

## EXECUTIVE BOARD

16<sup>TH</sup> NOVEMBER 2005

**PRESENT:** Councillor Harris in the Chair  
Councillors D Blackburn, A Carter, J L Carter,  
Harker, Harrand, Jennings, J Procter, Smith  
and Wakefield

Councillor Blake –Non voting advisory member

### 111 Exclusion of the Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the second report referred to in minutes 126 and 136, and page 12 of the Executive Summary referred to in minute 143 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 public were present there would be disclosure to them of exempt information or confidential information, defined in Access to Information Procedure Rules as indicated in the minutes.

### 112 Declarations of Interest

Councillor Blackburn indicated his intention to leave the room during the discussion on the item relating to the disposal of the Leeds International Pool site (minute 132) in order to avoid any perception of predetermination at such time as the matter may be considered by the Plans Panel (City Centre) of which he was a member.

Councillor J L Carter declared a personal interest in the item relating to heavy goods vehicle traffic in Otley (minute 134) as he had previously indicated his objection to the proposal.

Councillor A Carter declared a personal and prejudicial interest in the item relating to Headingley Cricket ground (minute 127) as a former member of Yorkshire County Cricket Club.

Councillor Blake declared a personal and prejudicial interest in the item relating to heavy goods vehicle traffic in Otley (minute 134) as a resident on the vehicle route concerned.

Councillor Jennings declared a personal interest in the item relating to Headingley Cricket ground (minute 127) as a regular attender of matches at the ground and having recently met with the owner of the ground.

Councillors Harker, Wakefield and Harris declared personal interests in the item relating to Headingley Cricket ground (minute 127) as attenders of rugby league matches at the adjoining ground and Councillor Smith as the holder of a season ticket at the rugby league ground.

(Further declarations made during the meeting are referred to in minutes 133 (Councillor Wakefield) and 137 (Councillors A Carter, Harris and J Procter)

**113 Minutes**

**RESOLVED** – That the minutes of the meeting held on 21<sup>st</sup> October 2005 be approved.

**NEIGHBOURHOODS AND HOUSING**

**114 Home Energy Conservation Act 1995**

The Director of Neighbourhoods and Housing submitted a report on the progress made in managing and implementing measures identified in the energy efficiency plan.

**RESOLVED** – That the contents of the 9<sup>th</sup> Home Energy Conservation Act Progress Report be approved.

**115 Mistress Lane / Armley Road Site Development Proposals**

The Directors of Neighbourhoods and Housing and Development submitted a report on progress on the regeneration of the West Leeds Gateway area and on an opportunity to boost regeneration through the early disposal of a strategic site at Mistress Lane.

The report presented the options of:

- (a) Putting the site on the open market and inviting offers with the benefit of an approved planning and development brief.
- (b) The establishment of a joint venture partnership.
- (c) Disposal of the site to a registered social landlord.
- (d) Disposal of the site subject to a scheme arising from a design competition (the Allen Todd scheme).

The report concluded that option (a) was the most likely to result in the Council achieving the best consideration which could reasonably be obtained.

**RESOLVED –**

- (a) That approval be given to the disposal of the site by sale on the open market in accordance with option (a) as detailed in the report.
- (b) That any capital receipt be ring-fenced for the repayment of demolition costs incurred by Leeds West Homes.
- (c) That this approval be subject to the planning brief and housing market analysis being completed within three months of this decision.

**116 Housing Strategy**

The Director of Neighbourhoods and Housing submitted a report on the review of the Leeds Housing Strategy undertaken through the Leeds Housing Partnership with the full involvement of the range of housing partners.

**RESOLVED** – That approval be given to the revised Leeds Housing Strategy 2005-2010, the Older Persons Housing Strategy and Action Plan and the BME Housing Strategy and Action Plan.

## **LEARNING**

### **117 Primary Review Alwoodley: Outcome of Consultation**

The Chief Executive of Education Leeds submitted a report on the outcome of consultation undertaken on the proposed closure of Fir Tree Primary School in September 2006

#### **RESOLVED –**

- (a) That the proposed closure of Fir Tree Primary School be not progressed at present and that Education Leeds undertake further work in the light of issues raised during the consultation.
- (b) That a further report be brought to this Board on primary provision in the Alwoodley area within the current academic year.

### **118 Primary Review Far Headingley – Outcome of Consultation**

The Chief Executive of Education Leeds submitted a report on the outcome of public consultation on the proposal to close Beckett Park Primary School in September 2006.

**RESOLVED –** That consideration of this matter be deferred to allow Education Leeds the opportunity to consider views arising from discussions at a recent North West (Inner) Area Committee meeting.

### **119 Review of City Council School Admission Policy**

Further to minute 200 of the meeting of the Board held on 11<sup>th</sup> February 2005 the Chief Executive of Education Leeds submitted a report on the outcome of the consultation exercise with all headteachers and chairs of governing bodies.

**RESOLVED –** That the three recommendations approved by the Board in February 2005 be confirmed as follows:

- (a) that the current admission policy be retained as it affords a safety net school for parents and offers all communities a continuing local school
- (b) that the issue of the Council's admission policy and the degree of first preferences be viewed as part of the school improvement agenda rather than as a separate issue
- (c) that the current straight line measure be retained as a straightforward and unequivocal method of determining distance.

### **120 Building Schools for the Future Project**

The Deputy Chief Executive submitted a report on proposals to progress Phase 1 of Wave 1 of the Building Schools for the Future Programme

**RESOLVED –** That, subject to a minor correction by the addition of words to paragraph 4.1.4 of the report so that the first 'bullet' point reads "Development and delivery of...." etc, the following be approved:

- (a) That this Board notes and agrees the process for the establishment of a Local Education Partnership the exclusivity awarded to the Partnership through the contractual arrangements and the principle of differentiation of roles and responsibilities between the Partnership and Education Leeds.

- (b) That this Board notes and agrees the final scoping of Phase 1 of Wave 1 of the Council's Building Schools for the Future Programme, as summarised in Section 4 of the report and that this forms the basis of the Output Specification, included as part of the Invitation to Negotiate Documents to be released to bidders at the end of November 2005.
- (c) That the financial implications of Phase 1 Wave 1, as summarised in Section 8 of the report be approved.
- (d) That the headline Unitary Charge for the four schools to be procured through PFI, amounting to £12.952m at April 2010 prices be noted and that this be approved as the Council's PFI Affordability threshold to be issued to bidders with the Invitation to Negotiate Documents.
- (e) That the cost for the works at Temple Moor and Cockburn High Schools at an estimated total of £29.855m be noted and agreed as the Council's Capital Investment Affordability threshold for these two schools to be issued to bidders with the Invitation to Negotiate Documents.

**121 Big Lottery Fund PE and Sport Programme: John Smeaton Community High School**

The Chief Executive of Education Leeds submitted a report on proposed additional Community Club Development Fund scheme design proposals and scheme costs for capital works to be undertaken at John Smeaton Community High School as part of the Big Lottery Fund (formerly New Opportunities Fund) PE and Sport project.

**RESOLVED –**

- (a) That approval be given to the revised additional Community Club Development Fund scheme design proposals and scheme costs for capital works to be undertaken at John Smeaton Community High School as part of the Big Lottery Fund (formerly New Opportunities Fund) PE and Sport project.
- (b) That approval be given to the injection of additional Community Club Development Fund capital grant in the sum of £123,191 and £60,280 Big Lottery Fund funding into the approved Capital Programme.
- (c) That authority be given to incur additional expenditure of £183,471.

**122 Primary Review: Stanningley**

The Chief Executive of Education Leeds submitted a report on the outcome of the statutory representation period for the reorganisation of primary provision in Stanningley.

**RESOLVED –**

- (a) That having considered the representations received approval be given to proceed with the proposal to close Rodley Village Primary School and Aireview Primary School on 31<sup>st</sup> August 2006 and to establish a one form of entry school in the existing Aireview building on 1<sup>st</sup> September 2006.
- (b) That it be noted that the representations result in the determination of the notice falling to the School Organisation Committee.
- (c) That the comments prepared by Education Leeds and contained in the report be approved as the Local Education Authority's response to the representations on the proposal.

**123 Performance Against 2005 Strategic Incentive Performance Targets**

The Chief Education Officer submitted a report on the performance of Education Leeds when measured against the Strategic Incentive Performance Targets for 2005.

**RESOLVED** – That the good performance of Education Leeds against the 2005 targets be noted and that approval be given to the incentive payment of £280,000.

**124 New Contract with Education Leeds: Progress**

The Chief Executive of Education Leeds submitted a report on the preparation of a new schedule of documents to support the continuation of the Council's arrangements with Education Leeds beyond 31<sup>st</sup> March 2006 on the basis of the principles and proposals approved by the Board on 9<sup>th</sup> March 2005 (minute 226).

**RESOLVED** –

- (a) That the report be received, that the progress being made on the preparation of a new schedule of documents to support the continuation of the Council's arrangements with Education Leeds beyond 31<sup>st</sup> March 2006 be noted, and that the proposal in paragraph 5.4 of the report regarding the membership of the Education Leeds Board be approved and that the Scrutiny Board (Children and Young People) be requested to note this decision.
- (b) That the Chief Executive be authorised to sign any documents necessary to give effect to the principles and proposals set out in the report and as approved on 9<sup>th</sup> March 2005.

**LEISURE**

**125 Cultural Facilities Feasibility Study**

The Directors of Learning and Leisure and Development submitted a joint report on the key findings of the feasibility study undertaken into the provision of a concert, arena and other music related facilities in the City.

**RESOLVED** –

- (a) That the findings of the Cultural Facilities Feasibility Study into the future provision of concert, arena and other music related facilities in the City be noted.
- (b) That the recommendations of the Cultural Facilities Task Group on the conclusions of the Cultural Facilities Feasibility Study and the proposed way forward be endorsed.
- (c) That consultants be appointed to advise the City Council on the development of a delivery strategy for a proposed new arena and associated related facilities.
- (d) That an initial feasibility study be prepared to identify the potential options available to future improve the Leeds Town Hall, such that it may become a major concert venue of international standing.
- (e) That the incurring of expenditure of £200,000 be authorised for the appointment of consultants to prepare a feasibility study on the Town Hall and to prepare a delivery strategy for the proposed new arena and associated related facilities.

- (f) That officers report back on the outcome of the public consultation exercise into the key findings and recommendations of the Cultural Facilities Feasibility Study and, on the outcome of the studies on the Town Hall and arena and conference/exhibition facilities.

**126 Deputation to Council – Middleton Park Bonfire**

The Director of Learning and Leisure submitted a report on the cancellation of Middleton Park Bonfire, referred to Executive Board by the Council following attendance of a deputation at the meeting on the 1<sup>st</sup> November 2005.

**RESOLVED** – That the content of the report and the response to comments made by the deputation be noted.

**127 Headingley Cricket Ground**

The Director of Corporate Services submitted a report on ways in which the Council could assist in securing the future of Headingley Cricket Ground and test match cricket for the ground.

The Director of Legal and Democratic Services advised as to the reasons why a second report had been designated as exempt and on the potential consequences of unauthorised public release of the report.

Following consideration of the second report designated exempt under Access to Information Procedure Rule 10.4(7) which was considered in private at the conclusion of the meeting it was:

**RESOLVED –**

- (a) That the content of the first report be noted.
- (b) That approval in principle be given to the Council providing a loan facility to Yorkshire County Cricket Club in accordance with the structure described in the report, subject to the resolution of outstanding matters, identified in the report and that a final decision on making the loan and agreement of the detailed arrangements be the subject of consideration by this Board at an additional meeting to be called at short notice if necessary.

(Councillor A Carter having declared a personal and prejudicial interest left the meeting during consideration of this item)

**CHILDREN'S SERVICES**

**128 Deputation to Council – Representatives of the Youth Council in Support of Fairtrade in Schools**

The Chief Democratic Services Officer submitted a report presenting the content of a deputation received by Council on 1<sup>st</sup> November 2005.

**RESOLVED –**

- (a) That the deputation speech be referred to Scrutiny Board (Children and Young People).

- (b) That Scrutiny Board (Children and Young People) be requested to initiate an Inquiry, involving young people, into Fairtrade in Leeds schools.

## **SOCIAL CARE AND HEALTH**

### **129 Social Services Charging Policy Framework**

The Director of Social Services submitted a report setting out some guiding principles for charging within Social Services within the overall context of the Department's Business Plan.

#### **RESOLVED –**

- (a) That the proposed timetable for further work as outlined in Section 3 of the report be approved.
- (b) That the future work outlined in the report, to be undertaken within the context of the draft charging policy framework set out in appendix 1 be endorsed.

