.
 - In February 2024, the council completed its £22.5 million LED street lighting scheme to improve energy efficiency around the city, expected to bring annual savings of £3.4 million in electricity costs.
 - The first phase of Aire Park is progressing with initial areas of the park now open to the public, including an outdoor events space to be used for a range of events such as outdoor markets and performances. The Hibiscus Rising sculpture launched in November 2023, transforming former car park and highway space into a new green space and residential development plot.
 - Seven parks and green spaces in Leeds have once again been awarded the prestigious Green Flag Award.

Productivity

42 This section looks at the ways in which we are improving productivity in Leeds to enable businesses to innovate and grow. It also looks at how important it is to continue to build the profile of Leeds for the region and the UK.

Innovation

43 We continue to accelerate the delivery of our innovation vision in Leeds, stimulating innovation which drives and delivers measurable impact towards a healthier, greener and inclusive future. With the importance of innovation in the city set out in the previous government's Vision for Leeds document, and the announcement of England's third Investment Zone in West Yorkshire set to drive HealthTech innovation in the region, the spotlight has been firmly placed on Leeds. The West Yorkshire Investment Zone is a five-year programme commencing in 2024/25 and concluding in 2028/29. Subject to confirmation it will deliver £80m of funding to innovation focused projects and activities of which Leeds will secure a funding share, alongside benefitting from region-wide investment and activities.

- 44 Partners across Leeds are backing diverse innovators and entrepreneurs to encourage the development of high growth businesses. Nexus, the University of Leeds’s hub for innovators and entrepreneurs is turning 5 years old, and since 2019 has contributed almost £43m in GVA, more than half of which accrues to the local and regional economy. It has nurtured 120 high growth member companies across sectors such as Health, MedTech and Digital. Alongside WYCA and other partners, Nexus is supporting 75 diverse founders to foster socially impactful innovations through the £1.23m Innovative Entrepreneurs Programme.
- 45 Through the council’s own innovation@leeds funding programme, we have recently announced support for activity such as Climb, the UK’s only innovation festival; events and activities including for Black business founders; and the development of a smart cities innovation hub at White Rose Park.
- 46 One of the funded projects is the Athena Festival delivered by Lifted Ventures, an early-stage investment connector increasing the flow of capital to female founders. Only 18% of high-growth enterprises include one or more women on the founding team and almost 45% of England’s female led high-growth enterprises are located in London. The annual festival aims to empower female founders beyond London facilitating growth, connections and opportunities. The inaugural festival took place in October 2024 and included lightning pitches from female founders, marketing and investment tips together with mentoring from several successful female business leaders.

Business Support

- 47 Members of this Scrutiny Board received an update about the [Council’s support to businesses](#) in December 2023, which forms a key component within the Productivity theme of the Inclusive Growth Strategy. Headlines include that over a three-year delivery period (2019-22), the Business Growth Service was estimated to deliver a net addition to GVA of £38.6m, with the AD:Venture programme delivering 1,678 new jobs across the City Region (2016-23) and the Digital Enterprise programme delivering 665 new jobs across the City Region (2019-23).
- 48 The table below outlines more recent support provided via our regional programmes to businesses in Leeds:

Business Support Service	Time Period	No. Businesses Supported	No. Jobs Created
AD:Venture <i>Support for growth-focused new businesses that trade with other businesses</i>	July 2023 (start of current programme) – present	201	57
Growth Service <i>Connects businesses with a local growth manager to discuss where their business is now and what</i>	April 2023 – March 2024 (first year of current programme)	171	40

<i>they would like to achieve in the future</i>			
Start Up West Yorkshire <i>Providing fully funded business support that can help any type of business under three years old, as well as those who have not yet launched their business</i>	September 2023 (launch of the Inclusive Growth Strategy) - present	103	25
Digital Enterprise <i>Supporting businesses to grow and scale by investing in digital</i>	July 2023 (start of current programme) - present	94 via grants 44 via non-financial support	60

49 The Start Up West Yorkshire team has been engaging with entrepreneurs and young businesses across the city, including attending events targeted towards female founders, holding drop-in sessions at Kirkgate Market, and targeting those raising capital for their businesses (including diverse founders). From the businesses it has supported since September 2023, 57% were female founders, 49% were from an ethnic minority background and 42% had a disability.

Visitor Economy

50 Our Visitor Economy team continues to promote Leeds as a global destination, supporting our retail, hospitality and leisure sectors and driving up productivity. In 2023 Leeds day and night visitors contributed £2.7bn to the local economy (up from £2.2bn in 2022). Leeds has now established itself as one of the Top 10 conference destinations in the UK, with business tourism worth £408m to the local economy.

51 In May 2024 Leeds once again hosted UKREiiF, the national Real Estate Investment and Infrastructure Forum. 13,000 people attended the latest UKREiiF event at the Royal Armouries. An independent report by ARUP highlighted that the event generated £21m of local economic activity within the city and wider West Yorkshire region in 2024, the event has now generated £38.5m since its first in 2022 (£5.5m 2022, £12.1m 2023, £20.9m 2024). Looking ahead to next year, 17,000 visitors are expected at UKREiiF 2025, and plans are being put in place to utilise bed stock across the whole of West Yorkshire including York and Harrogate.

52 A new Local Visitor Economy Partnership (LVEP) bringing together tourism leads from across West Yorkshire launched in October 2023, set up to explore ways to grow the visitor economy, attract more visitors and inward investment and create jobs and opportunities across the region. The West Yorkshire LVEP has three initial priorities to unlock the region's visitor economy, including data and research, developing a commercial strategy and relationships with the private sector, and capitalising on film and tourism. Work is also underway to scope opportunities for a regional visitor pass.

- 53 Leeds has a strong and diverse events programme including: Leeds Waterfront Festival, Slam Dunk, Live at Leeds, Carnival, Leeds International Film Festival, Millennium Square Summer Series, Pride, Light Night, Leeds International Concert Season, The Rob Burrow Marathon and many others. In response to the question in our most recent Visitor Perceptions Survey 'What sort of things are most important to you when making your choice of destination for a UK city break or day trip?', 69% of respondents said attending events in that location and 63% stated entertainment including theatre shows, comedy festivals, music / gigs and sporting events. Visit Britain research also shows that attending an event is one of the main motivations for taking a city-break.
- 54 However, given the wealth of events that take place in Leeds, data and research (from our own surveys) shows that Leeds is not well known for being an 'events city' and that the perception is that there's not enough to do to fill a short stay. The focus for 2024 for Visit Leeds has been to push back against those beliefs by creating and delivering an integrated marketing campaign using the headline: *Leeds, the City that loves to Entertain*.
- 55 This summer the Leeds BID brought Monopoly to the city. This free, family friendly immersive experience used key locations and landmarks as the gameboard with life-size tokens, clues and puzzles around every corner. Leeds was home to Waddingtons, Britain's leading manufacturer of board games and playing cards, which produced the UK version of Monopoly from the 1930s and was responsible for the now famous London properties in the game.

Inward Investment

- 56 Leeds remains a leading UK city for inward investment with DLA Piper's £100m office at City Square House being one of the most prominent locations in the city centre and both ARUP and Lloyds Banking Group expanding into one of the UK's most sustainable new developments at Wellington House. This investment signals confidence in our city, and we are working to make sure that it results in jobs and opportunities for local people and communities.
- 57 The momentum has continued throughout the year with an announcement that Microsoft have purchased the former Skelton Grange power station site outside Leeds, which will be used for a 'Hyperscale Datacentre' (a data centre engineered for large-scale workloads) as part of its £2.5 billion next generation datacentre project aimed at harnessing the power of AI. Both the Bank of England and the Financial Conduct Authority have announced plans to further expand their Leeds footprints, with the Bank of England having 500 staff in Leeds by 2027 and the Financial Conduct Authority bringing a further 100 of its workforce to the city. The Visitor Economy Team are developing welcome programmes for companies to showcase the best of Leeds.

Culture

- 58 The Inclusive Growth Strategy highlights the importance of valuing, protecting and growing our culture and heritage. Council-run museums and galleries in Leeds generated £42m for the local economy in the last year. We continue to build on the legacy of LEEDS2023, exploring how we can expand on our cross-sector partnerships to help sustain and grow

local cultural ecosystems and enhance the contribution that culture makes to our city. A future update to members will follow in the coming months.

59 We are continuing to support culture through our new Cultural Investment Programme, which launched in October 2023 and has six possible investment routes for individuals and organisations. The programme seeks to recognise and support the cultural industries in Leeds, help residents to access culture and creativity, and lever external investment into Leeds. Across the different funding streams, the programme has supported 78 individuals and organisations with £1,952,590 investment in 8 rounds of funding since its launch.

Inclusive Growth Partnership

60 The Inclusive Growth Partnership brings together stakeholders from the public, private and third sectors in Leeds to showcase activities that deliver inclusive growth, share ideas and enable people to build new connections. It gives us the opportunity to engage people in the delivery of the Inclusive Growth Strategy, exploring topics from opportunities in health and care innovation to barriers facing female entrepreneurs. Events held follow the strategy's themes of People, Place and Productivity.

61 Through targeted work to identify new stakeholders and regular communication with partnership members, the partnership has grown from 900 members in 2022 to over 1,400 members in 2024.

62 The last event took place in July themed around Place focusing on our aim to improve transport and connectivity to create a city where you don't need a car, bringing jobs and opportunities closer to people, including an update on Mass Transit. It also provided attendees with the opportunity to find out more about rail developments and connecting Leeds.

63 The next partnership event will be held in early 2025 and scrutiny members will be invited.

Leeds Anchors

64 The Leeds Anchor Network brings together the city's largest public sector organisations and utilities to increase their collective contribution to the city through employment and procurement practices, environmental impact, service delivery and relationships with city partners and communities. The Anchors provide an important platform to come together as Team Leeds and agree and focus on collective goals.

65 Now in its sixth year, the network is finalising a partnership subscription model that will secure the longer-term sustainability of the network and accelerate its capacity to deliver through funding a programme team and an operating budget, which will be hosted by the Council. Financial contributions from Anchors have begun to be collected.

66 Priorities for the network for 2024 have included taking steps to improve access to Anchor contracts for smaller and local suppliers through bringing together procurement pipelines in one place; as well as exploring opportunities for cross-working between the Anchor sub-groups such as monitoring both carbon emissions and social value through procurement.

- 67 The council is receiving funding through Health Foundation's Economies for Healthier Lives programme to explore how Anchors can increase their contribution towards addressing health and economic inequalities in the city. The Good Jobs, Better Health, Fairer Futures project (2021-2024) is working to increase connections between Anchors and local communities, particularly through the Leeds Community Anchor Network, deliver new project activity that connects Anchors to communities facing disadvantage, and generate evidence and learning through evaluation. The project has now been extended until March 2025, where the focus will be on embedding learning and new ways of working.
- 68 As part of this project, community listening exercises are being undertaken in three areas of the city to understand local priorities around employment and skills and explore how Anchors can respond. A report outlining the first phase of this exercise can be found [here](#). The next phase of this exercise is focused on bringing representatives from the Anchor Network together with community members to co-develop tangible solutions.
- 69 Also supported through Health Foundation funding, the Leeds Anchor Playbook has been developed to document the development of Anchor working in Leeds and demonstrate its impact, using interactive multimedia content including video, testimonials, infographics, and case studies. This is available on the [Inclusive Growth website](#) and has been shared through national networks. Work continues to collect and develop case studies which showcase the impact delivered by the Anchors network.
- 70 In September 2023 the [Leeds Business Anchors network](#) was launched. It brings together businesses that are committed to increasing their contribution to Leeds and have the scale and influence to make a significant impact, through their employment and procurement practices, their environmental contribution and use of their buildings, and through their relationships with local communities. From initial meetings and work with the council's Employment and Skills Team and Economic Development, the Business Anchors have identified employment as their first priority with a focus on their early careers offer. A Business Anchor Playbook is also being developed to share learning about the establishment of the network outside of Leeds.
- 71 Case studies showcasing the good work of our Business Anchors can be found on the [Inclusive Growth website](#). An example is Leeds Building Society, who have used the Progression Framework to sense check their Responsible Business Strategy and have made progress through reducing their carbon emissions and achieving diversity targets at senior leadership level. They are also exploring how they can tackle barriers to home ownership facing disadvantaged groups and how they can support the financial independence of vulnerable young people.

Inclusive Growth Website

- 72 The Inclusive Growth website has been refreshed to improve user experience and showcase the new strategy. The new website content, which is regularly updated, informs the audience about different aspects of inclusive growth in Leeds such as the Leeds Anchors Network, the Future Talent Plan and our Innovation Vision. It enables people to keep in touch with progress in delivering inclusive growth through regular publishing of news and events. The website also features the Social Progress Index as well as an economic dashboard.

73 The Leeds Economic Dashboard enables us to measure progress against traditional economic indicators. According to the latest data for Leeds:

- GVA (Gross Value Added) is £26.3bn (in 2021)
- The employment rate is 73.5% (March 2024)
- The unemployment rate is 2.8% (March 2024)
- The economic inactivity rate is 24.3% (March 2024)
- The claimant count is 5.1% (August 2024)

What impact will this proposal have?

74 The Inclusive Growth Strategy provides the city with an economic framework up to 2030, delivering impact across People, Place and Productivity and being a crucial contributor to driving forward the Leeds Best City Ambition. Through work undertaken to build engagement with the strategy across the city, as well as a renewed focus on delivery through a wide range of projects, programmes and partnerships, we are maximising our ability to create growth in our economy that works for everyone. This means tackling inequality, ensuring we have the right infrastructure to enable our ambition, tackling the climate emergency, supporting all sections of our society into better jobs, raising skill levels and improving the health of the poorest the fastest while helping people to live healthy and active lives.