### **130 Deputation to Council – Leeds Chinese Community Association**

The Director of Social Services submitted a report on the background to the deputation to Council on 1<sup>st</sup> November 2005 and on proposals for the consideration of the specific issues raised in the deputation.

**RESOLVED –** That the report be noted and endorsement be given to the proposed course of action both with regard to the Corporate response to the needs of the Chinese community in the City thus far and the specific undertaking that appropriate departments jointly consider the funding needs of the Leeds Chinese Community Association.

## **DEVELOPMENT**

### **131 Town and District Regeneration Scheme**

Further to minute 291 of the meeting of the Board held on 18<sup>th</sup> May 2005 the Directors of Corporate Services and Development submitted a report giving an update on the Town and District Regeneration Scheme, providing details of bids received and summarising the initial assessment of the bids against the agreed scheme criteria.

#### **RESOLVED –**

- (a) That the initial assessment of bids against the agreed key criteria be noted
- (b) That further works required be noted as summarised in section 4.3 of the report to ensure that schemes are viable and if so that they are then effectively developed, so that spend from this scheme provides lasting economic regeneration benefits to town, village and district centres of Leeds.

### **132 Disposal of the Leeds International Pool Site**

Further to minute 188 of the meeting of the Board held on 19<sup>th</sup> January 2005 the Director of Development submitted a report on the progress made by the Council's preferred purchasers of the site of Leeds International Pool prior to the disposal of progressing to a more advanced stage.

The report presented the options of rescinding the earlier decision or of proceeding to sell the site to Barrett and HBG Properties Limited in accordance with the decision.

Following consideration of details relating to a reduction in the purchase price designated as exempt under Access to Information Procedure Rule 10.4(9), and which were circulated at the meeting and considered in private at the conclusion of the meeting, it was:

#### **RESOLVED –**

- (a) That the improvements made by the parties named in the report to the proposed redevelopment scheme of the site of the Leeds International Pool be noted
- (b) That the site of the Leeds International Pool be sold to the party identified in paragraph 2.2 of the exempt appendix circulated at the meeting on the terms detailed in the appendix.
- (c) That the decision of 19<sup>th</sup> January 2005 that the Council should dispose of the site of the Leeds International Pool, but now to one of the original parties named in the report, be reconfirmed.
- (d) That the agreement of detailed terms relating to the disposal of the site of the Leeds International Pool be referred to the Director of Development for consideration under delegated powers.
- (e) That any capital receipt realised from the sale of the Leeds International Pool site and adjoining car park in excess of the 2 sums already identified in the Capital Programme be ring fenced and injected into the Capital Programme to fund:
  - (i) the improvement of identified leisure centres
  - (ii) to support future city centre swimming provision if required, and
  - (iii) to fund any shortfall in the Council's capital contribution towards construction of the new Swimming and Diving Centre in the event of the ring fenced capital receipt from the sale of the site of the Leeds International Pool being insufficient to fund the construction works

(Further to minute 112 Councillor D Blackburn left the meeting during consideration of this item)

### **133 Strategic Design Alliance – Architecture and Building Professional Design Services**

Further to minute 148 of the meeting of the Board held on 14<sup>th</sup> December 2004 the Director of Development submitted a report updating Members on the progress of the proposal to develop a Strategic Design Alliance to provide a fully collaborative design team for the City Council

#### **RESOLVED –**

- (a) That approval be given to the implementation of the Strategic Design Alliance as proposed, subject to the Director of Development being



satisfied that the outstanding items detailed in paragraph 3.09 of the report are resolved to her satisfaction.

- (b) That the Director of Development be authorised to enter into a formal contract with Jacobs Babbie and develop a formal Strategic Design Alliance Charter.
- (c) That the actions being taken by the Director of Development to promote careers in professions associated with her department in partnership with schools be noted and that she be requested to extend those actions to further schools and to include design services

(During discussion of this item Councillor Wakefield declared a personal interest as a member of the Learning and Skills Council)

#### **134 Otley – Heavy Goods Vehicle Traffic**

The Director of Development submitted a report on the outcome of consultations regarding heavy goods vehicle traffic in and to the north of Otley.

##### **RESOLVED –**

- (a) That the contents of the report be noted.
- (b) That the Directors of Development and City Services be authorised to undertake the preparation and development of proposals for the introduction of Traffic Regulation Orders to restrict Heavy Goods Vehicle traffic on roads within Otley to the North of the Wharfe Bridge.
- (c) That North Yorkshire County Council and the City of Bradford Metropolitan District Council be formally invited to work with the City Council in the development of a comprehensive solution to the present problem of Heavy Goods Vehicle traffic using inappropriate local roads in the Wharfe Valley area including the consideration of appropriate Traffic Regulation Orders to complement those which the City Council may be minded to introduce on its own roads.
- (d) That a further report be brought to this Board when detailed proposals have been prepared.
- (e) That the continuation of the Otley HGV Forum be supported.

(Councillor Blake having declared a personal and prejudicial interest left the meeting during consideration of this item. Further to minute 112 Councillor J L Carter took no part in the discussion or voting on this item)

#### **135 Local Safety and Safer Routes to School Measures**

The Director of Development submitted a report on measures and programmes being followed to reduce road casualties and improve safety in local communities and in the vicinity of schools.

**RESOLVED –** That the report and the proposals for the further schemes to contribute to safer and improved access to schools and within local communities be noted.

#### **136 A65 Abbey Road Integrated Transport Corridor**

The Director of Development submitted a report on the design and implementation of bus priority proposals aimed at reducing congestion and pollution on the A65 between Leeds Outer Ring Road and Kirkstall Lane.

**RESOLVED –**

- (a) That approval be given for the design and implementation of bus priority proposals aimed to reduce the problems of congestion and pollution on the A65 between Leeds Outer Ring Road and Kirkstall Lane, as set out in the report and shown on the attached drawing numbers DS/298647/CR/01 and 02 at a total cost of £1,530,000
- (b) That authority be given to incur expenditure of £1,270,000 works and £150,000 staff costs (£110,000 previously approved) which can be met from the Integrated Transport scheme 99609 within the approved Capital Programme.

**137 Leeds City Council's Shareholding in Leeds Bradford International Airport**

The Director of Development submitted a report on the current and projected performance of Leeds Bradford International Airport and providing strategic advice on the Council's shareholding.

Following consideration of the appendix to the report providing strategic advice on the Council's shareholding, designated as exempt under Access to Information Procedure Rule 10.4(9) and (11), and considered in private at the conclusion of the meeting it was:

**RESOLVED –**

- (a) That the outcome of the initial option assessment be noted
- (b) That officers be requested to consult with the other shareholding authorities to seek their views on the outcome of the initial option appraisal undertaken.
- (c) That officers report back to this Board on the outcome of the consultation with other shareholding authorities and, based on the feedback received, recommend a detailed course of action to progress.

(Councillors A Carter and Harris declared personal interests as members of the Airport Board and Councillor J Procter as an alternate member)

**CENTRAL AND CORPORATE**

**138 Customer Strategy 2005/08**

The Chief Customer Services Officer submitted a report setting out the Customer Strategy for 2005/08.

**RESOLVED –** That the Customer Strategy be approved as a key corporate policy document, and as a sub-strategy of the Corporate Plan 2005-08.

**139 Financial Health Monitoring – Capital Programme Update**

The Director of Corporate Services submitted a report on the latest financial position in respect of the 2005/06 Capital Programme. The report highlighted major capital schemes injected into the Capital Programme since it was approved at Council in March 2005 and some additional expenditure pressures for which the necessary approvals were sought.

**RESOLVED –**

- (a) That the latest position of the Capital Programme 2005/06 and the projections for 2006/07 to 2007/08 be noted.
- (b) That the injection into the Capital Programme of the following additional resources be approved:
  - (i) £7.308m Children's Centres funding for 2006/07 and 2007/08
  - (ii) £2.5m HRA Regional Housing Board monies for 2005/06 and 2006/07.
- (c) That the financial provision for the following additional capital pressures be approved:
  - (i) £2.5m injection into the Town and Districts Regeneration Programme from 2007/08
  - (ii) £2.5m injection for the Parks urban renaissance programme
  - (iii) £0.250m injection into the Roundhay Park refurbishment programme for reinstatement works
  - (iv) £0.200m allocation from the Contingency scheme for the additional costs of the Gamblethorpe capping works.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter)

**140 Financial Health Monitoring 2005/06 – Half Year Report**

The Director of Corporate Services submitted a report on the Council's financial health for 2005/06 after six months of the financial year. The report covered expenditure and income to date compared to the approved budget, the projected year end position based on performance after six months and proposed actions to ensure a balanced budget by the year end.

**RESOLVED –** That the projected financial position of the Authority be noted and approval be given to the appropriate budget adjustments as described in section 2 of the report.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter)

**141 Treasury Management Strategy Update 2005/06**

The Director of Corporate Services submitted a report providing a review and update of the treasury management strategy for 2005/06.

**RESOLVED –** That the borrowing and investment strategy update for 2005/06 be noted.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter)

**142 Financial Plan – Review**

The Director of Corporate Services submitted a report on the annual review of the Council's third Financial Plan covering the period 2005-2008.

**RESOLVED –** That the update to the Council's Financial Plan 2005-08 be approved and that departments be requested to prepare detailed budgets for

2006/07 and 2007/08 in accordance with the principles and proposals included within the update.

**143 Annual Efficiency Statement – Mid Year Update**

The Director of Corporate Services submitted a report on the Council's efficiency gains to date for the 2005/06 financial year.

**RESOLVED** – That the contents of the report be noted and approved as the basis of the Annual Efficiency Statement – Mid Year Return to be submitted to the Office of the Deputy Prime Minister by 17<sup>th</sup> November 2005.

**144 The Carriageworks Theatre Scheme**

The Director of Corporate Services submitted a report on the Internal Audit review of the Carriageworks Theatre scheme within the Electric Press development.

Following consideration of the report and page 12 thereof which was designated as exempt under Access to Information Procedure Rule 10.4(7) and was considered in private at the conclusion of the meeting it was:

**RESOLVED** – That the report be noted and that a further report be brought to this Board on the outcome of work to improve the delivery of major capital projects.

DATE OF PUBLICATION: 18<sup>TH</sup> NOVEMBER 2005  
LAST DATE FOR CALL IN : 25<sup>TH</sup> NOVEMBER 2005 (5.00 PM)

(Scrutiny Support will notify relevant Directors of any items Called In by 12.00 noon on 28<sup>th</sup> November 2005)

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**REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS  
REPORT TO EXECUTIVE BOARD  
DATE 14<sup>th</sup> December 2005**

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**SUBJECT: Primary Review: Proposals for Far Headingley Primary Planning Area**

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## **EXECUTIVE SUMMARY**

### **1 Introduction**

- 1.1** This report informs the Executive Board of the outcome of public consultation on the proposal to close Beckett Park Primary School in September 2006. Education Leeds submitted a report summarising consultation on this proposal to the Executive Board's meeting on 16<sup>th</sup> November 2005. At this meeting, the Executive Board asked Education Leeds to re-evaluate the proposal in the light of consultation responses, including the views of the Board and the North West Area Committee. The report has been updated to reflect this work.

### **2 Background**

- 2.1** The Far Headingley Planning Area comprises St Chad's (VA) Church of England Primary School and three community schools – Beckett Park, Hawksworth Wood and Weetwood Primary Schools. There are insufficient children of primary age to support full intakes for all schools in the area. This is very similar to the position in both Headingley and Kirkstall areas where there has been a significant and steady decline in the birth rate. There is only demand for around 250 of the 356 places available in Reception each year across the three planning areas Far Headingley, Headingley and Kirkstall. Projections suggest this number is likely to fall further. The Far Headingley school that has felt the impact the most is Beckett Park Primary School, which in September 2005 had only 85 pupils on roll.

### **3. Main Issues raised during Consultation**

#### **Previous Proposal:**

Education Leeds was questioned on the reasons for bringing forward a second proposal to close Beckett Park Primary School just two and a half years after an earlier proposal, when many of those affected believed the school would be given five years to improve its situation.

#### **Education Leeds response:**

Enrolment at the school has continued to fall since the City Council considered the closure of the school in 2003. Although this initial proposal was withdrawn, Education Leeds was asked to continue to monitor primary provision in the area and has done so, leading to the recent resurrection of the proposal to close Beckett Park Primary School. The current pattern of provision is not sustainable and pupil projections suggest that pupil numbers could fall further, impacting on the quality of the educational experience offered. The aim of the current proposal is to provide a

sustainable pattern of excellent primary provision for the future in Far Headingley.