How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing Inclusive Growth Zero Carbon

75 The Inclusive Growth Strategy builds on the Best City Ambition as one of the three pillars.

Health and Wellbeing

76 The Inclusive Growth Strategy was updated in alignment with the new Health and Wellbeing Strategy, which recognises that breaking the cycle of poverty and poor health is more important than it has ever been. Good health leads to wealth across communities. Raising people's living standards, their start in life, access to education and skills, quality of jobs and homes available are some of the key ingredients to improving people's health.

Zero Carbon

77 The Inclusive Growth Strategy sets out the importance of addressing the climate emergency. Embedded throughout the strategy is a focus on achieving net zero, through investing in decarbonisation measures and ensuring the transition to the green economy whilst capitalising on emerging opportunities. As well as this, there is a focus on improving the resilience of our places and businesses against the impacts of climate change.

What consultation and engagement has taken place?

Wards affected: N/A

Have ward members been consulted? Yes No

78 The Inclusive Growth Strategy was developed following extensive public consultation. The main vehicle for engagement is through the Inclusive Growth Delivery Partnership, a series of public events and the Inclusive Growth website.

What are the resource implications?

79 The Inclusive Growth Strategy does not have direct resource implications but is helping to influence and shape the direction of various funding streams, such as our employment support programmes, the allocation of the UK Shared Prosperity Fund, and local policy.

80 It also allows the city to better collaborate and plan resources to target limited funding to gain the maximum benefit for the people of Leeds. As we have committed to in the Best City Ambition, in order to achieve our ambitions we will practice and encourage the sharing of ideas, resources and assets, working in genuine partnership and being ambitious about our collective impact.

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

81 Local authorities continue to face financial challenges. Without additional government funding to bridge this gap, there is a risk that along with other Core Cities, our city's growth potential will be undermined and efforts to deliver inclusive growth will be hampered. In the context of working with limited resources, the council and city will have to be agile and responsive to opportunities to secure capital and investment, as not all of our ambitions currently have funding.

82 The Inclusive Growth Strategy forms part of the council's Corporate Risk Register which is monitored and updated quarterly.

83 Regarding the delivery of the Inclusive Growth Strategy, a lack of focus on implementation could lead to the strategy not being used by our partners, with the ability of businesses and other organisations including the council potentially unable to fully commit to the actions in the current economic climate. However, through our strong focus on engagement with the city this risk is being mitigated.

84 In terms of the Social Progress Index 2024, there are several risks and challenges still existing with the production of the Leeds SPI model including data collection and data adequacy and transparency, which we will mitigate through continued work between teams to ensure the SPI functions well.

What are the legal implications?

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

Options, timescales and measuring success

What other options were considered?

86 Not applicable

How will success be measured?

87 As discussed above, we are measuring our success in delivering the Inclusive Growth Strategy via the Social Progress Index and the economic dashboard which sit on the Inclusive Growth website [‘Measuring Success’](#) page.

What is the timetable and who will be responsible for implementation?

88 The next Inclusive Growth Partnership event will take place in 2025.

89 The One Year On Executive Board report reviewing progress since publishing the Leeds Inclusive Growth Strategy 2023 – 2030 is also being published this November in parallel with this report.

Appendices

- Not applicable

Background papers

- Not applicable

Visitor Economy report to Scrutiny Board

Date: 06 November 2024

Report of: Chief Officer, Economy and Skills

Report to: Strategy and Resources Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

Visit Leeds and Conference Leeds are the Visitor Economy team, and recognised Destination Marketing Organisation (DMO) for Leeds and the lead body for the accredited West Yorkshire Local Visitor Economy Partnership (WYLVEP) in the new Visit England framework.

The Visitor Economy team are responsible for promoting Leeds as a leading European Destination to visitor, live, study, invest and thrive, supporting the retail, hospitality and leisure sectors, driving footfall and increasing economic impact.

This report will focus on the changing landscape at a national and regional level, and the impact this has on delivery at a local level, highlighting the economic impact of tourism on the economy.

Recommendations

- a) Scrutiny Board is requested to note and provide comments on the information provided in this report and the progress made.

What is this report about?

- 1 This report explores the importance of tourism in Leeds, highlighting its contributions to the local economy, job creation, cultural enrichment, and future growth potential and gives an overview of Visit Leeds and Conference Leeds, the formal Destination Marketing Organisation (DMO) for Leeds, as recognised by Visit England, responsible for delivery.
- 2 The report positions Visit Leeds pivotal role as lead for tourism in West Yorkshire, as lead of the West Yorkshire Local Visitor Economy Partnership (WYLVEP) and the national significance of the role.
- 3 At a regional level, the new Visit England framework also presents opportunities for Leeds to position itself as the Destination Development Partnership (DDP) for Yorkshire, which forms part

of Tier one within the Visit England Framework. This report will detail the wider opportunities available.

Overview of tourism in Leeds

- 4 Tourism plays an increasingly pivotal role in the economic development of the city accounting for over ten percent of the Leeds economy (£2.7 billion in 2023, up from £2.2 billion in 2022), which is currently worth £26.3 billion. This substantial income is derived from various segments of tourism, including leisure, business, and cultural tourism. Visitors spend money on accommodation, food, transport, and retail, boosting local businesses and contributing to economic growth.
- 5 The tourism sector also strengthens the city's position as one of the UK's primary economic centres and third largest city outside of London.
- 6 The DMO promotes Leeds as a leading European destination attracting more than 31.68 million day and night visitors in 2023, the highest figures since records began.

Job Creation

- 7 Tourism in Leeds provides direct and indirect employment opportunities. The industry supports 23,975 jobs (up from 21.5k jobs in 2019) in Leeds across various sectors, including hospitality, transport, retail, and entertainment. Direct employment is found in hotels, restaurants, and travel agencies, while indirect employment stems from supply chains, such as food producers, manufacturers, and event planning companies that benefit from the influx of tourists.
- 8 The presence of a strong tourism sector also encourages investment in skills development and vocational training, ensuring that the workforce is prepared to meet the needs of the growing sector. With tourism growth expected to continue, these employment opportunities are likely to expand further.

Cultural Impact

- 9 Beyond its economic benefits, tourism plays a significant role in enhancing the cultural and social landscape of Leeds. The DMO promotes attractions such as the Leeds Art Gallery, the Royal Armouries Museum, and annual festivals such as the International Piano Competition and Light Night drawing international and domestic tourists alike. Cultural tourism fosters a deeper appreciation of Leeds' rich history, arts, and heritage, while promoting the city's contemporary identity as a dynamic and diverse cultural destination.
- 10 Visit Leeds supports our major sporting events, such as Rugby League world cup, the World Triathlon Championship Series and International Cricket at Headingley, providing promotional activity and delivery of the city welcome.

Business and Conference Tourism

- 11 Conference Leeds supports the city's position as a major hub for business and conference tourism. With state-of-the-art facilities such as the First Direct Arena, Royal Armouries, and the University of Leeds, the city is a prime location for hosting international conferences, exhibitions, and corporate events. Business travellers contribute significantly to the local economy, as they often stay longer and spend more on accommodation, dining, and leisure activities compared to leisure tourists. In 2023, business tourism was worth £408.2 million to the local economy in Leeds, and Conference Leeds played a significant part in welcoming 2.59 million delegates to the city over 30,600 meetings, conferences and events.

12 Conference Leeds attract and support numerous high-profile events throughout the year, which boost the local economy and solidify its status as a major player in the UK's business tourism market. The largest being UKREIIF, the UK's largest property conference, which attracted over 13,000 delegates in 2024 and an economic impact of over £20million for the region. Conference Leeds and Visit Leeds provide significant promotional support and oversee the city welcome, ensuring delegates have a great experience.

Inward Investment

13 The Visit Leeds team also support with major inward investment propositions and is currently supporting the Bank of England in establishing their expanding workforce in Leeds, with a welcome programme.

Future Growth and Sustainability

14 Leeds' tourism sector is poised for continued growth, supported by infrastructure development, cultural investment, and targeted marketing campaigns. Major projects like the South Bank regeneration, the expansion of Leeds Bradford Airport, and ongoing improvements to transportation networks will enhance the city's appeal to both domestic and international visitors.

15 Sustainability is also becoming a critical focus for Leeds' tourism strategy. Initiatives to reduce the environmental impact of tourism, such as promoting eco-friendly accommodations, encouraging the use of public transport, and preserving green spaces, are gaining momentum. These efforts will ensure that tourism growth aligns with the city's broader sustainability goals.

National Landscape

16 In March 2021, following the Covid-19 pandemic the DCMS Secretary of State and the Tourism Minister commissioned the 'De Bois' Review to undertake a root and branch review of the Destination Management Organisation (DMO) landscape in England and to make recommendations about how to address any deficiencies found. The review was published in August 2021 and the government responded in July 2022 accepting the majority of the recommendations made in the report.

17 Visit Britain and Visit England are now implementing the agreed recommendations with the overall aim of providing a more standardised approach to tourism in the UK, using an accreditation process designed to create a national portfolio of DMOs.

The De Bois Review

18 The De Bois review identified that there were too many DMOs in England (over 300) and that there should be a national framework split into two tiers – a top tier of 'Destination Development Partnerships' ('hubs' also known as DDPs) and a second tier of accredited Tourist Boards acting as members ('spokes') called 'Local Visitor Economy Partnerships' (LVEPS).

19 The role of the DDP will be to develop and oversee the delivery of a Destination Development Plan and lead on advocacy, partnership working, funding bids, major events, data, and business support. There will be government funding made available to ensure the destination remains sustainable, competitive, and responsive to strategic challenges identified by Government (e.g. sustainability, skills, inclusive tourism and levelling up) and a DDP will in turn pass down some funding to accredited Tourist Boards (LVEPs) and work collaboratively with them to deliver a shared vision. The DDP (Tier 1) will oversee the LVEPs and cover the geographical footprint of multiple LVEPs (Tier 2).

20 The idea was for existing DMOs to move across to become accredited LVEPs, which the majority have now done. DMOs that do not meet accreditation criteria will be considered as part of a 'third tier' and government will minimise its engagement with them. Visit England is responsible for creating, maintaining and supporting this new tiered structure and will introduce a Tourism Data Hub to allow for better decision-making

21 The De Bois review identified that DMOs should: -

- Be more collaborative and share best practice
- Seek to diversify their income streams
- Develop the skills of their staff
- Have more diverse boards
- LEPs and local authorities to recognise the importance of visitor economy and that DMOs are best placed to deliver
- LAs to recognise that DMOs need to be public-private partnerships

The government response to the De Bois Review¹

22 The response from government was broadly positive. The De Bois review highlighted the important role England's DMOs have to play in recovery and Levelling Up, but that the DMO landscape should be transformed at a local level to allow DMOs to harness their potential to grow visitor spend, with a need to address long-running concerns about the structure, funding models and fragmentation.

23 The government accepted the majority of the recommendations and agreed with the tiering approach with an accreditation process, which is now underway. To that end, Visit England received new funding (£2.25 million over 2022-25 period) to develop and administer a pilot scheme in Newcastle² and 40 pilot Local LVEPs across the country. To be included in the pilot LVEPs had to evidence visitor economy growth potential, including opportunities for improvement in tourism products, such as attractions and transport links, wider product development increasing visitor numbers and spend.

24 The government agreed that Visit Britain and Visit England should have minimal engagement, if any, with 'third tier' organisations.

25 The pilot will need to prove the concept for a future national roll-out of the DDP model to occur including a case for funding and is set to complete in March 2025.

What does the proposed future structure of the DMO landscape look like?

26 When the pilot has finished in 2025, it is expected there will be between 15 and 20 DDPs established, and an expected 40 LVEPs in total accredited and supported by Visit England. Being an LVEP as part of the pilot scheme does not preclude an organisation from becoming a DDP at the end of the pilot. The remainder will be non-accredited DMOs, which will be positioned as Tier 3 with minimal support from Visit England. There has been no funding available for LVEPs from central government during the pilot, but it is envisaged that once the pilot has finished DDPs will have devolved funding from Visit England, which in turn will be made available to LVEPs.

¹ [Government response to the De Bois Review](#)

² [DDP Established in Newcastle](#)

West Yorkshire current position

27 The formal accreditation for the WYLVEP was awarded in July 2023 and comprises of the five West Yorkshire local authorities five publicly funded DMOs with Visit Bradford, Visit Calderdale, Visit Leeds (Conference Leeds), Experience Wakefield and Kirklees Council, and the West Yorkshire Combined Authority.

28 WYCA have provided financial support, for this initial phase (See section 41), which is enabling work to be progressed on tourism at a West Yorkshire Level, after a Destination Management Plan (DMP) was created in 2024. WYCA funding allows the region to showcase delivery for the tourism sector and potentially achieve tier one status in the future, thereby creating a Destination Development Partnership, which would attract significant funding from Visit England, when the two year pilot has ended. It would also allow the region to go beyond the pooling of existing resources, delivering greater impact.