### **3.1 Alternative Proposals for Beckett Park Primary School:**

A number of alternative proposals were suggested for Beckett Park Primary School. These included amalgamating with at least one neighbouring school on the Beckett Park Primary School site (Headingley and St Michael's Primaries or Beecroft Primary), or looking at the possibility of a Federation.

#### **Education Leeds response:**

An amalgamation with Headingley and St Michael's Primary Schools on the Beckett Park site would see the loss of two central Headingley sites, which would be detrimental to the community regeneration efforts in the area. The proposal to amalgamate Headingley and St Michael's is aimed at ensuring strong and viable school serving the community in central Headingley.

Beecroft Primary School has gone from strength to strength in recent years. There is no guarantee that an amalgamation with Beckett Park Primary School on the Beckett Park site would be an improvement for children attending the school.

A Federation with a neighbouring school was also suggested. The decline in the birth rate in this area of Leeds is such that there is a need to reduce the number of school places available and tackle surplus places. A Federation in this area has been evaluated, but is not considered to be the best way forward in the particular circumstances the schools face.

### **3.2 Transition Issues:**

A number of concerns were expressed about how Beckett Park Primary School children would be accommodated at other schools if the proposal goes ahead. Some parents expressed an unwillingness to send their child to Hawksworth Wood Primary School. Many were concerned that the children could only possibly be housed in temporary accommodation.

#### **Education Leeds response:**

Whilst parents would be guaranteed a place for their children at a number of schools, if the proposal proceeds they will be asked to express a preference for the school that they would like their child to transfer to. Education Leeds would try to meet as many parental preferences as possible. However there are no guarantees as this will also depend on the number of places available at individual schools. The need for temporary accommodation would be evaluated as part of the implementation of this proposal. It would depend on where parents would prefer their children to transfer to and what the impacts might be on individual schools.

### **3.3 Future of the school site:**

Many people felt that Beckett Park Primary School was the best site in the area, and feared that closure of the school meant the site would be lost to the community.

#### **Education Leeds response:**

Education Leeds agrees that Beckett Park Primary School is on an attractive site with plenty of hard play and green space. It is unfortunate that parents are not choosing to send their children to the school, despite the site's facilities. The quality of the site does not by itself support retaining the school. Demographic projections based on recent birth data clearly support the view that the current pattern of provision cannot be sustained and some action must be taken to reduce the number of surplus places.

It is yet to be determined whether the site would continue to be used for some form of educational provision. A number of suggestions have been made, such as the transfer of another local primary school to the site or use for other education purposes. Education Leeds intends to explore these further in the eventuality that this proposal proceeds. If Education Leeds was to declare the site surplus to educational requirement, it would be for the City Council to consider its future use.

### **3.4 Impact of new housing:**

Concern has been expressed that there were many new housing developments in the area, and this would lead to increased demand for school places

#### **Education Leeds response:**

Education Leeds is informed of all new housing developments by the City Council's Development Department and has up-to-date information on known sites within an area. This information is factored into projections of future pupil demand before proposals of this nature are brought forward. Although there may be some additional families in the area, Education Leeds is confident that there are sufficient places in other schools in the area to accommodate them.

### **3.5 Impact on SEN pupils:**

Concern was expressed over where the autistic children attending Beckett Park Primary School would be accommodated. Respondents were full of praise for the resourced provision at Beckett Park Primary School and felt that the unit should be kept together. There was also concern that there were insufficient resourced places in the City.

#### **Education Leeds response:**

If this proposal proceeds, Education Leeds would discuss the needs of each child accessing the resourced provision individually with parents to seek a suitable and appropriate alternative setting.

### **3.6 Community Issues:**

Concern was expressed that community facilities would be lost, rather than being expanded on the excellent site.

#### **Education Leeds response:**

It is important the issue of school closure is not confused with the future of the site. Education Leeds will carefully consider the future use of the site, which if retained could continue to offer facilities for the community, such as access to school playing fields for local sports teams. If the site were to pass back to Leeds City Council, the needs of the local community would also be considered before determining a future for the site. It is highly likely that the green space and playing fields will be retained whatever the use on the current footprint of the building.

### **3.7 Early Years Issues:**

Concern was expressed over the future of the nursery on the site, which was recently located at the school housed in a temporary unit.

#### **Education Leeds response:**

The neighbourhood nursery will remain open, although it may be relocated, depending on the future use of the site. Although the nursery is not attached to the school, relocation onto an alternative school site could be a possibility welcomed by the nursery.

#### **4. The Way Forward**

There is clear evidence that there are too many surplus places in primary schools in Far Headingley and neighbouring areas (Kirkstall and Headingley) to accept that no action should take place. The proposal to close Beckett Park Primary School focuses on the school most impacted upon by falling pupil numbers. The school remains particularly undersubscribed despite excellent facilities on site, including a neighbourhood nursery.

Much of the weight of opposition to the proposal has been on the grounds that the site is an excellent facility and should not be lost either as a school or to the community. The Inner North West Area committee noted that they were not persuaded of the merits of the proposal. It has been suggested that Education Leeds should ensure that the school has more pupils, although this is a school's responsibility. This could only be achieved to the detriment of one or more other local schools, as the problem is crucially one of insufficient children in the area. Education Leeds believes that an amalgamation with other schools on the Beckett Park Primary School site would not be in the best interests of all children and would be likely to increase journeys to school for a significant number.

The site has been acknowledged as a valuable asset to the community, but its future is not necessarily dependent on Beckett Park Primary School remaining open. Several different agencies already operate from the site because the building has surplus capacity and is too large for the number of pupils it serves. It is clear that if the school closes careful consideration must be given by Education Leeds and the City Council to the future use of the site.

Education Leeds is of the view that this proposal should proceed. The closure of Beckett Park Primary School would consolidate primary provision in the remaining schools to ensure that there is a sustainable pattern of provision for the future. However, for this proposal to successfully proceed, there will need to be very careful management of the transition period to support parents, staff and pupils. Education Leeds will engage with all affected schools and other agencies to plan implementation to minimise the negative impacts on the school and wider community.

#### **5 Financial Implications**

- 5.1** There would be an annual revenue saving of approximately £120,000 from this closure proposal.
- 5.2** Consideration will be given to the future use of the site. If no appropriate educational use can be found then the site will be declared surplus to educational requirements. There is a potential for the building to be retained by the City Council for public service provision and/or community use. If, however, a capital receipt is generated from the site, this would be used to fund primary review works.

#### **6. Recommendation**

Executive Board is asked to approve that a statutory notice is published to close Beckett Park Primary School on 31<sup>st</sup> August 2006.





<b>AGENDA ITEM:</b>
<b>Originator:</b> Richard Stiff Telephone: 2243749

**REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS  
 REPORT TO EXECUTIVE BOARD  
 DATE 14<sup>th</sup> December 2005**

**SUBJECT: Primary Review: Proposals for Far Headingley Primary Planning Area**

**Electoral Wards Affected:**

Headingley, Kirkstall

**Specific Implications For:**

- Ethnic Minorities
- Women
- Disabled People


**Please indicate that the following have been addressed within the report:**

**Resource Implications:**

- Finance
- Personnel
- Accommodation/Buildings

✓
✓
✓

**Policy Implications:**

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Executive Board Decision

✓
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Eligible for Call-in

✓
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Not Eligible for Call-in

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**1 Purpose of the Report**

**1.1** This report informs the Executive Board of the outcome of public consultation undertaken on the proposal to close Beckett Park Primary School in September 2006. Education Leeds submitted a report summarising consultation on this proposal to the Executive Board's meeting on 16<sup>th</sup> November 2005. At this meeting, the Executive Board asked Education Leeds to re-evaluate the proposal in the light of consultation responses, including the views of the Board and the North West Area Committee. The report has been updated to reflect this work.

**2. Background**

**2.1** The Far Headingley Planning Area comprises St Chad's (VA) Church of England Primary School and three community schools – Beckett Park, Hawksworth Wood and Weetwood Primary Schools. There are insufficient children of primary age to support full intakes for all schools in the area. This is very similar to the position in both Headingley and Kirkstall areas where there has been a significant and steady decline in the birth rate. There is only demand for around 250 of the 356 places available in Reception each year across the three planning areas Far Headingley, Headingley and Kirkstall. Projections suggest this number is likely to fall further. The school that has felt the impact the most is Beckett Park Primary

School, which in September 2005 had only 85 pupils on roll.

### **3. Consultation summary**

- 3.1** Public consultation on the proposal to close Beckett Park Primary School commenced on 8<sup>th</sup> September 2005 and ended on 20<sup>th</sup> October 2005. A consultation document was widely distributed to parents, staff, governors and agencies working in the area and was made available through a number of outlets including the local library. The consultation document included a pro-forma response form to encourage written responses. During this period, meetings were held with a range of stakeholders and minuted for the purposes of recording the views expressed. A copy of all written responses and the minutes from the consultation meetings are available in the Members' Library.

#### **Timetable of Consultation Meetings**

20<sup>th</sup> September Beckett Park Staff

20<sup>th</sup> September Beckett Park governors

28<sup>th</sup> September Public meeting at Beckett Park Primary School

20<sup>th</sup> October Inner North West Area Committee

- 3.2** Ninety written responses were received. There were forty four letters written by pupils at the school and twenty nine identical letters signed by various opponents of the closure. Responses were also received from the Ward Councillors, parents, members of the public, governors, Beckett Park Primary School and Beecroft Primary School. The Inner North West Area Committee noted that they were not persuaded of the merits of the proposals and felt that Education Leeds case for closure was weak.
- 3.3** All of the written responses received have been analysed in detail. The following section provides an overview of the key issues raised during consultation and Education Leeds' response. It should be noted that this is a summary and there is therefore an inevitable loss of detail.

### **4. Main Issues raised during public Consultation**

#### **4.1 Previous Proposal:**

Education Leeds was questioned on the reasons for bringing forward a second proposal to close Beckett Park Primary School just two and a half years after an earlier proposal, when many of those affected believed the school would be given five years to improve its situation.

#### **Education Leeds response:**

Although a proposal to close Beckett Park Primary School was withdrawn in the summer of 2003, Education Leeds was asked to continue to monitor primary provision in the area and has done so, leading to the recent resurrection of the proposal to close Beckett Park Primary School. Enrolment at the school has continued to fall. Larger year groups higher up the school are being replaced with very small numbers entering the school in Reception. In September 2004 the reception intake was just 6 pupils and a similar number have entered the school this September. This position cannot be sustained. The school will find itself in the position of a deficit budget if the situation was allowed to continue and the number of staff at the school remained constant. The consequent high cost of provision poses a threat to the viability of the school curriculum. The school is already operating with Reception, Year 1 and Year 2 pupils being taught together in a single class. The aim of the current proposal is to provide a sustainable pattern of provision for the future in Far Headingley.

## 4.2 **Alternative Proposals for Beckett Park Primary School:**

A number of alternative proposals were suggested for Beckett Park Primary School. These included amalgamating with another neighbouring school on the Beckett Park Primary School site, such as Beecroft which occupies a site in the ownership of the Catholic Diocese, or looking at the possibility of a Federation. Local Councillors noted that they were not persuaded of the merits of the case for closure and felt that the case presented by Education Leeds was weak. It was felt that other alternatives had not been satisfactorily explored.

### **Education Leeds response:**

There has been a general acknowledgement that there is a problem with surplus places in this area of Leeds that needs to be addressed. However many respondents feel that a school should remain on the Beckett Park site, even if that involves the amalgamation with another school. Amalgamation requires the closure of two or more schools and the opening of a new school with a new governing body and leadership team. To proceed with a proposal to amalgamate would require a high degree of confidence that the end product would be better than either of the two existing schools. There would need to be a certain belief that the newly established school would have a viable future, along with the other schools in the local area.

It was suggested that Beckett Park should be considered with Headingley and St Michael's Primary Schools as part of one larger amalgamation on the Beckett Park site. To pursue this option would see the loss of two central Headingley sites which Education Leeds considers would be detrimental to the community regeneration efforts in the area. The proposal to amalgamate Headingley and St Michael's is aimed at ensuring sustainable provision in the central Headingley area. Both schools have been working together to ensure that the amalgamation will achieve a positive outcome and result in a strong and viable school serving the community in that area.

Another alternative that was put forward was an amalgamation of Beckett Park and Beecroft Primary Schools. Beecroft Primary School is the only school in the Kirkstall, Headingley and Far Headingley areas that has seen its numbers increasing in the last ten years. This has occurred through a combination of factors including the governance and leadership of the school, its location and its diverse intake. Not only the pupil roll, but also levels of attendance and attainment have increased during this time. Beecroft Primary School is oversubscribed by parents, enjoys strong leadership, high standards and Beacon Status. The school is already popular and successful. There is no reason to believe that by bringing it together with another school on a different site would enhance and improve provision for a greater number of children. Education Leeds acknowledge that the site occupied by Beecroft is not owned by the City Council and that a rental is paid for the site. Despite this a significant amount of investment has been made in the school in recent years, much of it through successful bids that the school itself has made.