29 The governance has been set up at West Yorkshire level with the Mayor of West Yorkshire as chair of the WYLVEP governance board meeting quarterly. The governance board comprises of:-

Membership	
Name	Organisation
Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Sam Sharp	Huddersfield BID Manager
Vincent Hodder	CEO Leeds Bradford Airport
Olivia Colling	Deputy Director of the Hepworth Wakefield
Wayne Topley	Managing Director, The Cedar Court Hotels Group Yorkshire
Nicky Chance-Thompson DL	CEO, Piece Hall & Representative of the WYCA Culture, Heritage & Sport Committee
Pam Warhurst	Chair of the Calderdale Tourism Board
Charles Dacres	Director, Bradford Hate Crime Alliance
Rebecca Yorke	Director, Bronte Museum
James Mason	Chief Executive, West & North Yorkshire Chamber of Commerce
Additional Attendees	
Hilary Farmery	Marketing and Communications Manager, Visit Leeds
Claire Heap	Visitor Economy Manager, Leeds City Council

Belinda Eldridge	Head of Destination Marketing and International Relations, Leeds City Council
Jim Hinks	Head of Culture Policy, West Yorkshire Combined Authority
Melanie Armitage	Tourism and Visitor Manager, Wakefield Council
Richard Smith	Acting Head of Culture & Tourism, Kirklees Council
Rachel Oxborough	Visitor Engagement Manager, City of Bradford MBC
Diana Greenwood	Tourism & Visitor Economy Manager, Calderdale Council
Patricia Tillotson	Visitor and Business Development Manager, City of Bradford MBC

The Destination Management Plan

- 30 The aims of the DMP (which will be published in the New Year 2025) are to use the visitor economy to continue to develop and enhance the appeal and image of places in West Yorkshire to a range of target audiences; generate more (and longer) overnight stays which will benefit the economy and support jobs.
- 31 An additional aim is to enhance the quality of life and social value for residents of West Yorkshire through the visitor economy.
- 32 This will be achieved through the delivery of three priorities. Firstly, to increase awareness and appeal of West Yorkshire as a destination; secondly to develop product and place; and thirdly to manage the visitor economy effectively.
- 33 A number of strategic drivers underpin these aims and priorities: developing our internal and external partnerships; look to enhance our appeal through communicating the breadth of our offer - our culture, heritage, diversity, food and drink offer, landscapes and events as a core proposition; develop new (and sustainable) resources to enable us to better compete; sustainability, accessibility and inclusivity will be central to everything we do and we will both embrace and celebrate all our diverse communities.

DMP Phased Approach

- 34 The DMP will be delivered and developed in two broad phases:
- Phase 1: Foundations (2023-2025).
The plan will focus on building the foundations – developing the LVEP partnerships and delivery structures across West Yorkshire, implementing new programmes of activity and beginning to develop more sustainable funding and resources.
 - Phase 2: Development and Delivery (2026-2028 and beyond)
will consolidate the partnerships, deliver sustainable funding streams, enhance delivery and activities, and look to maximise opportunities for growth.

DMP - Priorities for Action

- 35 Priority One - is to increase awareness and appeal. There is mixed awareness of West Yorkshire as a destination and our visitor economy offer. According to research conducted by RJS

Associated for the Destination Marketing Plan, views are strongly positive, for others, perceptions are simply neutral or just limited, and for some negative. An exciting opportunity, resulting from working together across a West Yorkshire geography is that we can develop powerful consumer focused promotions that showcase the best of our collective offer. Activities will not revolve around traditional destination campaigns that focus on the collective West Yorkshire offer. Instead, there will be a suite of targeted promotions that speak to specific target audiences, promoting clear experiences and events. The working title for the proposition is 'Inspirational Yorkshire', which captures the spirit of the destination. The intention is that this forms the basis of marketing campaigns centred around partnerships of our key players and extends the reach of the West Yorkshire offer beyond the work of the individual destination campaigns. Allied to this we need to develop more bookable products and create inspirational itineraries for group tour organisers. We will also look to develop the internal residents' audience, and further grow opportunities to enhance conference tourism across West Yorkshire.

- 36 Priority Two - is to develop product and place. Places are core to the visitor experience – they drive interest, satisfaction and spend. Across the area there are some great places with strong appeal, a sense of place, ambience and an infrastructure that generates spend. However, some areas have less appeal and are blighted by issues that affect many of the UK's towns and cities. Across the area there are some excellent initiatives that are making a significant difference: the work of the Business Improvement Districts (BIDs) and City and Town Centre Management teams in driving footfall, animation and ambience, and safe, clean places for visitors and residents alike; the spirit of our entrepreneurs developing exciting food and drink outlets; and major investment schemes and developments that will have a transformational impact.
- 37 Priority Three - will look at managing our Visitor Economy effectively. The West Yorkshire visitor economy involves many stakeholders from the private, public and third sectors. Co-ordinating our activities and developing partnerships is a key priority for the delivery of this DMP. While stakeholder engagement will be primarily a responsibility of the LVEP partners at their respective levels, there will be a need for area wide coordination at the West Yorkshire level including the possibility of LVEP wide stakeholder events – for example an annual conference and / or awards ceremony (providing a pathway for our businesses to be recognised nationally).
- 38 West Yorkshire is a large, polycentric conurbation with a dispersed product, and access to public transport can be a barrier. In the short term, we need to work with our existing provision and ensure that it is more accessible to visitors. Allied to West Yorkshire promotional activity, there is a need to develop more bookable products through specific itineraries, that tie into the promotional themes that are identified, as part of our research and intelligence work. There may also be an opportunity to develop a Visitor Pass for West Yorkshire that combines public transport, attractions, and potentially food, drink and retail options. Developing the provision of accommodation across the rest of the area (and a purpose-built conference centre based in Leeds) will form part of the delivery. Furthermore, building on the strong events offer (both cultural and sporting) in a strategic manner, working alongside existing successes the WY LVEP will look to attract events of more than local significance (or footprint) to West Yorkshire.
- 39 Across West Yorkshire, LVEP partners provide an extensive business support offer. There is an opportunity, through our stakeholder engagement, to ensure that we make the connection between our existing support and stakeholders. However, we need to ensure the needs of our businesses are truly reflected and we will investigate options with stakeholders for tailored initiatives.
- 40 Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans. Currently the regional data picture is inconsistent. Early intelligence priorities at a West Yorkshire level will be about understanding how visitors and non-visitors perceive us, identifying target audiences, and developing a

campaign concept that will resonate with visitors. Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans. Currently the regional data picture is inconsistent. Early intelligence priorities at a West Yorkshire level will be about understanding how visitors and non-visitors perceive us, identifying target audiences, and developing campaign concepts that will resonate with visitors. Accessibility and inclusivity are core principles of the Destination Management Plan and will be addressed by our place and product welcome and by working with stakeholders and businesses to raise awareness of the issues and barrier, provide solutions and facilitate their implementation. The welcome our places and visitor experiences afford visitors needs to be not only physically accessible but also inclusive to a diverse range of visitors, recognising and addressing different needs and interested where appropriate. Leeds reputation as a LGBTQIA+ destination was recognised as a key strength in the destination management plan, demonstrated by the Visit Leeds and Leeds Pride partnership, with the development of a campaign and shared content to support the event and the Leeds welcome.

DMP - Implementation

- 41 Funding for the WYLVEP, totalling £450k over two years, has been secured from WYCA to deliver the action points outlined in the DMP. WYCA's decision to enter into a funding agreement with Leeds City Council for expenditure of up to £450,000 is documented here: [WYCA - Modern Gov.](#)
- 42 Spend will initially come from the core budget of the Visitor Economy service, but it will be fully covered by Gainshare funding that has been secured from WYCA for the WY LVEP. Quarterly PIMS claims will enable Leeds City Council, lead authority for the WY LVEP, to draw-down funds from WYCA, after every contract award, to cover spend. Where agreed in advance by WYCA and the WY LVEP, WYCA may also make payments in advance of work being done, where that is justified commercially and subject to the sole discretion of WYCA. Claims towards year end will be managed to reduce exposure and to protect cash flow.
- 43 Quarterly PIMS claims will enable Leeds City Council, lead authority for the WY LVEP, to draw-down funds from WYCA, after every contract award, to cover spend.

Opportunities for Visit Leeds and Conference Leeds

- 44 Whilst there is a need to protect the Leeds brand for visitors, investors and students and for the DMO to deliver for the city, there are economies of scale at a West Yorkshire level around data and research, promotional activity and stakeholder engagement, thereby alleviating financial pressures on core DMO budget.
- 45 Visit Leeds is the lead DMO for the WYLVEP and opportunity lies in the creation of a DDP at Yorkshire level; to either lead on the DDP and manage the associated funding that will come with that status or to receive devolved funding from the Yorkshire DDP that will allow the LVEP to deliver more.
- 46 Conference Leeds remains the only conferencing bureau in the region and Leeds is the only city in West Yorkshire to support conferencing at scale. Promotional activity is delivered through multiple channels including showcasing at International Exhibitions in partnership with Visit England and local partners such as Royal Armouries and the Universities, as well as share media and unpaid social media. The main website Conference Leeds acts as the primary source of information and there are a number of engagement events throughout the year whereby the team support the city, such as the Visitor Insights Conference and Leeds in London event, showcasing venues to buyers in London.
- 47 Collaboration with other DMOs across West Yorkshire allows the sharing of best practise around income generation, anonymised data sharing and research.
- 48 The creation of an Accommodation BID could provide a subvention fund for additional major conferences and events. This process has started with the appointment of consultants to deliver

a feasibility study in the first instance. After which there will be a review with interested parties to take it forward to the next stage. The funding will solely be used to drive footfall, through the subvention of major events and conferencing, associated marketing activity and city welcome.

- 49 Working closely with the Combined Authority provides significant opportunity for sector support in areas such as Employment and Skills, grant funding and public transport improvements, all of which impact upon the visitor experience.
- 50 There is now access to toolkits, training and small grants from Visit England and Meet England.
- 51 There are significant opportunities in increasing the international visitors to the city. According to Visit England and Oxford Economics, international travel to the UK will increase by 67% between 2023 and 2030, with international travel expenditure forecast to increase by 86%. At present, according to the International Passenger Survey, only 1% of the 31.68 million visitors to the city are from overseas.
- 52 Visit Leeds is closely aligned with the International Relations team and Inward Investment, which is responsible for building soft power. International tourism benefits significantly from partnerships with our twin cities and foreign direct investment.
- 53 There are income generating opportunities in progress around the following:-
- Bookable products that will derive commission based income
 - SLA with city partners around conferencing delivery
 - Conferencing and events hotel booking platforms
 - Membership model for the conferencing bureau
 - Accommodation BID providing funding for city welcomes and marketing
 - Sector sponsorship

Threats for Visit Leeds and Conference Leeds

- 54 Leeds is the only core city without a dedicated convention centre resulting in a loss of business tourism for the city. It would not need to be as large as the NEC in Birmingham, or Manchester Central, but the city does need capacity for over 1000 delegates seated, in order to complete for 97% of the conferencing market share available on a national and international level.
- 55 Financial pressures and reliance on external funding streams such as UKSPF to fund core activities and resource will provide significant challenge moving forward if alternative funding streams are not sourced.
- 56 The small team structure comprising of 6.3FTE across Visit Leeds and Conference Leeds and a small operational budget requires greater reliance on grant funding from Visit England and income generation. By way of comparison, Marketing Manchester, Manchester's DMO, have 8 times the resource, and at the last benchmarking exercise in 2022, Leeds Visitor Economy team was the smallest of all the core cities, both in terms of budget and resource. The economic impact of tourism within Manchester local authority boundary can be seen [here](#) but is twice that of Leeds.

What impact will this proposal have?

- 57 An early indication of the impact of the WYLVEP, shows that economies of scale and access to training will bring benefits to the tourism sector in Leeds. The full impact will emerge when the Visit England Framework is able to rollout the tier one DDP for Yorkshire. Details of which should become available in December 2024.
- 58 Meanwhile Visit Leeds and Conference Leeds continue to support the visitor economy, driving footfall and increasing economic impact for the city, which accounts for over 10% of the total GVA for the city.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

59 Visit Leeds and Conference Leeds contribute to both the city's and the council's ambitions and are aligned to each of the three pillars of the Best City Ambition.

60 Tourism impacts the Health and Wellbeing strategy by supporting the economy, driving job growth, and supporting the promotion of culture, festivals and events, thereby improving social, emotional and mental health and wellbeing.

61 The growth in tourism has contributed to the following Big Ideas in the new Inclusive Growth Strategy:

- Maximising the potential of our city centre and our local high streets
- Connecting and strengthening our communities
- Promoting Leeds as a global destination for people to visit, live, work, study, and invest in.
- Tackling poverty and inequality to improve people's lives
- Making sure education and training meets local needs

62 Sustainability and Regenerative Tourism are at the heart of Visit Leeds and Conference Leeds aligning with Leeds' Net Zero Strategy.

What consultation and engagement has taken place?

Wards affected: All 33 wards

Have ward members been consulted?

Yes

No

63 Ward councillors were briefed and consulted about the WYLVEP through the Executive Board report.

What are the resource implications?

64 There are no resource implications.

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

65 LCC's current financial challenge creates a risk around the Council's ability to continue to deliver, as these are not statutory services.

What are the legal implications?

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

Options, timescales and measuring success

What other options were considered?

67 N/A

How will success be measured?

68 Success will be measured through the collation of data showing increases and decreases around footfall and economic impact, as well as the number of conferences, overnight stays, day visitors etc. in the STEAM report (See Appendix 1).

What is the timetable and who will be responsible for implementation?