It has been suggested that the City council amalgamates Beckett Park Primary School with Kirkstall St Stephen's CE (Aided) Primary School, also on Beckett Park site. The site at Beckett Park has significantly more space and extensive playing fields than the site of St Stephens. However, in this case there are factors beyond site and popularity to consider. Kirkstall St Stephen's is an Aided school and many children that go to the school have chosen to do so specifically

because of its faith ethos. The school has very close links to the local church. An amalgamation of these schools would most likely deliver a school with CE status, whereas one of the arguments that has been emphasised through the consultation process is that Beckett Park parents are looking for places in community schools.

A Federation with a neighbouring school was also suggested. The decline in the birth rate in this area of Leeds is such that there is a need to reduce the number of school places available. It would not be best value to retain the current number of sites, given that the number on roll at Beckett Park is already very low and likely to fall further. It has been generally acknowledged by stakeholders that there is a need to address the number of surplus places. A Federation in this area has been evaluated, but is not considered to be the best way forward given the particular circumstances schools face.

#### **4.3 Transition Issues:**

A number of concerns were expressed about how Beckett Park Primary School children would be accommodated at other schools if the proposal goes ahead. Some parents expressed an unwillingness to send their child to Hawksworth Wood Primary School. Many were concerned that the children could only possibly be housed in temporary accommodation. It has been noted that there would not be sufficient community places available in the area to accommodate all children.

#### **Education Leeds response:**

Education Leeds accepts that, based on admission numbers and current numbers on roll at the schools named for transfer in the consultation, there would be insufficient community schools in the locality, if all children in Beckett Park at the time of closure chose one of those schools. In situations of school closure, however, other local schools typically work with Education Leeds during the transition period by taking above their admission number to accommodate parental preferences and to support parents through the transition period. In this case Beecroft Primary has agreed to offer such support through the transition stage. Whilst parents would be guaranteed a place for their children at a number of schools, if the proposal proceeds they will be asked to express a preference for the school that they would like their child to transfer to. This may be any school, not just those named. A team from Education Leeds would work closely with parents to discuss their individual situation with a view to meeting as many parental preferences as are possible. However there are no guarantees, as this would also depend on the number of places available at individual schools. We accept that parents may want to choose a range of different schools and would work with them to achieve a satisfactory outcome.

The need for temporary accommodation would be evaluated as part of the implementation of this proposal. It would depend on where parents would prefer their children to transfer to and what the impacts might be on individual schools. At the point of closure in August 2006, should the proposal proceed, there would only be around 60 children on roll at Beckett Park Primary. If all of those children chose to attend Beecroft Primary then the transition arrangements would be discussed in detail with the school. As the slightly higher numbers at Beckett Park are in the upper year groups, this would mean that any transitional accommodation that may be necessary would only be for a minimum period of time. Children would not be housed in temporary accommodation for longer than necessary. This is a feature of many transitional arrangements. Without its occasional and appropriate use it would be very difficult to bring forward

organisational change.

Parents are welcome to express a preference for any other community school in the area with places, and where those schools are full Education Leeds would discuss with other head teachers and governing bodies if they are willing to exceed their admission numbers in support of the transition. Although a voluntary aided Church of England school, Kirkstall St Stephens Primary has expressed a willingness to support the transition process should any parents wish to consider their school.

#### **4.4 Future of the school site:**

Many people felt that Beckett Park Primary School was the best site in the area, and feared that closure of the school meant the site would be lost to the community. If the school is closed there would be a gap in local primary provision.

##### **Education Leeds response:**

Education Leeds agrees that Beckett Park Primary School is on an attractive site with plenty of hard play and green space. It is unfortunate that parents are not choosing to send their children to the school, despite the site's facilities. The fact remains that the number on roll at Beckett Park Primary School has been falling for many years. The falling number on roll reflects the changing demographic profile of the area – there are simply fewer families in the locality. However, the school has not proved popular with those families who do have it as their nearest school, and a significant majority currently choose a school for their children that is further away from where they live than Beckett Park.

The quality of the site does not by itself support retaining the school. Demographic projections based on recent birth data clearly support the view that the current pattern of provision cannot be sustained and some action must be taken to reduce the number of surplus places.

It has yet to be determined whether the site would continue to be used for some form of education provision. A number of suggestions have been made, such as the transfer of another local primary school to the site or use for other education purposes. Education Leeds intends to explore these further in the eventuality that this proposal proceeds.

If Education Leeds was to declare the site surplus to educational requirement, it would be for the City Council to consider its future use.

#### **4.5 Impact of new housing:**

Concern has been expressed that there were many new housing developments in the area, and this would lead to increased demand for school places

##### **Education Leeds response:**

Education Leeds is informed of all new housing developments by the City Council's Development Department and has up-to-date information on known sites within an area. This information is factored into projections of future pupil demand before proposals of this nature are brought forward. Respondents have also noted that more families are moving back into existing housing stock. The formula used to estimate the number of pupils generated by new housing is 25 primary aged pupils for every 100 family-sized units. This formula suggests that at least an additional six to seven hundred new houses would be required in the

immediate vicinity for Beckett Park Primary School to be full at one form of entry. Although there may be some additional families in the area, Education Leeds is confident that there are sufficient places in other schools in the area to accommodate them.

#### **4.6 Impact on SEN pupils:**

Concern was expressed over where the autistic children attending Beckett Park Primary School would be accommodated. Respondents were full of praise for the resourced provision at Beckett Park Primary School and felt that the unit should be kept together. There was also concern that there were insufficient resourced places in the City.

#### **Education Leeds response:**

If this proposal proceeds, Education Leeds would discuss the needs of each child accessing the resourced provision individually with parents to seek a suitable and appropriate alternative placement. There are currently nine children accessing the resourced provision at Beckett Park Primary School. However a number of these children are currently in year 6 and will be due to transfer to secondary school at the proposed time of closure. Education Leeds is confident it can accommodate the remaining pupils in alternative inclusive settings, if that is what the parents wish for their children.

#### **4.7 Community Issues:**

Concern was expressed that community facilities would be lost, rather than being expanded on the excellent site. There was concern that the closure of the school would drive families away from the area. The view was expressed that the Beckett Park Primary School site was not only ideally suited to meet the extended school agenda but possibly the only site in the local area to do this. It was noted that savings from the closure could only be made at a high social cost.

#### **Education Leeds response:**

It is important that the issue of school closure is not confused with the future of the site. Education Leeds will carefully consider the future use of the site, which if retained could continue to offer facilities for the community, such as access to school playing fields for local sports teams. If the site were to pass back to Leeds City Council, the needs of the local community will also be considered before determining a future for the site. It is highly likely that the green space and playing fields will be retained whatever the use on the current footprint of the building.

The majority of the children living in the area already choose to attend an alternative school to Beckett Park. Indeed one of the concerns expressed was that local people did not know the school was there. In light of this it seems unlikely that if the school closed it would drive families away from the area.

This proposal has been largely driven by concerns around demographic demand and the sustained educational viability of primary school in the area. Education Leeds has listened carefully to the views expressed during the consultation regarding the importance of the school within the local community. The community values the services that the school provides and that there is a potential for the school to develop further services as an extended school.

Education Leeds fully supports the development of extended school facilities in the area as part of the Change for Children agenda. Across the city clusters of

schools are considering how between them they can extend facilities for pupils and their families. Such developments would be supported in local schools, but the core function of schools has to be sustainable and based on healthy pupil intakes.

#### **4.8 Early Years Issues:**

Concern was expressed over the future of the nursery on the site. The neighbourhood nursery was only located on site about twelve months ago and is currently housed in a temporary unit.

#### **Education Leeds response:**

Colleagues in Early Years have stated that the neighbourhood nursery will remain open, although its location may depend on the future use of the site. For example, if the site is retained for educational or community usage, the nursery may not have to be relocated. As the nursery is a neighbourhood nursery it is not attached to any school nor is it directly linked with the future of Beckett Park Primary School. However, relocation onto an alternative school site could be a possibility welcomed by the nursery.

### **5. The Way Forward**

There is clear evidence that there are too many surplus places in primary schools in Far Headingley and neighbouring areas (Kirkstall and Headingley) to accept that no action should take place. The proposal to close Beckett Park Primary School focuses on the school most impacted upon by falling pupil numbers. The school remains particularly undersubscribed despite excellent facilities on site, including a neighbourhood nursery.

Much of the weight of opposition to the proposal has been on the grounds that the site is an excellent facility and should not be lost either as a school or to the community. It has been suggested that Education Leeds should ensure that the school has more pupils. This could only be achieved to the detriment of one or more other local schools, as the problem is crucially one of insufficient children in the area. Local Education Authorities are required by the government to seek to maximise parental preference where possible. Parental preference for places at Beckett Park Primary School is lower than for any other local school and many families who live near the school already choose to send their children to alternatives. Education Leeds does not believe that an amalgamation with other schools on the Beckett Park Primary School site is in the best interests of all children and would be likely to increase journeys to school for a significant number.

The site has been acknowledged as a valuable asset to the community, but its future is not necessarily dependent on Beckett Park Primary School remaining open. Several different agencies already operate from the site because the building has surplus capacity and is too large for the number of pupils it serves. It is clear from the concerns raised by the local community and ward councillors that Education Leeds and the City Council would have to carefully consider the future use of the site if the school closed.

Education Leeds is of the view that this proposal should proceed. The closure of Beckett Park Primary School would consolidate primary provision in the remaining schools to ensure that there is a sustainable pattern of provision for the future.

However, for this proposal to successfully proceed, there will need to be very careful management of the transition period to support parents, staff and pupils.

Education Leeds will engage with all affected schools and other agencies to plan implementation to minimise the negative impacts on the school and wider community.

## **6 Financial Implications**

**6.1** There would be an annual revenue saving of approximately £120,000 from this closure proposal.

**6.2** Consideration will be given to the future use of the site. If no appropriate educational use can be found then the site will be declared surplus to educational requirements. There is a potential for the building to be retained by the City Council for public service provision and/or community use. If, however, there is a capital receipt generated from the site, a proportion of this would be used to fund works at other primary schools in the locality, that are also affected by this proposal.

## **7. STATUTORY IMPLICATIONS**

**7.1** The review of primary provision fulfils the LEA's statutory requirement to keep under review the supply and demand of school places.

**7.2** The recommendation of this report to proceed with the proposal initiates the required statutory process. If objections are received during the representation period of the statutory notice, the proposal will be forwarded to the School Organisation Committee for consideration.

### **7.3 Timescale**

The envisaged timescale for the statutory process is as follows:

Dec 05 – Jan 06      Publish notices giving 6 weeks for representations.

Feb 06                      Exec Board for permission to refer to School Organisation Committee, if there are objections otherwise for Executive Board to determine

April 06                      Deadline for SOC decision

Sep 06                      Implementation

## **8. EQUALITY IMPLICATIONS**

**8.1** The proposals have been subject to equality impact assessment. There are no anticipated significant differential impacts on the basis of ethnicity, disability or gender associated with the proposals.

## **9. LINKS TO KEY PRIORITIES**

**9.1** Proposals under the Primary Review reflect key priorities identified in the Education Development Plan, the Asset Management Plan and the Corporate Plan by contributing to the target to reduce primary surplus places, the raising achievement agenda and improving the school estate.

## **10. CHIEF EDUCATION OFFICER'S COMMENTS**



- 10.1** Proposals for the establishment, alteration or discontinuance of schools and the determination to implement such proposals remain a function to be performed by the Council under the arrangements involving Education Leeds.
- 10.2** The arrangements require that the Council have regard to advice and draft plans where appropriate from Education Leeds when carrying out this function.
- 10.3** Capital receipts from the release of sites arising from the Primary review are being ring-fenced to support the funding of new building requirements arising from the review. It will be important to ensure that all of the required capital is in place if any proposals move to the School Organisation Committee stage.
- 10.4** The contents of this report have been discussed with the Chief Education Officer. The Chief Education Officer feels that the report includes all the analysis and considerations that he would wish to be drawn to the Executive Board's attention in considering this matter.

## **11 RECOMMENDATIONS**

- 11.1** Executive Board is asked to approve that a statutory notice is published to close Beckett Park on 31<sup>st</sup> August 2006

## Appendix A:

### Summary of concerns raised by individual responses to the proposal to close Beckett Park Primary School

		Number of responses
Access	No bus route to Beecroft	1
	Dangerous walking routes	2
	Secure and quiet site	34
	Free from traffic and fumes	33
	EL force children into cars & buses instead of healthy walking	2
	BPPS children will have much further to travel	2
Buildings & Sites	If amalgamated with BPS, BPS pupils would live too far from BPPS	1
	A lot has been spent on BPS buildings	1
	What would happen to site? Sold for more students housing?	1
	Amalgamate another school on the site of BPPS	33
	Before & After school clubs	10
	Breakfast club	2
	No other site appears to meet requirement of current users of the Before & After School Club	1
	Ed Leeds previously stated Beckett Park was best site in area	2
	If school closes there would be no primary school in central Headingley	1
	Concerns over portacabins being used to house extra pupils at other schools	3
	BPPS would be an ideal location for an Extended School/Children Centre	3
	BPPS is a very spacious school	14
	BPPS has fantastic site	33
	BPPS has large green space	32
Excellent grounds	33	
Community	BPPS is used by many organisations in the voluntary sector	3
	Closure would drive families away from area	32
	Has provision been considered for families moving back into the area	1
	Beckett Park is part of the local community	6
	Beckett Park has links with Carnegie and Leeds University	3
	Don't want to lose facilities	30
Disruption to children	Closure of BPPS will be detrimental to children's future	32
Early Years	BPPS has new Community Nursery	14
	Nursery means many children from nursery will want to proceed to BPPS	3
	Schools without state nursery are less popular with parents	1
Ethnicity	BPS is only community school in area	1
	BPPS respects religious values	3
Facilities	BPPS has modern ICT suite	10
	e learning room	2
	Smartboards at BPPS	12
	BPPS has the Education Library service on site	3
	Brilliant playing fields and playgrounds (also adventure playground)	53
	BPPS has excellent facilities	38
Finance	LCC owns Beckett Park site, so why waste money paying rent for Beecroft site.	1
	Claims that per pupil funding data is wrong	1
	Argues that school will not have financial difficulties	1
Parental	No other schools in the area	35

Choice		
Process	Proposal is short-sighted	2
	Ed Leeds had promised no review for 5 years in 2003	5
	Amalgamate Beckett Park with Beecroft	1
	Amalgamate Beckett Park with Kirkstall St Stephen's C of E Primary	1
Pupil numbers	Class sizes would be bigger	3
	Children benefit from mixed aged classes	1
	Aware of the problem of surplus places	2
	Higher roll numbers at neighbouring schools due to more densely populated areas	1
	Neighbourhood Nursery is attracting pupils from other areas	1
	Proposal has led to reduction in numbers at BPPS	2
	small classes are good	1
	Argues (erroneously) that birth rates are going up	
SEN issues	Excellent autistic unit	38
	Concerns over future of SEN children	41
	No other suitable alternative autistic provision available	3
Staffing	Dedicated staff	3
	Concerns over future of staff if BPPS closes	1
Standards	Excellent Ofsted report	33
	Good standards	3
	Happy environment	33
	Offers a good all round education	2
	Excellent discipline	1
	BPS is successful because of its leadership	1
Transition	BPS is willing to assist in transition if BPPS is closed.	1
Other	Don't close school	73

## Appendix B:

### Demographic Data

**Table 1a: Current position: Far Headingley (2004/5)**

	Type of School	Nursery Roll Jan 2005	Admission Limit	Reception Jan 2005	Number on Roll (Jan 2005)	NET Capacity	Surplus Places (%)
Beckett Park Primary	5-11 primary		30	6	107	162	55 (34%)
Hawthorn Wood Primary	3 - 11 primary	37	30	22	191	210	19 (9%)
St Chad's CE Primary	3-11 primary	37	30	27	202	169	-33 (-20%)
Weetwood Primary	3 – 11 primary	41	30	30	212	210	-2 (-1%)
Area totals			120	85	712	771	

**Table 2a: Projections: Far Headingley**

School	2005	2006	2007	2008	2009	Admission limit
Beckett Park Primary	6	7	6	6	6	30
Hawthorn Wood Primary	21	18	17	17	20	30
St Chad's CE Primary	26	29	27	26	32	30
Weetwood Primary	29	31	30	29	33	30
<b>Area totals</b>	<b>82</b>	<b>85</b>	<b>80</b>	<b>78</b>	<b>91</b>	<b>120</b>

### Standards

**Table 3a: Improvement Measure - Key Stage 2 combined SATs results – Far Headingley**

	2000	2001	2002	2003	2004	2005
Beckett Park Primary	246	195	206	142	221	199
Hawthorn Wood Primary	125	123	171	167	179	183
St Chad's CE Primary	290	253	270	257	272	258
Weetwood Primary	272	279	277	257	289	300
<b>LEA average</b>	<b>235</b>	<b>234</b>	<b>236</b>	<b>238</b>	<b>238</b>	<b>240</b>
England Average	<b>231</b>	<b>233</b>	<b>234</b>	<b>234</b>	<b>237</b>	<b>240</b>

**Table 4a: KS2 SATs data summer 2005 (provisional results) – Far Headingley**

	% Free School Meals (whole school)	KS2 percent Level 4+						SEN (cohort) % (2004)	
		English	Maths	Science	No. Pupils Tested	Value Added	With statements	Non-statemented SEN	
Beckett Park	43	65	65	69	60	99.4	7.1% (1)	21.4% (3)	
Hawthorn Wood	51	57	53	73	33	100.2	9.1% (3)	12.1% (4)	
St Chad's CE	12	81	85	92	32	101.3	0% (0)	27.6% (8)	
Weetwood	0	100	100	100	23	101.4	0% (0)	0% (0)	
LEA Average	<b>19</b>	<b>79</b>	<b>75</b>	<b>86</b>			<b>3.2%</b>	<b>15.7%</b>	
National Average		<b>79</b>	<b>76</b>	<b>85</b>			<b>3.4%</b>	<b>18.3%</b>	

**REPORT TO THE CHIEF EXECUTIVE OF EDUCATION LEEDS  
REPORT TO EXECUTIVE BOARD  
DATE 14 December 2005**

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**SUBJECT: Procurement of a Strategic Partner-ICT for education in Leeds**

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## **EXECUTIVE SUMMARY**

### **1 Purpose of Report**

- 1.1 The purpose of this report is to provide details on the adopted delivery model for ICT through the BSF programme and to provide an overview of the relationships between the various partners, it also seeks the agreement of the Executive Board to undertake the procurement of the Strategic Partner.

### **2 Background**

- 2.1 The model for delivery of ICT in schools adopted by Education Leeds has been based upon the need to ensure that the Building Schools for the Future partners can deliver the education transformation agenda and that the greatest degree of choice is offered to schools.
- 2.2 The model involves service delivery through Education Leeds, an ICT Strategic Partner, the LEP, LCC IT Services and schools.
- 2.3 The relationship between the three partners has been the subject of detailed discussion and the solution now proposed takes account of the range of services each will offer to the partnership as a whole.

### **3 Recommendations**

- 3.1 It is recommended that the Executive Board:
- I. approves the procurement of a Strategic Partner for IT
  - II. note the approach taken by LCC and Education Leeds in relation to the procurement of a Strategic Partner.

**REPORT TO THE CHIEF EXECUTIVE OF EDUCATION LEEDS**  
**REPORT TO EXECUTIVE BOARD**  
**DATE 14 December 2005**

**SUBJECT: Procurement of a Strategic Partner-ICT for education in Leeds**

**Electoral Wards Affected:**

All

**Specific Implications For:**

Ethnic Minorities

Women

Disabled People


**Please indicate that the following have been addressed within the report:**

**Resource Implications:**

Finance

Personnel

Accommodation/Buildings

✓
✓
✓

**Policy Implications:**

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Executive Board Decision

✓
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Eligible for Call-in

✓
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Not Eligible for Call-in

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**1 Purpose of the Report**

1.1 The purpose of this report is to provide details on the adopted delivery model for ICT through the BSF programme and to provide an overview of the relationships between the various partners, it also seeks the agreement of the Executive Board to undertake the procurement of the Strategic Partner.

**2 Background**

2.1 The model for delivery of ICT in schools adopted by Education Leeds has been based upon the need to ensure that the Building Schools for the Future (BSF) partners can deliver the education transformation agenda and that the greatest degree of choice is offered to schools.

2.2 The model involves service delivery through Education Leeds, an ICT Strategic Partner, the LEP, LCC IT Services and schools. The roles of the three partners can be summarised as follows:

- Strategic partner: A key role in developing the use of ICT as a tool to effect a step change in educational performance of the schools in Leeds, ensuring the technology does not act as a barrier in this process and providing key technical

support services to the BSF schools and to other Leeds schools as a traded service. In addition, the strategic partner has the responsibility for maximising the potential of the LLN learning platform with Education Leeds and schools;

- LEP (Local Education Partner): The physical installation of ICT into the new buildings and all hardware purchases and maintenance within the BSF schools;
- LCC IT Services: The wide area network and the delivery of email and internet access together with associated services such as a citywide learning platform.
- Education Leeds: Provides the main strategic direction for ICT in education in the city; and
- Schools: will be the key deliverers of transformational education under the Building Schools for the Future programme, ensuring that ICT investment is used as effectively as possible to engage pupils and enhance achievement and inclusion is a key element of this responsibility.

2.3 The model for delivery of ICT in schools proposed by Education Leeds has been based upon the need to ensure that the partners can successfully deliver the educational transformational agenda and one that offers the greatest degree of choice to schools. The model also satisfies the requirements of the Building Schools for the Future programme and has the support of Partnership for Schools and has been discussed with Wave 1. The Strategic Partner-ICT, whilst being involved in the infrastructure and providing technical services to schools, also has a key role to play in raising standards of pupil achievement and in developing a whole school strategy for ICT.

2.4 The overall strategy envisages a service delivery model involving five partners whose key responsibilities are:

- Education Leeds: Has responsibility for ensuring delivery of national strategies, for data collection and dissemination, for training and support of schools through the City Learning Centres and for quality assurance and challenge for schools. Will be responsible for co-ordination and contract management across the partners;
- Schools: In the wider estate are responsible for maximising the use of their resources and ensuring the best possible outcomes for children and young people;
- Strategic Partner-ICT: A key role in developing the use of ICT as a tool to effect a step change in educational performance of the schools in Leeds and ensuring the technology does not act as a barrier in this process as well as key technical support services provision to the Building Schools for the Future schools and to other Leeds schools as a traded service and responsibility for maximising the potential of the LLN learning platform with Education Leeds and schools;
- Local Education Partnership: The physical installation of ICT into the new buildings and all hardware purchases and maintenance within the Building Schools for the Future schools.
- LCC IT Services: The wide area network and the delivery of email and internet access together with associated services such as a citywide learning platform.

2.5 The relationship between these partners has been the subject of detailed discussion and the solution now proposed takes account of the range of services each will offer to the partnership as a whole. Education Leeds will provide relationship and account management between the partners. In providing the Strategic Partner-ICT, bids will be evaluated by a team comprising Education Leeds, Leeds City Council and schools.

### **3 Partner Role**

3.1 The main responsibilities of the strategic partner with regard to ICT are defined below. The strategic partner for ICT is seen as a key in ensuring that Leeds schools are at the forefront in the use of ICT as a tool to enhance the learning and achievement of pupils and the wider community. These responsibilities extend to supporting the implementation of the local authority ICT and Information Management Strategy for Education across the whole school estate. The strategic partner will:

- Provide support and advice to schools and the authority on maximising the transformational potential of ICT in education across all phases;
- Provide schools with a single, named point of contact for all ICT issues. This account management will also include regular site visits;
- Be the key provider of continual professional development across all phases;
- Provide advice and technical support to schools and other stakeholders;
- Provide the final configuration of school based scalable local area networks and hardware;
- Install and support all software;
- Provide support and guidance to the Local Education Partnership (LEP) over ICT issues (the LEP will act as the main purchasing vehicle for all ICT hardware for the BSF programme);
- Provide a first line telephone support help desk for all ICT services to schools;
- Provide software support to schools including MIS systems.
- Contribute to the local authority's Strategic Business Case and other plans as appropriate;
- Provide a strategic input into the development of ICT services to support the Every Child Matters agenda and to ensure that schools can maximise the inclusion potential of ICT;
- Act as a driver for change in the development of ICT to raise the standards of pupils' achievement.

3.2 It is envisaged that the Strategic Partner will work under the guidance of Education Leeds and schools. Whilst the initial work of the strategic partner will be in developing the BSF programme in partnership with the LEP, this appointment is for the development of the use of ICT for the whole Leeds school estate across all phases and the active involvement of the wider community.