69 This is continued promotional activity and business support for the sector driven by Visit Leeds and Conference Leeds

Appendices –

Appendix 1 - STEAM report

Background papers

LEEDS VISITOR ECONOMY IMPACT

LEISURE TOURISM

LEEDS WELCOMED

31.68 MILLION
DAY AND NIGHT VISITORS IN 2023
WORTH **£2.7 BILLION**
TO THE LOCAL ECONOMY

3.16 MILLION
PEOPLE STAYED IN LEEDS AS PART OF
A HOLIDAY OR SHORT BREAK IN 2023

ACCOUNTING FOR **7.7 MILLION NIGHTS**
WITH AN ECONOMIC IMPACT OF
£944 MILLION

IN 2023 YORKSHIRE WELCOMED
1.1 MILLION
INTERNATIONAL VISITORS

28.52 MILLION
DAY VISITORS IN 2023 WORTH
£1.78 BILLION
TO THE LOCAL ECONOMY



VISITORS TO
LEEDS SUPPORT
23,975
FULL-TIME JOBS

70,000

WEB VISITS PER
MONTH TO
VISITLEEDS.CO.UK
IN 2023



BUSINESS TOURISM



ONE OF THE
TOP 10
CONFERENCE DESTINATIONS IN THE UK

IN 2023
BUSINESS TOURISM WAS WORTH
£408.2 MILLION
TO THE LOCAL ECONOMY

30,600
MEETINGS, CONFERENCES
AND EVENTS HOSTED IN 2023



LEEDS WELCOMED
2.59 MILLION
DELEGATES IN 2023

18 MIA ACCREDITED
VENUES

19 GREEN ACCREDITED
VENUES



FINALIST IN THE
miaList 2023
BEST DESTINATION TEAM



INTERNATIONAL
CONGRESS AND
CONVENTION
ASSOCIATION

CONNECTIVITY



LONDON
175 MILES
TRAIN: 2 HR



LEEDS BRADFORD AIRPORT

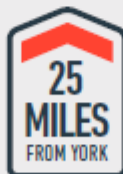
CONNECTED TO OVER
70 WORLDWIDE
DESTINATIONS

9.5 MILES
30 MINS
BY BUS
26 MINS
BY ROAD

MANCHESTER
43 MILES
50 MINS
BY TRAIN
AND ROAD



LEEDS AT THE
CROSSROADS OF THE
M62, M1
AND **A1M**



THE OFFER

LEEDS IS THE CITY THAT
LOVES TO ENTERTAIN
WITH OVER **5,000** EVENTS IN
ITS CALENDAR FOR 2024



LEEDS IS ACCESSIBLE TO THE
BREATH-TAKING YORKSHIRE DALES
AND NORTH YORKSHIRE MOORS
NATIONAL PARKS

OVER 15
MUSEUMS AND
GALLERIES



3RD BEST PLACE TO SHOP IN THE
UK OUTSIDE OF LONDON

PROUD MEMBER
OF THE GDS-MOVEMENT



GLOBAL
DESTINATION
SUSTAINABILITY
MOVEMENT

WORKING TOWARDS BEING
CARBON NEUTRAL BY
2030



LEEDS HAS
4 MAJOR
THEATRES



LEEDS IS ONE OF THE ONLY ENGLISH
CITIES OUTSIDE LONDON WITH ITS OWN
REPERTORY THEATRE, RESIDENT OPERA
HOUSE AND BALLET COMPANIES

HOME TO
WORLD RENOWNED
SPORTING GIANTS



LEEDS UNITED



LEEDS RHINOS

YORKSHIRE COUNTY
CRICKET CLUB



ONE OF THE TOP 10 PLACES TO
VISIT IN 2023 IN THE WORLD

HIGHLY COMMENDED
FOR GOURMANDS,
GALLERY-LOVERS
AND THEATRE FANS



MEMBER OF THE WEST
YORKSHIRE LOCAL VISITOR
ECONOMY PARTNERSHIP



ACCOMMODATION



82 HOTELS

AND

7,315 ROOMS

78% AVERAGE HOTEL
OCCUPANCY IN 2023

£88 } **£68**
AVERAGE ROOM
RATE WHICH
EQUATES TO } REVENUE PER
AVAILABLE ROOM
IN 2023



22
HOTEL

DEVELOPMENTS IN THE PIPELINE
SUPPLYING A FURTHER

2,061 ROOMS

4 PROPERTIES TO OPEN IN 2024
SUPPLYING

377 ROOMS

conferenceleeds.co.uk

Conference
Leeds.

VISITLEEDS

visitleeds.co.uk

(CORRECT AS OF JUNE 2024)

This page is intentionally left blank

Work Schedule

Date: 6 November 2024

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

Brief summary

- 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 and 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:

- a) Consider the draft work schedule for the 2024/25 municipal year.

What is this report about?

1. A draft work schedule for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and specific member requests for individual work items.
2. The Executive Board minutes from the meeting held on 18 September 2024 and 16 October 2024 are also attached as Appendix 2 and 3. 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.
3. Members may wish to note that the work of the Scrutiny Board in relation to Highways Maintenance is referenced in the Executive Board minutes of the meeting that took place on [16 October 2024](#) – at minute 65.

Developing the work schedule

4. When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
 - Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring, a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
5. To deliver the work schedule, the Board may need to undertake activities outside the formal schedule of meetings – such as working groups and site visits. Additional formal meetings of the Scrutiny Board may also be required.

What impact will this proposal have?

6. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

7. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities set out in the Best City Ambition.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

8. To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to maintain 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.

What are the resource implications?

9. 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.
10. 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.
11. Consequently, when establishing their work programmes Scrutiny Boards should consider the criteria set out in paragraph 3.

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

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

What are the legal implications?

13. This report has no specific legal implications.

Appendices

- Appendix 1: Draft work schedule of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) for the 2024/25 municipal year.
- Appendix 2: Minutes of the Executive Board – 18 September 2024
- Appendix 3: Minutes of the Executive Board – 16 October 2024

Background papers

- None.

This page is intentionally left blank



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2024/25 Municipal Year

June	July	August
<u>Wednesday 26 June 2024 at 10.30am</u>	<u>Wednesday 17 July 2024 at 10.30am</u>	No Scrutiny Board meeting scheduled.
Performance report (PM) Annual reports: - Sources of Work (DB) - Terms of Reference (DB) - Co-opted members (DB)	Draft Highways Maintenance Strategy [PDS] Community Asset Transfer Policy [PDS] Biodiversity Net Gain – Watercourse [PSR] [presentation]	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2024/25 Municipal Year

September	October	November
<u>Wednesday 25 September 2024 at 10.30am</u>		<u>Wednesday 6 November 2024 at 10.15am</u>
<p>Update on the development of Mass Transit (WYCA)</p> <p>Vision Zero Annual Update [PSR]</p> <p>Connecting Leeds: understanding current practice & considering how to build on strengths to further improve future engagement / consultation.</p>		<p>Sustainable economic development – focus on impact of tourism and destination marketing.</p> <p>Inclusive Growth update (PSR)</p>
		<u>Wednesday 27 November 2024 at 10.15am</u>
		<p>Future of Bus Service Provision in Leeds (PSR)</p>
Working Group Meetings		
<p>23/9/24 1.30pm – 2.45pm: Affordable housing need, delivery, and challenges IN PERSON</p> <p>2-3pm 25/9/24: Budget Briefing (all scrutiny members - REMOTE)</p>	<p>11.30am-12.30pm 9/10/24: Sim Spec Walk IN PERSON</p> <p>2-3.30pm 15/10/24: Affordable Housing delivery models and viability HYBRID</p> <p>1-2pm 17/10/24: Social Progress Index (REMOTE)</p>	<p>9.45-11am 8/11/24: Roundtable with housing providers IN PERSON</p>
Site Visits		

Page 52

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2024/25 Municipal Year

December	January	February
No Public Meetings	Wednesday 22 January 2025 at 10.15am	No meetings
	Performance Monitoring (PM) Initial Budget Proposals (PDS) Leeds Affordable Housing Growth Delivery Partnership Plan update (PSR)	
Working Group Meetings		
9/12/24 1-2.30pm: Budget consultation working group (REMOTE)		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2024/25 Municipal Year

March	April	Notes
<u>Wednesday 5 March 2025 at 10.15am</u>	<u>Wednesday 9 April 2025 at 10.15am</u>	
Leeds Transport Strategy Update (PSR) 100% Digital Leeds annual update Leeds Museums and Galleries – protected characteristics	Future Talent Plan update (including reference to Adult Skills) Flood Risk Management Annual update (PSR) & draft new LFRMS Local Plan Update 2040 End of Year Summary Statement (DB)	To schedule as items for either a private working group or public meeting: - Leeds 2023 Legacy - Follow up to Vision Zero
Working Group Meetings		
Site Visits		

Page 54

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring

EXECUTIVE BOARD

WEDNESDAY, 18TH SEPTEMBER, 2024

PRESENT: Councillor J Lewis in the Chair

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

34 Chair's Opening Remarks

At the commencement of the meeting, the Chair highlighted that this was the first Executive Board meeting since Mariana Pexton's recent appointment as the Council's Interim Chief Executive and welcomed Mariana in her new role.

Also, the Chair noted that this would be the final Executive Board meeting attended by Martin Farrington, the Director of City Development, prior to his retirement. The Chair paid tribute to Martin for his efforts and achievements throughout his time at Leeds City Council.

35 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.

36 Late Items

There were no late items of business submitted to the Board for consideration.

37 Declaration of Interests

Regarding the report entitled, 'Leeds City Council's Response to the West Yorkshire Combined Authority's Mass Rapid Transit Public Consultation', Councillors Lamb and Lewis, in the interests of transparency, both respectively drew the Board's attention to their positions on the West Yorkshire Combined Authority Board. However, both Members confirmed that it did not preclude them from taking part in the discussion at today's meeting in their capacity as Executive Board Members (Agenda Item 18, Minute No. 51 refers).

38 Minutes

RESOLVED – That the minutes of the previous meeting held on 24th July 2024 be approved as a correct record.

COMMUNITIES, CUSTOMER SERVICES AND COMMUNITY SAFETY

39 Safer Leeds Annual Update

The Director of Communities, Housing and Environment submitted a report presenting the annual update from the Safer Leeds Community Safety Partnership, which in Leeds is the Safer Leeds Executive. The report highlighted the progress which had been made over the past 12 months on

the key deliverable actions arising from the 9 priority areas as included within the Safer, Stronger Communities: Leeds Plan 2021 – 2024.

The Board welcomed Chief Inspector Jonathan McNiff, West Yorkshire Police to the meeting, who was in attendance for the consideration of this item.

In presenting the report, the Executive Member highlighted the progress being made together with the developments in relation to the key priority areas. Emphasis was also placed upon the leading role played by the Safer Leeds Executive in the partnership working undertaken in this area. The Executive Member highlighted how this report should be considered alongside the respective Leeds Safeguarding Adults Board and Leeds Safeguarding Children Partnership annual reports on today's agenda, given the significant partnership work being undertaken across those bodies.

The Executive Member thanked all Council officers involved in this service area, partner organisations for the key role they played and also Councillor D Coupar for her leadership throughout her time as Executive Member with responsibility for community safety.

Responding to a Member's enquiry, an update was provided on the work being undertaken following the disorder experienced in Harehills on 18th July 2024. Emphasis was placed on the significant short, medium and long term actions being taken to support the Roma community together with the wider community of Harehills. The ongoing citywide approach being taken towards the promotion of community cohesion was also highlighted. The key role played by local Ward Councillors, Council staff and partner organisations both on the evening of the disorder and following that was highlighted, with thanks being extended to all of those parties for their continued efforts in this area. Further to this, Councillor S Arif highlighted the positive relationship established between the Council and the Romanian consulate. In conclusion, it was noted that the Council would work with West Yorkshire Police on a formal debrief of the incident, with any findings being shared appropriately.

In response to a Member's enquiry, an update was provided on the effectiveness of the community safety policies and procedures in place in Leeds. Emphasis was placed on the need to strike the correct balance between improving residents' confidence in services in order to encourage them to report issues when they are experienced, whilst at the same time working to reduce the prevalence of incidents taking place. The work of the performance and analytical team was highlighted, which produced the relevant data sets that sat behind the policies. It was highlighted that such data had illustrated that the procedures in place were effective. It was undertaken that further detail could be provided separately to the Member in question through Council officers, the Executive Member and Chief Inspector McNiff.

Chief Inspector McNiff and Councillor Coupar reiterated the strong partnership working regarding community safety which was established in Leeds.

In response to a Member's enquiry, further detail was provided on the scrutiny of the Mayoral Policing function. It was noted that the Council worked closely with the Mayor's office, with there being an effective and strong working relationship in place, and whilst there were challenges, these were no different to other partnerships of this nature. Specific examples of effective partnership working in this area were provided. It was undertaken that if the Member in question had any specific enquiries on such matters, then these could be responded to in more detail separately.

RESOLVED – That the contents of the submitted Safer Leeds annual update report, together with the full overview document, as presented at Appendix 1, be noted.

40 Leeds Community Safety Strategy 2024-2027

The Director of Communities, Housing and Environment submitted a report presenting the proposed Leeds Community Safety Strategy for the period 2024-2027. The report highlighted how the strategy would provide strategic direction for the Leeds Community Safety Partnership (CSP), which in Leeds is the Safer Leeds Executive. The report sought the Board's endorsement of the Strategy with the recommendation that it is referred to Full Council for approval and formal adoption as part of the Council's Budget and Policy Framework.

The Board welcomed Chief Inspector Jonathan McNiff, West Yorkshire Police to the meeting, who was in attendance for the consideration of this item.

In introducing the report, the Executive Member highlighted that the proposed strategy would replace the Safer, Stronger Communities: Leeds Plan (2021-24) and that it had been informed by strategic intelligence assessment and through a wide-ranging consultation exercise. An overview of the strategy's key priorities was provided. It was also noted that Leeds had been awarded £600,000 from the Government's Community Recovery Fund.

Members were supportive of the proposed strategy.

The Executive Member and the Chief Officer (Safer, Stronger Communities) extended their thanks to all involved in the compilation of the strategy and the associated consultation exercise.

RESOLVED –

- (a) That the Leeds Community Safety Strategy 2024-2027, as presented at Appendix 1 to the submitted report, be endorsed, with the Board's agreement that this Strategy be referred to Full Council with a recommendation that it be formally adopted;
- (b) That it be noted that the Director of Communities, Housing and Environment will lead and implement the Strategy, which will supersede the Leeds Community Strategy 2021 – 2024;

- (c) That it be noted that this Strategy forms part of the Council's Budget and Policy Framework and therefore the above resolutions are not eligible for Call In.