### **4 Relationship of the Strategic Partner with the LEP**

4.1 The LEP will:

- Be responsible for the design of the physical network, including all cabling, outlets, fixed ICT resources, power delivery and installation;
- Act as the main purchasing vehicle for all ICT hardware for the BSF schools and potentially the whole Leeds school estate;
- Manage the physical unpacking and connection of devices onto the network (the configuration and installation of software will be the strategic partner's responsibility);
- Purchase the servers, switches, patch panels etc. for the server or switch rooms, install them in the cabinets but not provide configuration;
- Purchase and install the cabinets as part of the building work;
- Be responsible for maintaining any ICT hardware whether covered by a manufacturer's warranty or out of warranty (including legacy equipment);
- Offer similar services to all schools not covered by the BSF programme in the Leeds estate.



## **5 Relationship of the Strategic Partnership to Leeds City Council IT Services**

5.1 Leeds City Council's IT Services division provides services to schools mainly badged as the Leeds Learning Network (LLN). These services will be responsible for:

- All aspects of the wide area network (WAN) infrastructure;
- The provision of a city wide learning platform through the Leeds Learning Network (LLN) and associated services including student, parent and staff portals, pupil tracking, assessment and performance tracking;
- Voice over internet protocol (VoIP) systems possibly including the associated hardware (though this may be provided through the LEP);
- Email and internet access services including filtering and monitoring services;
- The infrastructure to support video conferencing;
- Other services which may become available through extension of the LLN offering to schools and the community.

## **6 Relationship of the Strategic Partnership to EL**

6.1 Education Leeds will provide the strategic guidance to schools and the SP in relation to ICT. This will include providing direct guidance when implementing changes in government educational policy, including support and challenge, workforce reform, the National Strategies and the ECM agenda. It will monitor the performance of the strategic partner against agreed performance targets and manage the contract and the relationships between the partners.

## **7 Relationship of the Strategic Partnership to BSF Schools**

7.1 It is expected that the BSF schools will form the core of the work carried out by the strategic partner. These schools will contract for the full range of the strategic partner's services and will work with the strategic partner and the local authority to provide and promote best practice across the whole estate.

## **8 Relationship of the Strategic Partnership to Non BSF Schools**

8.1 It is expected that the strategic partner will support the local authority in developing strategic approaches to ICT and promoting best practice across the whole school estate. It is further expected that the strategic partner will make similar offerings to all schools as that made to BSF schools, on a traded basis through individual contracts.

## **9 The Issue**

9.1 It is proposed to provide a Strategic Partner to provide key technical support and software services to all secondary school-Wave 1 of the Leeds BSF programme. The procurement would commence in December through a negotiated tender following the OJEU advert leading to a preferred provider in May 2006. It is a key requirement that the Strategic Partner is available to advise LCC on the final stages of procurement for Local Education Partnership

## **10 Financial Implications**

10.1 As part of the overall funding for the Leeds Wave One BSF programme, £24 million is available for the development and provision of ICT in the 14 Phase One BSF schools. It is proposed that this funding is appointed in a ratio of approximately 70:30 for the Local Education Partnership and for the Strategic Partner-ICT. Schools within the

BSF programme will purchase services from the Strategic Partner from their revenue funding. It is anticipated that the Strategic Partner-ICT contract will be worth a total of approximately £2m per year averaged over an initial 5 year term, plus the potential from services to schools outside the BSF programme and Education Leeds and the City Council.

## **11 Statutory Implications**

11.1 None

## **12 Equality Implications**

12.1 None

## **13 Links to key priorities and corporate plan**

13.1 This proposal through the delivery of excellent ICT services to schools will be critical to meet the output targets of the EDP in meeting the transformation agenda and key e-government priorities.

## **14.0 COMMENTS OF THE CHIEF EDUCATION OFFICER**

The contents of this report have been discussed with the Chief Education Officer. The Chief Education Officer feels that the report includes all the analysis and considerations that he would wish to be drawn to the Executive Board's attention in considering this matter.

## **15 Recommendation**

15.1 It is recommended that the Executive Board:

- I. approves the procurement of a Strategic Partner for IT
- II. note the approach taken by LCC and Education Leeds in relation to the procurement of a Strategic Partner.





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**REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS  
REPORT TO EXECUTIVE BOARD  
DATE: 14 December 2005**

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**SUBJECT: Department for Education and Skills White Paper - "Higher Standards, Better Schools for All: More Choice for Parents and pupils"**

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## **EXECUTIVE SUMMARY**

### **1 INTRODUCTION**

- 1.1 This paper informs the Executive Board of government proposals for the development of the education system in England and Wales as set out in the education white paper "Higher Standards, Better Schools For All" published by the government on 25 October 2005, and invites consideration of a response to government proposals.

### **2 BACKGROUND**

- 2.1 The White Paper sets the Government's vision improvement in the schools system placing putting parents and the needs of their children at the heart of it, and by freeing up schools to innovate and succeed and by bringing in new dynamism and providers of schools. The approach is intended to ensure that every school delivers an excellent education, that every child achieves to their potential and that the system as a whole is increasingly driven by parents and by choice.

### **3 RECOMMENDATIONS**

- 3.1 The Executive Board is requested to note the contents of this Report and consider whether the Board wishes to respond to the government's proposals.



**REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS  
REPORT TO EXECUTIVE BOARD  
DATE: 14 December 2005**

**SUBJECT: Department for Education and Skills White Paper - "Higher Standards, Better Schools for All: More Choice for Parents and pupils"**

**Electoral Wards Affected:**

ALL

**Specific Implications For:**

Ethnic Minorities

Women

Disabled People

**Please indicate that the following have been addressed within the report:**

**Resource Implications:**

Finance

Personnel

Accommodation/Buildings

**Policy Implications:**

Executive Board  
Decision

Eligible for Call-in

Not Eligible for Call-in

## 1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to inform the Executive Board of government proposals for the development of the education system in England and Wales as set out in the education white paper "Higher Standards, Better Schools For All" published by the government on 25 October 2005, and to invite consideration of a response to government proposals.

## 2 BACKGROUND

- 2.1 On 25 October 2005, the Department for Education and Skills published a White Paper: "Higher Standards, Better Schools for All: More Choice for Parents and Pupils". It sets out in 116 pages, the Government's vision for radical improvement to the schools system by putting parents and the needs of their children at the heart of it, by freeing up schools to innovate and succeed and by bringing in new

dynamism and providers of schools. The paper says that this approach is designed to ensure that every school delivers an excellent education, that every child achieves to their potential and that the system as a whole is increasingly driven by parents and by choice.

2.2 The Department for Education and Skills, in publishing the White Paper, stated:

"The White Paper will enable every school to acquire a self-governing trust, which will give them the freedom to work with new partners, like parents and community groups, charitable bodies linked to education and business and faith groups, to help their ethos and raise standards. A Schools Commissioner will be appointed to drive change, promote choice and champion Trust schools. Parents will be given the opportunity to set up new schools, with support from the Local Authority.

2.3 There will be more good school places for parents to choose from, by allowing independent schools to join the maintained sector; encouraging expansion and federation; and sharpening the failure regime. The White Paper promotes fair admissions, supports parents in choosing schools and will improve access with reforms to school transport. There will be a new role for Local Authorities as the Commissioner of Services and as a powerful champion of parents and pupils in their area.

2.4 Local Authorities will have a new duty to promote choice, diversity and fair access, as well as enhanced powers to ensure high standards. School Organisation Committees will be abolished, and Local Authorities will assume the power to decide statutory proposals in line with their new role".

2.5 The White Paper deals with proposed reforms in the following five areas:

- Changing the structure of the system so as to remove almost all schools from LEA control and making it easier to open and close schools;
- Facilitating choice and access by reforming the provision of free school transport, and allowing schools to expand and change their admission policies;
- Providing a greater role for parents through enhanced information provision and greater parental involvement in school decision making;
- Attempting to increase the authority of schools and Head

Teachers over discipline, and to allow parents to oversee children subject to fixed-term exclusion;

- Reforming the role of LEAs by enhancing their decision making role over opening and closing schools, but attempting to drive them towards fulfilling Government policy in relation to diversity of school type and enforcing change.

### **3 A NEW ROLE FOR LOCAL AUTHORITIES AND ABOLITION OF THE SCHOOL ORGANISATION COMMITTEE**

3.1 Under reforms proposed by the White Paper Local Authorities will have a different role. There will be new duties to promote choice, diversity and fairer access to schools, when carrying out their existing duties relating to the provision of schools in their areas and the sufficiency of such provision.

3.2 School Organisation Committees will be abolished, and instead decisions relating to school organisation matters will be placed with Local Authorities. The right for Local Authorities to publish their own proposals for the establishment of new community schools will be removed. Local Authorities will decide competitions, but if they have themselves made proposals for a new self-governing (foundation) school, the Schools Adjudicator will decide the competition.

3.3 The Executive Summary to the White Paper states:

"To support all these reforms, the role of the Local Authority will change from provider to Commissioner:

- As part of their wider responsibilities for children and young people, Local Authorities will be expected to become the champions of pupils and parents, commissioning rather than providing education. They will have a new duty to promote choice, diversity and fair access to school places and school transport, and new powers to act decisively where schools are failing and under-performing;
- It will be easier for new schools to be established, where there is parental demand;
- The School Organisation Committee will be abolished and decisions made by the Local Authority; disputes will continue to be resolved by the Schools Adjudicator;

- Local Authorities will work with the newly created Schools Commissioner to ensure more choice, greater diversity and better access for disadvantaged groups to good schools in every area;
- Local Authorities and local Learning and Skills Councils will work more closely together to ensure real choice and higher standards in the provision of education for 14-19 year olds in schools and colleges;
- Capital investment, through building schools for the future and the targeted capital funds, will have a crucial role in supporting reform.

## **4 FURTHER INFORMATION**

- 4.1 Appendix 1 to this report is a summary of the main issues arising from the White Paper for members' information and consideration.

A full copy of the White Paper can be accessed on the DfES website at <http://www.dfes.gov.uk/publications/schoolswhitepaper>

## **5 TIMETABLE FOR REFORM**

- 5.1 The Department for Education and Skills have indicated that an Education Bill is likely to be published early in the New Year. For that Bill to become law, it will need to pass through both the House of Commons and the House of Lords. That process is likely to take several months (possibly until early autumn 2006). The Commencement Order and Regulations will then be published. These are likely to take effect in 2007. The Regulations will also have to deal with any transitional provisions in relation to the current work, for example of School Organisation Committees.

## **6 RESOURCE IMPLICATIONS**

- 6.1 There are no resource implications arising from this paper however, should legislation be forthcoming there will be significant issues arising from the transfer of staff from the City Council to Trust employment and from the transfer of buildings and land.



7.00 **CHIEF EDUCATION OFFICER'S COMMENTS**

7.01 The contents of this report have been discussed with the Chief Education Officer. The Chief Education Officer feels that the report includes all the analysis and considerations that he would wish to be drawn to the Executive Board's attention in considering this matter.

8.00 **RECOMMENDATIONS**

8.1 The Executive Board is requested to note the contents of this Report and consider whether the Board wishes to respond to the government's proposals.

Background papers:

Appendix 1 – Summary Extracts and commentary on the White Paper



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## **Higher Standards: Better Schools for All**

The document combines a description of recent change with proposals for the future. There are nine chapters, plus an annex on the resource and legislative implications (and an Executive Summary). The main points from each chapter – particularly those relating to local authorities – are provided below. There are comments in italics against the main points where there is a potential cause for concern. These are predominantly around changes to school status which impact on pupil admissions, asset ownership and community access and the ability to plan the efficient provision of school places. It should be noted that large tracts of the document raise no particular issues. Those that do, however, unfortunately relate largely to the contents of the White Paper that the Government chose to emphasise in its media briefings.

### **1. The challenge to reform**

Schools to have the freedom to tailor the way they manage themselves and the teaching and support they offer, to the needs and talents of individual pupils and their parents. Working within the principles of fair funding and fair admissions, schools will benefit from new energy in the system through a more diverse set of providers that allows parents to choose the school that suits their child.

Specialist schools and Academies are cited as successful models and the rationale for opening up the system as a whole to “the opportunities presented by such innovation and dynamism”.

The local authority is to play a role analogous to the one it now plays in early years provision: commissioning and championing the needs of parents and pupils.

Other initiatives to improve educational achievement include: catch-up classes for children who have fallen behind; access at other schools or colleges for those wishing to pursue specialist courses; and a flexible and engaging curriculum with the ability to take exams when pupils are ready rather than at fixed ages.

### **2. A School System Shaped by Parents: a school system that responds better to the needs and aspirations of parents.**

All primary and secondary schools will be encouraged to become self-governing and to acquire a Trust. A self-governing Trust School is a not-for-profit, charitable organisation able to appoint a majority of the governors from the trust (though required in that case to establish a Parents' Council).