(As indicated in resolution (c) above, given that the above decisions were being made in accordance with the Council's Budget and Policy Framework Procedure Rules, they were not eligible for Call In)

ADULT SOCIAL CARE, ACTIVE LIFESTYLES AND CULTURE

41 Leeds Safeguarding Adults Board - Annual report 2023/24

The Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board (LSAB) annual report for 2023/24 together with the Leeds Safeguarding Adults Board's Strategic Plan. The annual report provided an update on the work of the Leeds Safeguarding Adults Board, the steps taken to implement the Board's strategy, together with an outline of the findings of any Safeguarding Adults Reviews held during 2023/24.

In presenting the report the Executive Member advised that whilst the Independent Chair of the LSAB, Richard Jones CBE, could not be present at the meeting, it was noted that two key themes that he would have raised were the collaborative working which had taken place to embed safeguarding across partner organisations, and also the invaluable work of the city's frontline staff in this area.

The Executive Member provided an overview of the Board's key ambitions, with the range of actions being taken around the citizen led approach towards safeguarding being specifically highlighted. The Independent Chair of the Board, together with all of the Board Members were thanked for their role in this important area.

The importance of the LSAB Strategic Plan (April 2023 – March 2026), which was also appended to the report, was highlighted. It was noted that the strategic plan presented all related objectives and actions that respective agencies were contributing to.

Responding to a Member's specific request, it was undertaken that periodic meetings would be arranged between that Member and the Independent Chair.

In response to a Member's enquiry, the Board was provided with further detail regarding the statistic that 32% of safeguarding concerns arose from care home settings, with information being provided on the sources of those concerns, together with the actions which were being taken to address such matters and to ensure that people were being cared for in the most appropriate way. It was also noted that it was common for care home settings to have a higher number of referrals. An update was also provided on the work being undertaken with the whole range of care providers in Leeds, including home care providers, in relation to the reporting of safeguarding concerns.

Also in response to a Member's enquiry, the Board received an update on the work which continued to be undertaken to review data around referral levels of safeguarding concerns. It was identified that there were lower levels of referrals experienced in certain geographical areas with ethnically diverse communities. The range of work being undertaken as a result to increase awareness and share information across all communities was noted.

In conclusion, the Chair extended his thanks to Richard Jones CBE, Independent Chair of the LSAB, together with the other Board Members for the role they played in this important area.

RESOLVED – That the contents and recommendations of the Leeds Safeguarding Adults Board Annual Report 2023/24, as submitted to the Board, be noted.

CHILDREN AND FAMILIES

42 Leeds Safeguarding Children Partnership - Annual Report 2023/24

The Director of Children and Families submitted a report presenting the Leeds Safeguarding Children Partnership Annual Report for 2023/24. The report outlined the activity that had taken place during the year in relation to the Safeguarding Partners' statutory duties to work together in exercising their functions of safeguarding and promoting the welfare of children. Included within the update were details regarding developments in practice, and the progress made in relation to priorities, learning, scrutiny, inspections and statutory responsibilities.

The Board welcomed David Derbyshire (Independent Scrutineer), Gill Marchant (Head of Safeguarding/Designated Nurse Safeguarding Children and Adults, NHS) and Superintendent Dan Wood (West Yorkshire Police) to the meeting for the consideration of this item.

In introducing the report, the Executive Member highlighted how the LSCP annual report provided an overview of the city's arrangements for safeguarding children during 2023/24. It was noted that such arrangements had been reviewed over the past year, a process supported by the new Independent Scrutineer, David Derbyshire. The positive outcomes from the recent Joint Targeted Area Inspection (JTAI) into serious youth violence were highlighted, including the strong multi-agency relationships of the LSCP partners.

The Director of Children and Families highlighted that the submission of the annual report was in line with the reporting requirements as set out in the Working Together to Safeguard Children 2023 statutory guidance. It was also noted that the report provided an update on the progress made against the agreed priorities during 2023/24 and also on the work undertaken to review safeguarding arrangements to ensure that they were in line with statutory guidance. The commitment to continued improvement in this area was reiterated.

Thanks was extended to all those involved in the crucial work of safeguarding children throughout the city, including frontline practitioners and their managers.

David Derbyshire, Independent Scrutineer, addressed the Board, providing an overview of his experiences since taking up this role nearly one year ago and highlighting the key points arising from his statement as included within the LSCP annual report.

A Member highlighted the progress which had been over the past year, the work which had been undertaken and the positive way in which challenges had been responded to.

Responding to an enquiry regarding unregulated care homes in Leeds, it was undertaken that the Director would meet with the Member in question on this issue to provide further detail. However, assurance was provided that the Council did work closely with Ofsted on such matters.

RESOLVED –

- (a) That the work undertaken to further strengthen the safeguarding children arrangements in Leeds, as set out within the submitted report, be endorsed;
- (b) That the Board provide its continued support for the city's multi-agency safeguarding arrangements for children and young people.

43 Youth Justice Service Plan - 2024-2027

The Director of Children and Families submitted a report presenting the refreshed Leeds Youth Justice Service Plan for the period 2024-27 and provided an update on the work undertaken and progress made in respect of the previous plan which covered 2021-24. The report sought the Board's endorsement of the plan with the recommendation that it is referred to Full Council in November 2024 for approval and formal adoption as part of the Council's Budget and Policy Framework.

In presenting the report, the Executive Member highlighted that the plan had a strong commitment to a 'child first' principle. The impact of poverty and deepening inequalities were highlighted as key issues, with the report setting out the work being undertaken to address such matters.

Responding to a Member's request, the Director undertook to provide the Member in question with a briefing on the issues covered in the submitted report.

In response to a Member's enquiries regarding the re-offending rates and also first time offender rates presented, further information and context was provided on those statistics, together with details on the range of actions and interventions being taken in this area in order to reduce offending behaviours in children across the city.

RESOLVED –

- (a) That the Leeds Youth Justice Service Plan, as submitted to the Board, be endorsed, with the Board's agreement that the Plan be referred to Full Council in November 2024 with a recommendation of approval and formal adoption as part of the Council's Budget and Policy Framework;
- (b) That it be noted that the responsible officers for the implementation of such matters are the Service Delivery Manager, Leeds Youth Justice Service; and the Head of Service, Children Looked After and Youth Justice Service. That it also be noted that the Youth Justice Service Partnership Board has statutory responsibility to monitor performance, ensuring the delivery of service improvements and the meeting of local priorities.

(Given that the above decisions were being made in accordance with the Council's Budget and Policy Framework Procedure Rules, they were not eligible for Call In)

44 Outcome of consultation on proposals to expand Broomfield South SILC by 100 places, as part of a school rebuild, and the establishment of a permanent satellite site for post-16 provision

The Director of Children and Families submitted a report presenting proposals to expand Broomfield South Special Inclusion Learning Centre (SILC) by 100 places, as part of a school rebuild, and through the establishment of a permanent satellite site for post-16 provision. Specifically, the report provided details of the outcome from the public consultation undertaken and sought the Board's approval to publish a Statutory Notice on the proposals.

In presenting the report, the Executive Member highlighted the key aspects of the proposal. It was noted that whilst the Council had established 450 specialist learning places across the city since 2020, the need for specialist education in Leeds continued to increase.

Members highlighted their support for this proposal.

In response to a Member's enquiry, an update was provided on the arrangements in place regarding associated consultation, and it was confirmed that local Ward Councillors were supportive of the proposals.

Also, responding to an enquiry regarding how the proposals may impact upon post-16 transport costs, it was noted that any impact would be dependent upon where children and young people using the facility lived. However, it was felt that the benefits which would be realised by the new provision would significantly outweigh any potential risks caused by potential increased transport costs in the future. It was thought that in terms of post-16 transport costs, the proposals were likely to be cost neutral.

RESOLVED –

- (a) That the outcome of the public consultation undertaken for the proposals, as presented within the submitted report, be noted;
- (b) That the publication of a Statutory Notice on the proposals to expand Broomfield South SILC by 100 places, as part of a school rebuild, and establish a permanent satellite site of Broomfield South SILC for post-16 provision at Arlington Business Centre, White Rose, be approved;
- (c) That it be noted that the implementation of the proposals will be subject to the outcome of the proposed Statutory Notice and future decisions by Executive Board;
- (d) That the intention for a further report to be presented to the December 2024 Executive Board meeting detailing the outcome of the Statutory Notice, be noted;
- (e) That it be noted that the implementation of the rebuild and expansion of Broomfield South SILC will be subject to the outcome of further detailed design work and planning applications, as indicated in paragraphs 26- 29 of the submitted report;
- (f) That it be noted that the responsible officer for the implementation of such matters is the Deputy Director for Learning.

45 The Child Poverty Strategy For Leeds

The Director of Children and Families submitted a report which provided an overview of, and a further update on the Child Poverty Strategy for Leeds and the work undertaken as part of the strategy, including the actions being taken in response to ongoing post pandemic and cost of living priorities.

The Executive Member provided an overview of the key aspects within the report, highlighting the consultation work undertaken as part of the refresh process, and noting the Government's establishment of a task force on child poverty and its plans to publish a national Child Poverty Strategy.

Members supported the proposals and the need to focus on the actions to eradicate child poverty in the city.

RESOLVED –

- (a) That the refreshed and ongoing strategic framework in place to mitigate the impact of child poverty, and the work being undertaken by the Council and other partners in the key areas of activity, as detailed within the submitted report, be endorsed;
- (b) That the need to promote the work of the Child Poverty Strategy across the city and across Council directorates, and also through our wider city partnerships in order to highlight the impact of poverty on children and their families, be acknowledged;

- (c) That it be noted that the responsible officer for the implementation of such matters is the Deputy Director, Social Care, Children and Families.

LEADER'S PORTFOLIO

46 Leeds Joint Strategic Assessment 2024

The Director of Strategy and Resources submitted a report presenting the Leeds Joint Strategic (Needs) Assessment (JSA) 2024 report, following Health and Wellbeing Board's consideration of the JSA in July 2024. The report noted that the Council and the West Yorkshire Integrated Care Board have an equal and joint statutory requirement to work through the Leeds Health and Wellbeing Board to produce a JSA, with the purpose being to assess current and future health and social care needs in Leeds in order to inform the Health and Wellbeing Strategy, shape priorities and guide the use of resources.

The Leader introduced the report, highlighting how the data within the JSA would be used to inform decision making moving forward, with the aim of addressing the challenges which have been identified as part of the process.

The Executive Member for Equality, Health and Wellbeing highlighted how the JSA had been considered by the Health and Wellbeing Board and would be used throughout the Assessment's lifespan, as it allowed the city's health needs and challenges to be clearly identified. As such, it was reiterated that the JSA would be used to inform priorities with the aim of addressing identified challenges and needs. It was noted that the report also provided details of work undertaken across the city to address the policy implications arising from the previous JSA published in 2021.

A Member highlighted the importance of the JSA, the need for it to be integrated into the work of the Council moving forward and the value of Scrutiny Boards considering it. It was noted that Scrutiny Board Strategy and Resources had considered the JSA on 16 September 2024, and that other Scrutiny Board chairs had been in attendance at that Scrutiny Board meeting.

In conclusion, the Board's thanks was extended to all partners who had been involved in the co-production of the JSA.

RESOLVED –

- (a) That the Joint Strategic (Needs) Assessment 2024 report, as presented at Appendix 1 to the submitted report, including the policy implications drawn from the analysis, be noted;
- (b) That the areas for further exploration and integration into future JSAs, as set out in paragraph 9 of the submitted report, be agreed;
- (c) That the comments made during the Board's discussion on such matters, be noted.

RESOURCES

47 Medium Term Financial Strategy 2025/26 - 2029/30

The Chief Officer, Financial Services submitted a report presenting an update on the Council's Medium Term Financial Strategy for the period 2025/26 – 2029/30, and which provided details of both the context and the factors that influence the shape of the strategy. The report noted that the intention was to submit budget savings proposals to future Executive Board meetings in advance of the proposed 2025/26 budget being submitted to the Board in December 2024.

The Executive Member introduced the report, highlighting the currently estimated General Fund budget gap which existed over the 5-year period that the Strategy covered, including the budget gap relating to 2025/26. Further details were provided on the context and the associated challenges that the Council faced, including inflationary pressures and also increased demand regarding adult and children's social care. It was noted that the Strategy also covered the Council's Capital Programme, Housing Revenue Account and Dedicated Schools' Grant.

Members discussed the budget gap detailed within the report relating to 2025/26 and the liaison taking place with Government regarding Local Government finances.

Responding to a Member's specific comments regarding the high costs of external residential placements for children looked after, the Board received an update on the current position in Leeds in relation to demographic and demand pressures, with it being highlighted that this continued to be a significant national issue. Further detail was provided on the Council's sufficiency strategy and the work that continued in Leeds to develop in-house residential care provision. It was noted that the Council continued to work closely with Ofsted on such matters. Members also received an update on the recent announcements made by the Government aimed at tackling national issues regarding children's external residential placement provision.

Members noted the actions that continued to be taken to reduce associated pressures where possible and to address the General Fund budget gap detailed with the report. Whilst it was noted that proposals to contribute towards addressing this position would continue to be submitted to Members for consideration, the significant scale of the challenge faced was emphasised. With regard to related proposals being brought forward, it was noted that there was a clear timetable in place for Member engagement and Scrutiny consideration.

RESOLVED –

- (a) That the updated Medium Term Financial Strategy for 2025/26 to 2029/30, as presented in the submitted report and appendices, be noted;

- (b) That it be noted that budget savings proposals will be received at future Executive Board meetings in advance of the Proposed Budget for 2025/26 being received by Executive Board in December 2024.

48 Financial Health Monitoring 2024/25 - July (Month 4)

The Chief Officer Financial Services submitted a report presenting the Council's financial performance against the 2024/25 revenue budget, as at month 4 of the financial year. The report also provided an update on the month 4 position in respect of the Housing Revenue Account (HRA), the Dedicated Schools' Grant (DSG) and the Council Tax and Business Rates Collection Fund.

In presenting the report the Executive Member provided an overview of the key points in which it was noted that as at month 4 of the financial year, the Council was forecasting a General Fund overspend of £22.2m. The key areas of overspend were noted together with the reasons for those. The Executive Member also highlighted the range of mitigating measures being taken to address the overspend.

The scale of the challenge being faced in terms of addressing the General Fund budget gap, as discussed under the previous report on the Medium Term Financial Strategy was reiterated, with it being highlighted that nationally Local Authorities continued to experience similar challenges.

In considering this matter, the Board acknowledged that a number of matters linked to the information within this report had already been discussed as part of the previous agenda item on the Medium Term Financial Strategy.

RESOLVED –

- (a) That it be noted that at July 2024 (Month 4 of the financial year), the Authority's General Fund revenue budget is reporting an overspend of £22.2m for 2024/25 (3.6% of the approved net revenue budget) after the application of reserves and within a challenging national context. That it also be noted that a range of actions are being taken to address the position as detailed within the submitted report;
- (b) That it be noted that at July 2024 (Month 4 of the financial year) the Authority's Housing Revenue Account is reporting a balanced position;
- (c) That it be noted that known inflationary increases, including demand and demographic pressures in Social Care and known impacts of the rising cost of living have been incorporated into the reported financial position. The position assumes a pay settlement of 3.5%, with the final pay award for 2024/25 yet to be agreed. That it also be noted that these pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available, and that proposals would need to be identified to absorb any additional pressures;

- (d) That it be noted that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the Council's wider financial challenge where possible, in line with the Revenue Principles as agreed by Executive Board in February 2024 through the annual Revenue Budget report;
- (e) That it be noted that the reported position reflects that the budgeted contribution to the General Reserve of £3m will be reduced to £1.5m and that the budgeted contribution of £3m to the Strategic Resilience Reserve will not be made in 2024/25, with it also being noted that these planned contributions have been applied to the in-year position to reduce the overspend due to the significant financial pressures that the Council is facing. That it also be noted that provision is made in the Medium Term Financial Strategy for a base budget contribution of £3m to each reserve from 2026/27.

49 Core Business Transformation Programme - Progress Update

The Chief Officer, Financial Services submitted a report which provided an update on the progress of the Core Business Transformation Programme - a programme aimed at transforming and modernising 'back office' services and underpinned by a technology refresh. The update report looked to provide the Board with the latest position and assurance in respect of the programme delivery framework, programme and workstream management and governance arrangements.

The Executive Member presented the report, providing an overview of the programme's objectives and an update on the progress being made. It was highlighted that the programme was not only about introducing new digital solutions, but also about refreshing the Council's approach to become more efficient in its delivery of its core business.

Responding to a Member's specific enquiry regarding the implementation of the Council's new payroll system, the Board received assurance that the delivery of this system was on track and, whilst some contingency had been used, it was also on budget. It was noted that whilst delivery was slightly later than originally planned, this was due to the processes in place to learn from others and also to ensure a robust testing process was completed prior to implementation, given the significance of introducing such a critical system. It was also highlighted that this matter had been considered by the Corporate Governance and Audit Committee and is scheduled to be considered by the relevant Scrutiny Board also.

The Member in question was offered a further briefing on such matters, if required.

RESOLVED – That the contents of the submitted report, together with the details provided in the progress report as presented at Appendix 1, be noted, with it also being noted that a further update will be provided in 6 months.

50 Recognition of Inspirational Women

The Director of Strategy and Resources submitted a report which sought approval for the installation of panels within the Civic Hall Council Chamber commemorating six inspirational women from the city's past. The report outlined the outcomes from the consultation undertaken on this proposal and also recommended that consideration be given to how more women could be recognised in the future, and that moving forward such recognition be increasingly reflective of the city's diversity.

The names proposed to be initially installed on the plaques in order to recognise their contributions to the city were:

- The Barnbow Lasses;
- Leonora Cohen OBE;
- Gertrude Paul;
- Alice Bacon CBE;
- Beryl Burton OBE; and
- Ivy Benson.

In presenting the report, the Executive Member thanked all Members of Council for the cross-party support for, and engagement in the development of the proposals. Thanks was also extended to all officers involved, with specific reference to Tom Riordan, outgoing Chief Executive, for their roles in this initiative.

The importance of recognising the inspirational women of Leeds in this way was highlighted, together with the overwhelmingly positive response to the public consultation which had been received. The Board confirmed its support for the proposals and welcomed that further work would be undertaken on a cross-party basis so that the role of more inspirational women could be recognised moving forward, in order to further reflect the diversity of the city, and which it was hoped would prove to be inspirational to future generations.

RESOLVED –

- (a) That the results of the consultation undertaken, as detailed within the submitted report and appendix 1, be noted;
- (b) That the proposals within the submitted report for plaques to be installed within the Civic Hall Council Chamber, be approved, subject to listed planning consent being received;
- (c) That the proposals within the submitted report for further work to be undertaken in order to recognise further inspirational women in future years, be approved, with approval also being given for this recognition to be increasingly reflective of the diverse nature of the city.

ECONOMY, TRANSPORT AND SUSTAINABLE DEVELOPMENT

51 Leeds City Council's Response to the West Yorkshire Combined Authority's Mass Rapid Transit Public Consultation

The Director of City Development submitted a report providing an update on the Mass Rapid Transit (MRT) proposals for West Yorkshire and which sought the Board's endorsement of the Council's proposed response to the consultation exercise being undertaken by the West Yorkshire Combined Authority (WYCA) on the proposed routes for phase one of the MRT scheme.

In presenting the report, the Executive Member highlighted the Council's support for WYCA's plans to bring mass transit to West Yorkshire and provided an overview of the proposals set out in the report together with details of the Council's proposed response to the consultation.

The significant importance of introducing mass transit to the city was emphasised, together with the with economic impact and associated opportunities in areas such as housing growth it would generate.

In supporting the development of an MRT network, a Member highlighted that whilst the lines initially established as part of this scheme would not run directly through all areas, there was a need to ensure that the wider benefits arising from the establishment of an MRT system were effectively communicated to all communities in Leeds and West Yorkshire. The Member then suggested that this aspect be included within any response provided to WYCA.

Responding to the comments made, Members discussed the approach being taken by WYCA on the current public consultation exercise. Further to this, the following was highlighted:-

- that the proposals currently being consulted upon were seen as the beginning of an MRT network for West Yorkshire and not the end;
- in respect of mass transit, it was acknowledged that West Yorkshire had a lot of progress to make when compared with other areas of the country;
- that the establishment of an MRT network would be alongside other initiatives, such as the delivery of bus franchising in West Yorkshire;
- in terms of public engagement, in addition to WYCA's public consultation on MRT, the Board's attention was drawn to the consultation exercise being undertaken on the Local Transport Plan which was wider in scope.

In response to a concern raised regarding the capacity of WYCA in delivering this initiative alongside other ongoing projects, it was highlighted that the Council, through the Highways and Transportation team was providing its full support to WYCA on this matter.

Responding to a Member's specific enquiry, it was undertaken that the Member in question would receive further information outside of the meeting

on the current position regarding the White Rose Railway Station, Leeds Bradford Airport Parkway and Thorpe Park Railway Station.

In conclusion, the Chair acknowledged the comments which had been made during the discussion.

RESOLVED –

- (a) That the Council's overall support for the proposals as outlined within the submitted report, be noted, with it being recognised that this is early consultation. That the key points in the submitted report regarding areas where the Council will need greater clarity as the MRT scheme is developed, be noted;
- (b) That Leeds City Council's preference of route option L1 via Calverley Street and Infirmary Street and L6 via Elland Road, Elland Road Stadium and Ring Road Beeston in the Leeds Line corridor, be endorsed;
- (c) That the Leeds City Council response that further discussions are required with WYCA in respect of the route options on the Bradford Line in order for Leeds City Council to state a preference, be endorsed;
- (d) That Leeds City Council's broad support of the Sustainability and Placemaking strategies, be endorsed, whilst noting that further discussion is required with WYCA to develop the detail, and how it will be implemented through the design;
- (e) That the response to WYCA's public consultation on the MRT scheme (being undertaken by WYCA in its role as sole promoter), which is presented at Appendix A to the submitted report, be endorsed.

CLIMATE, ENERGY, ENVIRONMENT AND GREEN SPACES

52 Leeds Food Strategy - Report on Progress

The Director of Communities, Housing and Environment submitted a report providing an update on the delivery of the Leeds Food Strategy, which was a long-term vision for the sustained provision of healthy and affordable food in the city. Through the strategy delivery plan, the report drew Members' attention to several key areas, with the report also seeking the Board's approval of the governance, delivery and key performance indicators relating to the strategy, together with amendments to both the objectives and action plan.

In presenting the report, the Executive Member provided an overview of the key elements within the strategy and the key actions being delivered, highlighting how the strategy closely aligned with the three strategic pillars of the Best City Ambition. The cross-directorate approach being taken in this area, together with the partnership working with the third sector was noted.

Responding to a Member's comments about the resource implications arising from the strategy and whether the aims and outcomes could be achieved in a more efficient way, it was clarified that there were no additional costs to the Council arising from delivering the strategy. It was also noted that the aim was to deliver outcomes through existing Council services and external organisations and helping them to work more collaboratively and towards the strategy's objectives. The importance of promoting the strategy's aims within communities was also highlighted.

In response to a further enquiry about how outcomes would be measured, one specific example was given regarding the routine data which was now received around the proportion of adults reporting to eat 5 fruit or vegetables a day.

RESOLVED –

- (a) That the governance, delivery and key performance indicators of the Leeds Food Strategy, as detailed within the submitted report and appendices, be approved;
- (b) That the progress made against the actions in the strategy, as presented in the submitted report / appendices be noted, and that the amendments to both the objectives and action plan, as detailed, be approved.

DATE OF PUBLICATION: FRIDAY, 20TH SEPTEMBER 2024

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00PM, FRIDAY, 27TH SEPTEMBER 2024

EXECUTIVE BOARD

WEDNESDAY, 16TH OCTOBER, 2024

PRESENT: Councillor J Lewis in the Chair

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

53 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.

54 Late Items

There were no formal late items of business submitted to the Board for consideration, however, supplementary information had been provided to Board Members and published ahead of the meeting. This was in the form of Appendix 2 to Item 9 (Children and Young People's Transport Policy: Outcome of consultation on proposed changes to transport assistance for post-16 learners with Special Educational Needs and Disabilities (SEND)). This Appendix 2 presented the Scrutiny Board Children and Families Working Group statement relating to the proposed changes to transport assistance for post-16 SEND learners, which had been submitted following the Scrutiny Board's agreement of the statement at the meeting held on 9th October 2024. (Minute No. 60 refers).

55 Declaration of Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

56 Minutes

RESOLVED – That the minutes of the previous meeting held on 18th September 2024 be approved as a correct record.

EQUALITY, HEALTH AND WELLBEING

57 Plans for New Hospital Provision in Leeds

The Interim Chief Executive of Leeds City Council submitted a report which provided an update on the current position regarding the Leeds Teaching Hospitals NHS Trust's (LTHT) proposals for new hospital provision in the city as part of the Government's New Hospitals Programme. This would see existing hospital facilities on the Leeds General Infirmary site being replaced with new state of the art buildings and equipment. It was also noted that proposals included the creation of a Leeds Innovation Village as part of a wider Innovation Arc. The report reconfirmed the support which had been provided by a range of city partners and sought the Board's endorsement of the proposed approach to Government for the swift delivery of the programme in Leeds.

The Executive Member introduced the report, highlighting that the Government's New Hospitals Programme had been the subject of significant delays since its establishment in 2019 and that the current Secretary of State had commissioned a review of the programme in order to put it on a sustainable footing. In advance of the Chancellor's upcoming Budget statement, the Executive Member highlighted that the purpose of the report was to call on the Government, in partnership with colleagues from LTHT to accelerate funding to deliver the new hospital programme for Leeds. Thanks were extended to Councillor Lamb for his support, and also for the work being undertaken to facilitate a cross-party letter to Government on such matters.

The Board welcomed Professor Phil Wood, Chief Executive, LTHT, and Jenny Ehrhardt, Director of Finance, LTHT, who were in attendance for the consideration of this item.

Professor Wood highlighted the readiness in Leeds to proceed with the programme, provided an update on the preparatory progress made to date and emphasised how this facility would not only be key to delivering state of the art health care for Leeds residents, but would have critical importance for the region and the north of England generally. Also noted was how the proposals were consistent with both local and national policy. Emphasis was placed upon the fact that LTHT's estate backlog remained challenging and would continue to accelerate whilst the new facility was awaited. It was noted that the proposals for Leeds were part of an ambitious regeneration development that included the Innovation Village, which would have a significant impact in terms of inward economic investment and job creation. An update on the progress made to date on the first phase of that initiative was provided.

The Leader thanked all involved from within the Council and from the LTHT and all other partner organisations for their continued efforts in this process, their collaborative approach and for providing a clear message of support. The significant healthcare benefits that would be realised as a result of the proposals were reiterated, as were the wider economic benefits from the development of the Innovation Arc.

In considering this matter, Councillor Lamb welcomed the report, reiterated the cross-party and 'Team Leeds' approach being taken and highlighted the importance of ensuring that the support of Leeds MPs was also gained on this matter.