*This assumes a ready supply of parents for a Parent Council. How will we ensure this given patterns of poor recruitment of parents onto some governing bodies?*

*It is ironic that the Trust can weaken parents' involvement in the governance of a school given the tenor of the paper regarding the importance of parental involvement.*

The governing body of an existing primary or secondary school will be able to create its own trust or link its school with an existing Trust.

*How are trusts accredited as suitable to link to a school?*

Acquiring a Trust would require consultation with parents to ensure support followed by publication of formal proposals. The local authority could refer the governing body's decision to the Schools Adjudicator where the decision failed to take proper account of the views of the majority of parents or if there were serious concerns about the impact on school standards.

All new or replacement schools to be subject to competition for providers. All new or replacement schools will be Foundation, Trust, voluntary aided or Academies. There will be no new community schools.

*Will "replacement schools" category include rebuilt school buildings?*

*TUPE and future school status will now become major issues in reorganisation/consultations – extending & complicating procedures.*

**Trust schools**, employ their own staff, control their own assets and set their own admission arrangements (subject to the Admissions Code of Practice). Trusts will be able to apply to the Secretary of State for flexibilities, which might include additional curriculum flexibilities and freedoms over pay and conditions for staff. If granted, these would apply across all schools supported by the Trust. In effect, this would create the possibility of school 'brands'.

*Note- it is a Trust not a Trust School that applies for freedoms.*

*More variations in pay and conditions and not helpful to single Children's workforce agenda.*

*What if a trust is established, a number of schools join this single Trust, and it then applies for new flexibilities applicable to all schools in Trust group? This will not give flexibilities 'local to purpose'.*

*The application and granting of flexibilities to a trust is a more significant step than a school changing to self governing trust school status (which can exist without the trust having flexibilities granted). What are the procedures? Are these agreed at the establishment of Trust? Who quality assures a Trust?*

*Who runs a Trust – as opposed to 'Trust Schools'?*

*If a Trust is the trust for more than one school can it earn income in one school and spend it in another?*

A new **Office of the Schools Commissioner** will be established to act as a national champion for the development of Trust schools - linking authorities to Trusts and identifying opportunities for successful Trusts to form partnerships with more schools.

*Will Trusts become a new “planning body” i.e. can’t reorganise individual schools within a Trust group? Can LA propose a reorganisation of Trust schools (e.g. in response to surplus places?)*

*Will Trust administer all admissions to their schools under single admission policy?*

*Can Trusts be a ‘take over’ group i.e. a hostile trust bid? Can you establish a Trust and then look for a school to attach it to?*

*Will the School Commissioner be encouraging some trusts to be national concerns?*

*Will LAs to be asked to work with a single group Trust for their area?*

The Commissioner will be able to challenge local authorities that fail to exercise their new duties adequately and advise the Secretary of State on local authority plans for major capital investment. The Commissioner will also monitor key local indicators of parental satisfaction and rising school standards, and publish an Annual Report.

*There is a possible duplication of the Schools Commissioner’s monitoring and reporting work and JAR and Ofsted roles.*

Trust schools will be funded as other local schools. If judged by Ofsted to be inadequate, the local authority will have the same range of intervention powers as for others schools, including a proposal for closure and competition for a new school – in which case the assets would revert to the local authority (except where originally provided by the Trust).

*Can Schools Commissioner direct the removal of a Trust (as opposed to Trust Schools) which fails schools?*

*If a Trust supporting a number of schools is removed who deals with the implications for each school?*

*What if parents want a new Trust? (i.e. school to align differently)?*

Trusts would be under a duty to promote community cohesion and good race relations.

*How can we be sure that Trusts buy-in to the delivery of a seamless connection between schools & other providers and in particular extended school models required as part of the strategic childcare planning in a local authority?*

*How is a Trust better than a federation – why the need for both?*

*Do CLCs transfer to self-governing Trust Schools?*

*Can LA propose expansion of self-governing Trust Schools?*

Parents would be able to ask for a new primary or secondary school to improve standards of local education, to meet a lack of faith provision, to tackle entrenched inequalities or to promote innovative teaching methods. Local authorities will be under a duty to be responsive to parental interests, deciding whether a proposal to establish new school should be taken forward or

whether the demands can be better met in other ways. Parents will have the right of appeal to the Schools Adjudicator.

*Increasing the influence parents can exert, fuels the obvious danger that, it will be the more confident and articulate who take greatest advantage, to the detriment of other groups.  
What will define 'local parents?'*

*It's unlikely that existing parents will want their schools to expand – definition of "parents" will be important*

*Assumes a ready supply of parents for school proposer roles are these likely to be the parents currently not engaging in their children's education?*

*It's the parents wanting to get in that will want expansion/change. How do they get a say?  
Which system supports the children whose parents don't engage in this way?*

*Note - Parents right of appeal is to the School Adjudicator – Presumably in a different office to the Schools Commissioner?*

It is expected that authorities would consider whether a new school could be housed on an existing site, possibly shared with an existing school or using temporary buildings in the short term. A dedicated capital fund will be established to support strong and innovative proposals from parents, with the expectation that authorities would normally provide a site for successful proposals.

Local authorities will be expected to move quickly to close any schools that are failing to attract sufficient pupils in the event of **surplus capacity** arising from the creation of new schools or expansion of popular schools.

*Surely parents from schools at risk need a say in any parental demand proposal or are some parents' groups to be more listened to than others?*

*Falling rolls are barely mentioned in the White Paper, despite a drop of around 10% in the next ten years. It will be essential that authorities' duty to promote fair access takes priority over their duty to promote diversity and choice.*

It will be made easier (though how is not explained) for **independent schools** to join the maintained sector.

It will be easier for secondary schools to open sixth forms

**Oversubscribed schools** will be encouraged to take up existing incentives to expand, and smaller scale expansion will also be encouraged. Where expansion is not a realistic option, joint ventures and mergers with other schools will be encouraged.

*Could them being agents to different Trusts make this more difficult (e.g. different pay policy and conditions)?*

By 2007 all secondary schools will be expected to form or join partnerships to improve the management of bad behaviour and persistent truancy, and to have admissions protocols for 'hard to place' pupils.

To tackle **school failure** the 'outdated Code of Practice on local authority and school relations' will be scrapped 'to enable more decisive intervention', taking account of the introduction of the new School Improvement Partners. Possible actions include: the immediate change of head teacher and/or members of the school management team; suspension of the delegated budget; appointment of additional governors; replacement of the governing body with an Interim Executive Board; appointment of a partner school; or immediate closure and competition for a new provider.

Schools in special measures, which do not show real progress within a year, will be closed. If a school issued with an Improvement Notice fails to demonstrate significant improvement within a year, it will be placed in Special Measures.

The process by which local authorities can issue warning notices to schools where there are real concerns about performance or management will be made quicker and simpler, and extended to coasting schools as well as those with outright poor standards.

### **3. Choice and Access for All**

Better information for parents, with significantly more detail about schools available from the existing national website enabling a simple postcode search of schools in an area. Local authorities to improve the independent information, and to provide parents with advice on how to compare secondary schools. Every local authority to have a network of '**choice advisers**' in place by 2008.

*It will become very complex when every school is an admission authority*

*The need for choice advisers is a new cost arising from complicating the system.*

*When a parent doesn't get their preference who do they complain to & who administers appeals?*

On the assumption that income is a constraint to exercising a preference for a school (*currently 81% of FSM pupils travel less than 2 miles*) legislation is proposed to entitle those eligible for free school meals or in receipt of the maximum level of Working Tax Credit to free transport to any of the three suitable secondary schools closest to their home, where these schools are between two and six miles from their home.

*It could be argued that the current skewed distribution of FSM pupils across schools is a result of a skewed inclination to exercise parental preference rather than the affordability of access to a school – i.e. the use of a market approach is the problem; not the cost of transport.*

*This also raises the tension of more pupils travelling further to schools and environmental policies.*

Authorities will be expected to consider all home-to-school and other transport as part of their new duty to support choice, diversity and fair access and should include consideration of journeys arising from extended provision and a broader range of 14-19 options.

Foundation, voluntary aided and Trust schools will be 'free to use the approach to fair admissions that they think will best suit their local circumstances, as long as it is compatible with the Admissions Code.' It will be easier to introduce banding arrangements, where appropriate, based on the local or national ability range to achieve an all-ability intake.

*Greater access to popular schools with an extension of free travel and the support of 'choice advisers will put pressure for places on schools already heavily oversubscribed. Banding could create more balanced intakes, but what will be the incentive to encourage schools in predominantly middle class areas to introduce mechanisms that will favour the distant and disadvantaged?*

All proposals for new schools will need to include proposed admissions arrangements, showing how these will promote community and social integration and choice. Local authorities will be able to specify the community to be served by a new school and will have the power to modify proposed admission arrangements to bring them into line with the Code of Practice - one requirement of which is that arrangements work to the benefit of all local children and families.

*The role of the Admissions Forum will be crucial. It is interesting that there is no requirement on schools to accept and implement the advice of the Forum (despite the Select Committee's recommendation). Recent report from Schools Adjudicator on tendencies of schools to set "restrictive" admission policies is also relevant.*

*No new or expanded school will be able to vary its admissions arrangements but only for the first three years of operation.*

#### **4. Personalised learning**

Extra support and tuition beyond the school day

Ofsted challenging all schools to demonstrate that they are providing the catch-up support needed.

A growth in the number of specialist schools.

Expanding and improving programmes for gifted and talented pupils, including sport support for the most gifted young athletes.

Up to £1 million a year to match-fund business and philanthropic contributions to the 'Go for Gold' scheme for gifted and talented pupils from disadvantaged backgrounds.

Extension of support to secondary schools for bilingual learners.

#### **5. Parents Driving Improvement**

Materials will be provided for parents to use at home to support their children's learning.

Ofsted will be given a new statutory power to investigate parents' concerns about a school and, where justified, to require a school to call a meeting with parents to discuss their complaints. Ofsted will then determine what action should be taken.

*Could be recipe for spoiling relations with parent – how many parents have to be 'complaining' & does complaint have to be about something specifically?*

Ofsted inspections will include the quality of schools' engagement with parents, and a new statutory duty will be placed on governing bodies to have regard to the views of parents. **Parent Councils** will be encouraged.

The remit of Children's Information Services will be extended from their focus on early years to provide information for parents of children up to age 19.

### 6. Supporting Children and Parents

By 2008 half of primary schools and a third of secondary schools are expected to provide access to extended services, with all schools doing so by 2010.

*Economics of all of this are predicated on a major use of school buildings as community assets. Will Trusts see it like that?*

Schools are reminded that, although they are not 'statutory partners' in Trust arrangements under the Children Act, they have a statutory duty to ensure that their functions are carried out with a view to safeguarding and promoting the welfare of children.

By December 2005 all authorities are expected to have in place systematic arrangements for identifying **children missing from education** so that suitable provision can be made for them.

SIPs will be expected to hold schools to account for how well they support **Looked after Children** and for promoting their educational outcomes.

By 2010 every Primary Care Trust (PCT) should be resourced to have at least one full-time year-round qualified **school nurse** working with each cluster or group of primary schools and the related secondary school.

### 7. School Discipline

The Practitioners' Group on School Behaviour and Discipline, chaired by Sir Alan Steer, reported on 21 October; its recommendations underlie many of the proposals in this chapter.

New powers to search pupils for knives and other weapons.

Unambiguous legal right for teachers to discipline pupils every school to have a clear set of rules and sanctions. Use of parenting orders extended. Parents expected to be responsible for excluded pupils for the first five days (supervised doing schoolwork at home or, for example, at a relative's house);

*This will impact most on low income and single parent families.*



*It will lead to more 'unofficial exclusion' as the threat of exclusion will be enough for parent to remove child – no fine for short term truancy.*

Headteachers are expected to use their delegated and devolved funding collectively to develop provision (on and off-site) for suspensions longer than five days. Local authorities, currently required to provide full time education for permanently excluded pupils from the sixteenth day following exclusion, will be required to do so from the sixth day.

## **8. The School Workforce and School Leadership**

The Teach First scheme, to attract the best graduates to the most disadvantaged areas, will be extended from London to five more cities.

The Training and Development Agency for Schools (TDA) will be designated as the modernisation agency for the school workforce.

The National College for School Leadership (NCSL) encourage schools to make more effective succession planning arrangements. The College will be asked to identify, a new group of national leaders of education these headteachers will work with the College to influence the direction and targeting of leadership provision across the school system.