Councillor Lamb moved several proposed amendments to the recommendations in the submitted report, Specifically that:

- Recommendations (a) and (b) remain unchanged;
- Recommendation (c) becomes recommendation (d), and that a new recommendation (c) be added as follows, '*The Executive Board is asked to note that four years of delays have so far cost the NHS Trust £300 million and further delays owing to the latest Government review of the NHS New Hospital Programme (NHP) will cost the NHS considerably more*'; and

- The original recommendation (d) becomes recommendation (e), and that be amended to read as follows, '*The Executive Board requests that, given the Department for Health and Social Care/Treasury review of the new hospitals programme, Executive Board make a submission to the Treasury before the Budget on 30 October, clearly stating the importance of modernised hospital provision in Leeds and requesting that the Leeds scheme be permitted to go ahead without delay. The Leader and Executive Member for Equality and Health and Wellbeing have sought cross-party support for a letter in support of the Council's submission*'.

Those proposed amendments were then seconded by Councillor Venner, and with the Board's agreement, it was -

RESOLVED –

- (a) That the strategic importance to Leeds of replacing existing hospital facilities on the Leeds General Infirmary site with new state of the art buildings and equipment, be noted, with the progress made so far by LTHT and partners of the Leeds Innovation Partnership including the Council, University of Leeds and Leeds Beckett University, also being noted;
- (b) That it be noted that the new hospital programme will deliver a boost to the health of children and adults, act to regenerate the existing and surrounding site and promote innovation and research across Leeds;
- (c) That it be noted that four years of delays have so far cost the NHS Trust £300 million and that further delays owing to the latest Government review of the NHS New Hospital Programme (NHP) will cost the NHS considerably more;
- (d) That the call to Government, as outlined within the submitted report, to approve and to subsequently accelerate the new hospital programme in Leeds, serving as critical regional health infrastructure, be supported;
- (e) That, given the Department for Health and Social Care/Treasury review of the new hospitals programme, agreement be given for Executive Board to make a submission to the Treasury before the Budget on 30 October 2024, clearly stating the importance of modernised hospital provision in Leeds and requesting that the Leeds scheme be permitted to go ahead without delay. That it also be noted that the Leader and Executive Member for Equality and Health and Wellbeing have sought cross-party support for a letter in support of the Council's submission.

58 Fast Track Cities: One Year On (2024)

The Director of Public Health submitted a report which provided an overview of the Fast Track Cities initiative, the achievements in Leeds in the last twelve months, as well as the ambitions for the next year. The report noted that Fast Track Cities is a global partnership between cities and municipalities around the world in which participants declare a commitment to ending HIV, Viral Hepatitis and Tuberculosis (TB) epidemics by 2030.

In presenting the report, the Executive Member provided an overview of the initiative and the ambitious nature of it, the actions which continued to be taken, the challenges which were being faced and the progress that had been made over past year. It was also highlighted that in February 2023, Leeds became the first city in the Yorkshire and Humber region to become a Fast Track City.

In response to a Member's enquiry, the Board received further information on the ways in which progress in this area would be monitored and measured, with it being noted that indicators relating to HIV and blood-borne viruses were part of a dashboard which was considered by the city's Health Protection Board, as part of the Team Leeds health protection processes. It was undertaken that such dashboard data would be shared with Board Members for information.

It was also noted that in the most recent data there had been increases in several indicators, which was partly due to the fact that more testing was being undertaken. Further information was then given on the approach being taken to manage such matters moving forward.

RESOLVED –

- (a) That the achievements of the Fast Track City initiative, as detailed within the submitted report, be recognised;
- (b) That the future ambitions of the Fast Track City initiative, be supported, and that the development of the Leeds: Getting to Zero Action Plan also be supported, together with the aim of reducing the stigma and misinformation associated with TB, HIV and Hepatitis.

CHILDREN AND FAMILIES

59 The Annual report on Academic Outcomes

The Director of Children and Families submitted a report presenting the outcomes from the statutory assessments and examinations which took place during the 2022/23 academic year in primary and secondary state-funded schools in Leeds (both maintained schools and academies) and which covered the Early Years Foundation Stage through to Key Stage 5.

The Executive Member introduced the report and thanked all children and young people who had undertaken assessments and examinations for their efforts. Thanks was also extended to all teachers and those, including parents and carers, who had supported students throughout what could be challenging times for children and young people. An overview of the performance of Leeds pupils when compared to the national average was provided, with it being noted that Leeds was not complacent in respect of the progress which was being made, and that work would continue to improve the outcomes for all children and young people at every stage of education, especially those who faced additional challenges.

In noting the outcomes within the submitted report, a Member highlighted the positive local and national results which had been achieved by the students, and how such positive results reflected upon the educational reforms of the previous Government.

Responding to a specific enquiry, Members discussed the complex, national issue of attendance in schools, which it was highlighted, had been exacerbated by the pandemic. Further details were provided on the partnership approach being taken to improve attendance and engagement in education, with it being noted that this was a priority for Leeds. It was also highlighted that this matter was being considered by the Children and Families Scrutiny Board and also the multi-agency Children and Young People's Partnership. Bearing in mind the context of the pandemic and the range of challenges faced by children and young people as a result, Members emphasised how the pupils' achievements detailed within the submitted report were all the more significant.

RESOLVED –

- (a) That the performance against headline measures for pupils in Leeds in 2023 in comparison to national data, as presented within the submitted report, be noted;
- (b) That the actions taken by Local Authority services to support maintained schools and academies in their work to improve outcomes in Leeds, be noted;
- (c) That it be noted that the data presented within the submitted report has previously been discussed at Children and Families Scrutiny Board on 18 July 2024.

60 Children and Young People's Transport Policy: Outcome of consultation on proposed changes to transport assistance for post-16 learners with Special Educational Needs and Disabilities (SEND)

Further to Minute No. 10, 19 June 2024, the Director of Children and Families submitted a report presenting the outcomes from the public consultation exercise undertaken on proposed changes to transport assistance for post-16 learners with Special Educational Needs and Disabilities (SEND). The report detailed proposed next steps and sought approval of an updated Children and Young People's Transport Policy, as presented at Appendix 3.

Supplementary information had been provided to Board Members and published ahead of the meeting in the form of the Scrutiny Board Children and Families Working Group statement regarding the proposed changes to transport assistance for post-16 SEND learners. This had been submitted following the Scrutiny Board's agreement of the statement at the meeting held on 9th October 2024. The statement was presented as Appendix 2 to the submitted report.

In presenting the report, the Executive Member extended her thanks to Children and Families Scrutiny Board for the work that it had undertaken in

this area. Also, it was highlighted that the Local Authority's duty was to provide home to school transport assistance for children with SEND of statutory school age, and that although it was the parents' responsibility to provide transport arrangements for post-16 year old learners with SEND, the Council had continued to provide substantial assistance. With regard to the proposals within the report, it was noted that they had followed consultation undertaken with young people and their families. The Board was also advised that the proposals would reduce the significant overspend which existed in this service area, whilst maintaining a discretionary transport offer for post-16 students with SEND. The provisions which would be put in place to support those affected were also noted.

In acknowledging the reasons for a review being undertaken, a Member raised his concerns in respect of the proposals and in doing so relayed to the Board an individual concern which had been raised with him, advising that this was representative of others he had received. The Member sought reassurance that the implementation and communication of the proposed policy would be proactive and would be centred around the needs of children, young people and their families, and that for instance, there would be flexibility on the 20-mile radius cap being proposed. In raising such concerns, the Member suggested that further work needed to be undertaken and perhaps a deferral of the final decision was required in order to provide the necessary assurance to parents and families around the approach which would be taken to implement the proposals.

In response, whilst acknowledging the impact of the proposals, it was noted that the current policy was unsustainable. It was also noted that the matter had been considered in detail at Scrutiny Board, where the challenges being faced had been acknowledged, and it was confirmed that the recommendations made by the Scrutiny Board had been accepted.

Assurance was provided to the Board that the proposed policy would take into consideration the individual needs of children, young people and their families, and where such individual needs required provision outside of the agreed policy, then in those exceptional circumstances the policy would provide flexibility to deliver that. A commitment was also provided that communication and engagement would continue with the parents, carers, children and young people affected using a range of methods.

Further detail was also provided on the actions being taken regarding the delivery of SEND provision in Leeds, with the aim of minimising the need for learners having to travel significant distances outside of the city wherever possible. The opportunities arising from the proposals in relation to independent travel were also highlighted. As part of the discussion on this report, clarification was also provided to Members on several specific areas within the proposed policy.

RESOLVED –

- (a) That in general terms, the contents of the submitted report, be noted;

- (b) That the outcomes from the consultation exercise, as agreed by Executive Board at its meeting on 19 June 2024, be noted;
- (c) That approval in principle be given to the proposed Children and Young People's Transport Policy (October 2024) as presented at Appendix 3 to the submitted report, which details how a stepped model of transport assistance would be offered to eligible young people with SEND in post-16 education. Transport assistance would in future be made available on the following basis, depending on eligibility and the level of transport need, assessed against the policy:-
 - (i) limiting post-16 transport assistance to learners with SEND, living 3 or more miles from their education setting;
 - (ii) provide Independent Travel Training and a free bus pass (or equivalent cost) for a young person who is able to travel independently or could make the journey to their learning setting on public transport accompanied by an adult as necessary;
 - (iii) issue a Personal Transport Allowance for post-16 learners with SEND, as set out in paragraph 8 (b) of the submitted report;
 - (iv) the consideration of transport assistance for applications made against the exceptional circumstance criteria set out in the Children and Young People's Transport Policy (October 2024) as detailed at Appendix 3 and as detailed in paragraphs 24-25 of the submitted report.
- (d) That it be noted that implementation would be with effect from the commencement of the new academic year (September 2025) and that transitional arrangements would apply to the application of the new policy, as detailed in paragraph 22 of the submitted report;
- (e) That it be noted that a Children and Families Scrutiny Board Working Group meeting took place on 24 September 2024 to discuss the recommendations detailed within the submitted report and due to timing associated with Executive Board agenda publication and the Scrutiny Board meeting schedule, the resulting Working Group Statement was circulated to Board Members as supplementary information which forms Appendix 2 to the submitted report;
- (f) That further to the approval in principle of the Policy (resolution (c) above), it be noted that any further amendments to this policy would be taken in accordance with existing delegations by the Director of Children and Families.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Lamb required it to be recorded that he abstained from voting on the decisions referred to within this minute)

61 Little Owls Nurseries Review

Further to Minute No. 7, 19 June 2024 and Minute No. 22, 24 July 2024, the Director of Children and Families submitted a report which provided an update on the withdrawal of service from three Little Owls settings and on the 'market

sounding exercise' undertaken in relation to a further twelve settings, as previously approved by Executive Board. In addition, the report provided recommendations to Executive Board regarding proposed next steps in relation to those further twelve settings.

The Executive Member introduced the report, highlighting that in response to the financial challenges faced and as part of the review undertaken in relation to the Little Owls Nurseries, Executive Board had previously resolved to undertake a market sounding exercise in relation to the future of those twelve Little Owls nursery settings referenced within the report. The Executive Member provided an update on the work undertaken to date on this exercise together with details of the proposals regarding the future of those settings. As part of any next steps, assurance was provided that engagement would continue with parents and carers, and that actions would be taken to ensure that any new providers continued to deliver a number of issues which had been identified as key by parents and carers during the engagement process. Such matters would be considered on a setting-by-setting basis, and if it was deemed that those critical needs were not met in a specific setting, it was noted that the default position would be for the Council to continue as the provider.

A Member raised a specific enquiry and concern regarding the extent to which child poverty was being taken into consideration as part of the proposals. In response, the Board was provided with assurance that the issue of child poverty remained a key concern in Leeds. It was also noted that whilst the appended Equality Impact Assessment took a broader view on such matters given that the submitted report invited the Board to agree the principle of a series of changes, the bespoke and localised discussions which would take place with potential providers moving forward would allow issues such as child poverty to be considered in detail. However, it was reiterated that the default position would be for the Council to continue as the provider, should it be deemed that any potential provision arrangements were not suitable for a specific setting.

Clarification was provided to the Board that the Local Authority's statutory duty in this case was to ensure sufficiency of childcare provision, with it being noted that as part of the proposals, Leeds would retain at least nine directly delivered nurseries, which was more than any other comparator city and significantly beyond the Council's statutory duty, reflecting the commitment to early years provision in Leeds.

The Board discussed the financial basis on which the review had been undertaken and the proposals being made. Members also discussed the issue of daily fee levels, with the Board receiving further information on the process by which appropriate consideration would be given to such matters, as part of the individual discussions with any potential providers. Responding to a specific enquiry regarding potential fee levels which had been identified as part of the expression of interest exercise, it was undertaken that further detail could be provided to the Member in question, if required.

A Member raised a concern regarding the Call In status of the report, as they felt that the submitted report should be eligible for Call In and recommended that the status of the report should be changed so as to be eligible for Call In. In response, it was confirmed that the report was not eligible for Call In as the matter had already been through the Call In process.

RESOLVED –

- (a) That the activity undertaken to withdraw from service provision at three settings, as agreed by Executive Board in June 2024, be noted;
- (b) That the work undertaken to date in relation to the agreed 'market sounding exercise' regarding the following settings, be noted:-
- Shepherds Lane
 - Meanwood
 - St Mary's Hunslet
 - Hawksworth Wood
 - City & Holbeck
 - Parklands
 - Quarry Mount
 - Bramley
 - Hunslet Rylestone
 - Osmondthorpe
 - Rothwell
 - Burley Park
- (c) That the recommendations set out for each of those settings detailed in resolution (b) (above), be agreed, as set out below:-
- (ci) That the overarching proposal, be agreed, that subject to a successful outcome of detailed discussion with schools and alternative providers, none of the twelve settings identified in resolution (b) will be retained by Leeds City Council for direct delivery. In the event that those detailed discussions do not progress to a satisfactory conclusion, the Council's default position will be that settings are retained by the Council and directly delivered;
- (cii) That the recommendation to engage in detailed conversations with neighbouring schools around their interest in operating Little Owls nurseries at St Mary's Hunslet, Parklands, Hawksworth Wood, Quarry Mount, be agreed, and if required, agreement be given to a procurement process and other statutory consultation processes with the individual neighbouring schools;
- (ciii) That the recommendation to enter a formal procurement process with alternative providers for the future provision at the following settings: Shepherds Lane, City and Holbeck, Hunslet Rylestone, Rothwell, Meanwood, Bramley, Osmondthorpe and Burley Park, be agreed;
- (d) That it be noted that the Director for Children and Families has delegated authority to make the operational decision to move forward with individual providers for the settings set out in resolution (ciii) above.

(As referenced within paragraph 33 of the submitted report, the resolutions above are not eligible for Call In, as they are a direct consequence of implementing a previous key decision on such matters which had been the subject of a previous Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillor A Lamb required it to be recorded that he voted against the decisions referred to within this minute)

RESOURCES

62 Gambling Act 2005 - Review of Statement of Licensing Policy

The Director of Communities, Housing and Environment submitted a report regarding the review of the Gambling Act 2005 Statement of Licensing Policy. The report detailed the outcomes from the consultation undertaken, presented the updated draft Policy for the Board's endorsement and asked the Board to refer it to Full Council with a recommendation that it be formally adopted.

The Executive Member introduced the report, highlighting the statutory requirements for the Local Authority to produce a policy and noted the associated consultation exercise that had been undertaken, which included the consideration of the draft policy by the Strategy and Resources Scrutiny Board. The partnership approach being taken towards addressing the issue of gambling harm across the city was also highlighted.

Responding to a Member's enquiry about the low level of responses received to the associated consultation exercise, assurance was provided that the level of response was expected, and was a reflection of the comprehensiveness of the policy, the fact that regular consultation was undertaken and given that where appropriate, the policy had been adapted in the past to incorporate responses previously received.

An enquiry was raised regarding the Authority not being informed by the Gambling Commission about an establishment's breach of its operating license. In response, it was noted that the Council had written to the Commission in order to make its concerns known with a request that the Council be kept informed of such matters in future. It was also noted that there had not been any further breaches that the Council had been informed of since that incident.

Noting the Public Health team's involvement in the field of Licensing activity, further information was provided on the actions which were being developed in this area. It was noted that whilst this process was in its relatively early stages Members had welcomed Public Health's involvement, and given the limited resource available, actions were being taken to ensure that such resource was being used as effectively as possible.

RESOLVED –

- (a) That the contents of the submitted report and appendices be noted, including the final draft Statement of Licensing Policy which includes the outcomes from the statutory consultation exercise and any comments/recommendations from Strategy and Resources Scrutiny Board; and

- (b) That approval be given to refer the final draft Statement of Licensing Policy, as presented, to Full Council, with a recommendation that it is formally adopted.

(Given that the above decisions were being made in accordance with the Council's Budget and Policy Framework Procedure Rules, they were not eligible for Call In)

63 Financial Health Monitoring 2024/25 – Month 5 (August)

The Interim Assistant Chief Executive – Finance, Traded and Resources submitted a report providing an update on the Council's financial performance against the 2024/25 revenue budget, as at month 5 of the financial year. The report also presented the August (Month 5) position in respect of the Housing Revenue Account (HRA), the Schools' Budget (DSG) and the Council Tax and Business Rates Collection Fund.

In presenting the report the Executive Member provided an overview of the key points in which it was noted that as at month 5 of the financial year, the Council was forecasting a General Fund overspend of £22.0m. The Executive Member also highlighted the range of mitigating measures being taken to address the overspend.

Responding to a Member's enquiry, the Board noted that the savings proposals which were established for the current financial year were largely being achieved, and that the overspend being experienced was due to the increased demand in both children's and adults' social care services. The range of work being undertaken to mitigate the current overspend was highlighted, with the scale of the challenge faced being reiterated.

RESOLVED –

- (a) That it be noted that at August 2024 (Month 5 of the financial year) the Authority's General Fund revenue budget is reporting an overspend of £22.0m for 2024/25 (3.6% of the approved net revenue budget) after application of reserves and within a challenging national context. That it also be noted that a range of actions are being undertaken to address this position as detailed within the submitted report;
- (b) That it be noted that at August 2024 (Month 5 of the financial year) the Authority's Housing Revenue Account is reporting a balanced position;
- (c) That it be noted that at August 2024 (Month 5 of the financial year), the DSG budget is projecting an in-year pressure of £15.1m which equates to 2.73% of the total estimated DSG funding;
- (d) That it be noted that known inflationary increases, including demand and demographic pressures in Social Care and known impacts of the rising cost of living have been incorporated into this reported financial position. The position assumes a pay settlement of 3.5%, with the final pay award for 2024/25 yet to be agreed. That it also be noted that these pressures will continue to be reviewed during the year and

reported to future Executive Board meetings as more information becomes available, and that proposals would need to be identified to absorb any additional pressures;

- (e) That it be noted that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the Council's wider financial challenge where possible, in line with the Revenue Principles as agreed by Executive Board in February 2024 through the annual Revenue Budget report.

64 Revenue Savings Proposals for 2025/26 TO 2027/28

Further to Minute No. 47, 18 September 2024, which presented the Council's Medium Term Financial Strategy for the period 2025/26 – 2029/30, the Interim Assistant Chief Executive – Finance, Traded and Resources submitted a report providing details of a first tranche of savings proposals to contribute to closing the Council's projected revenue budget gap over the next three financial year period and to meet the statutory requirement to achieve a balanced budget for 2025/26. The report noted that 'savings proposals' was a collective term used in this context to apply to reductions in expenditure and increases in income.

In presenting the report, the Executive Member highlighted that the submitted report presented the initial revenue savings proposals for the Board's consideration, totalling £37.4m. It was noted that subsequent reports would be submitted to the November and December 2024 Board meetings presenting further savings proposals.

Responding to a Member's enquiry, the Board received further information regarding potential implications should National Insurance Contributions be increased in the future. Also, it was confirmed that whilst the current financial monitoring position assumed a pay settlement of 3.5% for 2024/25, every 1% in addition to that equated to approximately £4.3m cost to the Council.

RESOLVED –

- (a) That the 'Business as Usual' savings presented in the submitted report be noted, and that decisions to give effect to them shall be taken by the relevant Director or Chief Officer in accordance with the Officer Delegation Scheme (Executive functions);
- (b) That the Board's agreement be given for consultation to commence, where required, with regard to the 'Service Review' savings proposals detailed within the submitted report, and that it be noted that decisions to give effect to them shall be taken by the relevant Director or Chief Officer following any consultation period, in accordance with the Officer Delegation Scheme (Executive functions) and decision-making framework, save where the Leader or the relevant Portfolio Holder has directed, or the Director considers that the matter should be referred to Executive Board for consideration;

- (c) That it be noted that additional savings proposals will be brought to Executive Board for consideration at its meetings on 20th November 2024 and 11th December 2024;
- (d) That it be noted that further savings will be required to close the Council's estimated budget gaps in the years 2026/27 and 2027/28, and that proposals on such matters will be brought to future meetings of Executive Board.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Lamb required it to be recorded that he abstained from voting on the decisions referred to within this minute)

ECONOMY, TRANSPORT AND SUSTAINABLE DEVELOPMENT

65 Highway Maintenance Strategy Review

The Director of City Development submitted a report providing an update on the work being undertaken to address the highways maintenance backlog in Leeds in the face of current and historical financial challenges.

In presenting the report, the Executive Member highlighted that this report followed a White Paper Motion resolution from the full Council meeting held on 20th March 2024. It was noted that whilst the Council had provided almost £200m of Capital investment in highways maintenance since 2010, a backlog of £288m still existed, which had been exacerbated by inflation and also adverse weather conditions. It was noted that the challenges faced were being experienced by Local Authorities nationally. The Executive Member extended his thanks to Infrastructure, Investment and Inclusive Growth Scrutiny Board for the work which they had undertaken in this area, and reference was also made to the joint letter being sent to Government on such matters in the names of Councillor Bithell as relevant Scrutiny Board Chair and Councillor Pryor as relevant Executive Member.

The Board welcomed Councillor Bithell to the meeting, who was in attendance for the consideration of this item in her position as Chair of the Infrastructure, Investment and Inclusive Growth Scrutiny Board. The Scrutiny Board had produced a statement on this matter which was appended to the submitted report for the Board's consideration. Councillor Bithell thanked Members and officers involved in this piece of work and acknowledged the high level of activity and innovation being undertaken by the service. The scale of the challenges being faced were also highlighted. Councillor Bithell provided an overview of the key conclusions and recommendations of the Scrutiny Board, as highlighted in the appended statement.

In considering the report, a Member raised several enquiries regarding the current position with respect to Network North funding, the service's utilisation of the latest technology and innovation, and also regarding the latest backlog position.

Regarding the Council's current highways maintenance backlog position and the worst affected Ward within that, it was undertaken that this information would be provided to the Member in question.

The Board received further information on the actions which continued to be taken in order to innovate the service and adapt to new technology in this area. It was noted that experiences would be shared with other Local Authorities in order to ensure that best value was delivered. It was also highlighted that the service wanted to embrace the Scrutiny Board's recommendations and also embrace new technology, with it being emphasised that highways maintenance remained a key priority of the Council. Responding to a further question, it was noted that associated review work continued to be undertaken and that at the appropriate time, recommendations would be brought forward which covered new ways of working across the whole of the highways service.

In conclusion, the Executive Member extended his thanks to Highways Services for the vital work that they continued to undertake throughout the city.

RESOLVED –

- (a) That the contents of the submitted report, including the maintenance strategy and policy as presented, be noted and endorsed;
- (b) That it be noted that the submitted report was considered by the Infrastructure, Investment, and Inclusive Growth Scrutiny Board at its July 2024 meeting and that a Scrutiny Board Statement has been submitted to the Executive Member for Economy, Transport and Sustainable Development and which is attached to the submitted report at Appendix B.

66 Leeds City Council Vote in the Leeds Business Improvement District 2025-2030 Ballot

Further to Minute No. 14, 19 June 2024, the Director of City Development submitted a report presenting the finalised 2025-2030 Business Plan from Leeds Business Improvement District (LeedsBID) and which set out the themes and work streams that LeedsBID would focus upon in its next term of 2025-2030. The report also provided information about the Council's financial contribution as a BID levy payer.

The Executive Member introduced the report, highlighting that LeedsBID would cover an expanded geographical area for the forthcoming term and recommending that the Council vote in favour of LeedsBID for a third term (2025-2030) based upon the submitted business plan.

Members welcomed the proposals within the submitted report.

With regard to the expanded geographical area, a Member highlighted the importance of ensuring that effective communication was established with those businesses which would now be included within the LeedsBID area.

RESOLVED –

- (a) That the LeedsBID business plan (2025-2030), as appended to the submitted report, which sets out the organisation’s plan of delivery in its third term, be noted;
- (b) That approval be given for Leeds City Council as a LeedsBID levy payer, to vote in favour of LeedsBID for a third term (2025-2030), based upon the appended business plan, thereby enabling the opportunity for significant investment of circa £18.75m in Leeds city centre through the activities of LeedsBID;
- (c) That the resource implications for the Council arising from a successful BID ballot, as detailed within the submitted report, be noted;
- (d) That the responsibility of the vote be delegated to the Interim Director of City Development;
- (e) That the Director of City Development (and/or the Director of Communities, Housing and Environment (or a delegate of)) be requested to meet with LeedsBID on a quarterly basis to advocate that the needs and asks of Leeds City Council and those of the communities that the Council represents are met;
- (f) That the Interim Director of City Development be requested to write to LeedsBID to ask that they work with the Council in order to consider destination marketing branding that applies to Leeds city centre as a place, to ensure that visitor experience is optimised and that where possible, any unnecessary duplication is removed;
- (g) That the Interim Director of City Development be requested to write to LeedsBID to ask that a copy of its Forward Plan is provided in December annually to allow Leeds City Council time to consider any resource implications and provide advice to LeedsBID accordingly.

CLIMATE, ENERGY, ENVIRONMENT AND GREEN SPACES

67 Climate Emergency Annual Report

The Director of Communities, Housing and Environment submitted a report presenting the annual review of the work that continues to be undertaken both on a Council and a citywide basis following the Council’s declaration of a Climate Emergency in 2019. The report also reflected upon wider changes which have occurred both regionally and nationally that are relevant to the city’s decarbonisation.

In introducing the report, the Executive Member extended his thanks to officers involved in the delivery of this work, and also to Members for their efforts in this area. Special reference was made to Councillor Dye as Chair of the Climate Emergency Advisory Committee, together with all other Members of that Committee.

An overview was provided on the progress being made and the actions which had been taken to reduce carbon emissions in Leeds over the past twelve months. It was noted that such actions were being delivered both via cross-directorate activity and collaboratively with external partners.

A Member raised an enquiry regarding a recent press report regarding the use of incinerators and their potential impact upon the environment. It was noted that significant work had been undertaken following that press report in order to provide reassurance on the use of the RERF (Recycling and Energy Recovery Facility) in Leeds and how it continued to contribute towards the carbon reduction agenda. It was emphasised that at the current time, the RERF provided the best solution. It was then undertaken that the detailed response which had been prepared on such matters would be shared with the Member in question for their information.

RESOLVED – That the progress being made in Leeds’ ambition to become the first net-zero city in the UK, as set out within the submitted report, be acknowledged.

DATE OF PUBLICATION: FRIDAY, 18TH OCTOBER 2024

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, FRIDAY, 25TH OCTOBER 2024