## **9. A New Role for Local Authorities**

Local authorities structures and ways of working are already changing to take account of their lead role in trust arrangements under the Children Act 2004. Similarly, the 10 Year Child Care Strategy, the *Youth Matters* Green Paper and the 14-19 reforms all reflect this commissioner role. It is now proposed to extend this role to the school system. To reinforce the increasing integration of services, and the links to the local authority's wider community leadership role, it is planned to remove the term 'local education authority' from the statute book and to refer from now on to 'local authorities'.

Local authorities will be placed under a new statutory duty to promote choice, diversity and fair access, to underpin this role as commissioner and champion of pupils and parents.

The present duty to hold a competition for providers where a new secondary school is required will be extended to cover primary schools as well. If no suitable promoter can be found, authorities may publish their own proposals for a Foundation school, but no more community schools will be established.

*Builds in delay what if no one comes forward?*

*What about L.E.P where building work is required?*

*Presumably, in future a simple amalgamation proposal will force a change of status and trigger TUPE implications*

School Organisation Committees (SOCs) are to be abolished; their powers to decide whether proposals for new schools and for major changes are accepted will be transferred back to the local authority.

## General Comment and Conclusion

The document projects a vision of a more market- oriented system in which:

- Schools (headteachers and governing bodies) have greater autonomy and responsibility; parents have greater power;
- Pupils have greater access to the personalised learning they need;
- Disadvantaged and vulnerable groups will be better supported and provided for; and
- All this takes place within a broader system of coherent public services for children, young people and their families (many of them located in and around schools) in which local authorities are the central players – leading on the commissioning of services.

The prominence given to the “big idea” of schools acquiring a Trust and parents being able to start their own schools suggests an unrealistic expectation of how this will impact on the pupils in under-performing schools. The legislation will be largely permissive; it is possible that not a lot will change at all.

Trust schools cannot escape closure or re-organisation plans, and control of their admissions arrangements will be subject to a Code of Practice and an Adjudicator. Flexibility over staff pay and conditions is something with which schools, to date, have been reluctant to dabble.

Local authorities are set to acquire a number of new duties and powers, which will strengthen their influence over schools. “Local authorities will need to plan how many schools their area needs, where and how big they need to need to be, what kinds of schools will serve the area best, and who the schools should serve. Local authorities will draw on their analysis of parental demand and their consultation with local partners to draw up a strategic plan for the pattern of schools in their area, as part of their Children and Young People’s Plan.”.

The real test will be whether the legislation opens up many previously ‘exclusive’ schools to a wider range of families and engages them more fully in the system as a whole, reversing the trend towards social polarisation in favour of social mobility.

There are specific tensions in the White Paper.

Encouragement of more faith schools	<b>VS</b>	Concerns over social cohesion
Encouragement of new school 6 <sup>th</sup> -forms	<b>VS</b>	Securing coherent and viable 14-19
Diversity/ Choice	<b>VS</b>	Support to local community
Independent Schools	<b>VS</b>	Collaborating
Parent Power(Success of Parents)	<b>VS</b>	Independent Schools(Success of Institution)
Parent Powers	<b>VS</b>	School calling Parents to account (eg exclusions)
Schools Freed from LA’s	<b>VS</b>	Schools Joined to new trusts
Trusts with Common ethos	<b>VS</b>	Federations

Trusts	<b>VS</b>	LEA's
Need to change structure & status of all	<b>VS</b>	Need to make impact on those not succeeding in current system
Need to stop poor engagement of parents penalising children	<b>VS</b>	New parent powers most likely to be exercised by middle class parents
Popular Schools	<b>VS</b>	High value – added Schools
Parents choosing schools	<b>VS</b>	Schools choosing parents
Expansion	<b>VS</b>	Collaborating with neighbours
Further differentiation of pay conditions	<b>VS</b>	A common work force for children
School (LAs/Trusts/SoS) Commissioner	<b>VS</b>	School Adjudicator (Parents Issues)

**REPORT OF THE LEARNING AND LEISURE DEPARTMENT**

**REPORT TO EXECUTIVE BOARD**

**DATE: 14 DECEMBER 2005**

**SUBJECT: ADULT LEARNING INSPECTION – ADULT AND COMMUNITY LEARNING**

**Electoral Wards Affected: All**

**Specific Implications For:**

Ethnic Minorities

Women

Disabled People

**Executive Board Decision**

**Eligible for Call In**

**Not eligible for Call In (details contained in the report)**

**1.0 Purpose of the Report**

1.1 To inform Executive Board about the main findings and implications of the Adult Learning Inspectorate inspection of Adult and Community Learning provision within the Jobs and Skills service.

**2.0 Background**

2.1 Adult and Community Learning (ACL) provision is located within the Jobs and Skills Service of the Learning and Leisure Department. The service procures much of the provision through a network of 22 sub-contractors in the statutory, voluntary and community sectors. A small amount of ICT, family learning and outreach activity is directly delivered by the Service. The majority of provision is non-accredited and is aimed at engaging or re-engaging those who do not traditionally participate in learning. The provision is targeted in wards and communities within wards which exhibit the highest indices of deprivation.

2.2 The Adult Learning Inspectorate (ALI) was established under the provisions of the Learning and Skills Act 2000 to bring the inspection of all aspects of adult learning and work-based learning within the remit of a single inspectorate. ALI uses a four-point scale to summarise their judgements about the quality of provision. These grades are set out below:-

- Grade 1 – outstanding
- Grade 2 – good
- Grade 3 – satisfactory
- Grade 4 – inadequate

- 2.3 ACL was inspected during the period 3-14 October 2005. The inspection period was preceded by a comprehensive self assessment process which took place during the Summer / Autumn period. A team of 12 ALI staff spent a total of 61 inspection days interviewing 457 learners, 121 members of staff, 44 sub-contractors and 20 partners / stakeholders. The Inspectors visited 121 locations and graded 92 learning sessions.
- 2.4 The final report was published on 6 December 2005.

### **3.0 Main Findings**

- 3.1 The overall assessment of ALI is that:-

*“The overall effectiveness of the provision is satisfactory. ACL leadership and management are satisfactory. Equality of opportunity is good. However, quality improvement is inadequate. Arts, media and publishing programmes are good, while programmes in ICT, sign language and family learning are satisfactory. Preparation for life and work programmes are inadequate. ”*

- 3.2 The Inspection team reported that they had some confidence in the reliability of the self-assessment process noting that the report identified some of the strengths and weaknesses found by the inspectors. The Inspection team also concluded that the Service had demonstrated sufficient capacity to make improvements noting the recent introduction of improved measures to monitor the quality of its provision.
- 3.3 The Inspectors gave grades to 92 learning sessions. 53% of these were judged to be good or better, 91% were satisfactory or better. The inspectors highlighted good practice in teaching and learning across the ICT and Arts, Media and Publishing provision. They also found some evidence of very good achievement of personal goals, good targeting of provision, effective working with community groups and good initiatives to attract new learners.

### **4.0 Challenges Post Inspection**

- 4.1 The Inspection report sets out key challenges for ACL provision in terms of the need to:-

- Implement strategies to improve the provision
- Improve the collection, reliability and use of data
- Improve the planning of individual learning
- Maintain the focus on individual development
- Improve the sharing of good practice
- Maintain effective targeting of provision
- Improve skills for life across the provision

- 4.2 These challenges are fully recognised by the Jobs and Skills Service and a post-inspection Action Plan will be produced to tackle the weaknesses identified. The Action Plan will set out in detail:-

- The measures to be taken by Jobs and Skills to address the challenges set out by ALI
- A timetable for implementing the measures
- Any resultant structural or resource implications

4.3 The report also highlights specific issues relating to deficiencies in some accommodation, the need to involve more tutors in the self assessment process and the need to communicate better across the service. These issues will be addressed immediately and reinforced through the Action Plan.

## **5.0 Recommendations**

6.1 Executive Board is asked:-

- i) to note the findings of the ALI inspection of Leeds' Adult and Community Learning provision; and
- ii) to ask the Thriving Communities Scrutiny Board to monitor the implementation of the action plan resulting from the inspection.

**Design & Cost Report**

Parent Scheme  
No:

**REPORT OF THE DIRECTOR OF LEARNING AND LEISURE**

**REPORT TO EXECUTIVE BOARD**

**DATE: 14 DECEMBER 2005**

**SUBJECT: THE MANSION, ROUNDHAY**

**Electoral Wards Affected :**

Roundhay

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

Executive Board Decision

Eligible for Call In

Not eligible for Call In   
*(details contained within the report)*

**EXECUTIVE SUMMARY:**

The report informs members of the Executive Board that the application for change to the approved scheme has been submitted to the Heritage Lottery Fund and that a decision is expected on 20 December 2005. Also, that the public consultation has been undertaken and that 89 per cent were in favour or supportive of the new design proposals.

The report seeks authority for an injection of £1,356,500 in to the existing Capital Scheme No. 12462 for the development of The Mansion and authority to incur expenditure of £1,356,500 on the development of The Mansion. If approved this would allow the project to be tendered and the marketing exercise for the third party operator for the commercial bar / restaurant facility to be undertaken.

**1.0 PURPOSE OF REPORT**

1.1. Subject to the Heritage Lottery Fund approving the City Council's application to change the approved scheme for the development of The Mansion the purpose of this report is to:

- a) Obtain approval to the scheme design proposals and 'freeze' the brief for the development of The Mansion.
- b) Obtain approval to the scheme estimates and cash flows.
- c) Obtain authority for an injection of £1,356,500 in to the existing Capital Scheme No. 12462 for the development of The Mansion.
- d) Obtain authority to incur expenditure of £1,356,500 on the development of The Mansion.

**ORIGINATORS NAME: DenisePreston/Craig Taylor**  
**TELEPHONE NUMBER: 24 78395**

**DATE: 17/11/05**  
**FAX NUMBER: 24 76044**

## **2.0 BACKGROUND**

- 2.1. In June 2003 the Council's Executive Board approved the development of The Mansion, Roundhay Park as a Visitor and Education Centre for the Park, a café and as office accommodation for 70 Parks and Countryside Staff. This proposal was also approved by the Heritage Lottery Fund.
- 2.2. Following the Executive Board meeting in June 2003, officers fully designed the scheme and began the tendering process with the existing Roundhay Park contractor. In March 2004 a report was approved by the Executive Board, which outlined the proposal to deliver £2,266,000 of investment to the Mansion in the form of external repairs, internal refurbishment works and associated site works.
- 2.3. Subsequent to the approval of the report in March 2004, considerable public concern was raised about the proposed scheme. The concern centred primarily on the appropriateness of the mix of uses proposed and the loss of the publicly accessible banqueting and restaurant facility.
- 2.4. On 28 June 2004, the Council's Corporate Management Team agreed that:
  - a) Work should commence on the fabric of the building, procured through a variation to the existing Roundhay Park contractor undertaking work on the Lottery scheme. The Heritage Lottery Fund had already given approval for this work to take place.
  - b) The internal refurbishment works and associated site works should be held in abeyance, pending a further report to the Council's Executive Board, which would advise on the value of various options / uses of The Mansion, that in turn would be subject to public consultation.
- 2.5. Works on the fabric of the building are now complete and the final costs are expected to be £1,774,545. Members of the Executive Board should note that major fabric works to the single storey Phoenix Bar area at the rear of the Mansion were excluded from these works.
- 2.6. In July 2005 the Council's Executive Board:
  - a) Approved the preferred option for the project, as outlined in section 3.0 below, subject to positive feedback from the public consultation.
  - b) Approved the consultation with the public and other interested parties on the preferred option.
  - c) Approved the submission of an application for change to the approved scheme to the Heritage Lottery Fund based on the preferred option, subject to positive feedback from the public consultation.
  - d) Approved the release of £125,000, for professional fees to allow design of the preferred option to proceed, whilst HLF approval was sought and subject to positive feedback from the public consultation.
  - e) Were informed that an injection of funds in the region of £1,237,000 would be required to undertake the works to The Mansion and that officers would submit a further report in due course on the preferred option.
- 2.7. Nearly 200 people submitted formal responses during the public consultation period, of which 89 per cent were in favour or supportive of the preferred option. A summary of the public consultation responses is attached in Appendix A.
- 2.8. The application for change to the approved scheme was submitted to the Heritage Lottery Fund on 14 October 2005. A decision is expected on 20 December 2005.



### **3.0 DESIGN PROPOSALS / SCHEME DESCRIPTION**

- 3.1. The design proposals for the scheme will be on display at the Executive Board meeting.
- 3.2. The design proposals include:
  - a) The internal refurbishment of The Mansion to provide a visitor centre and office accommodation for Roundhay Park ranger's and site based Estates staff.
  - b) Demolition of the single storey Phoenix Bar extension at the rear of The Mansion and rebuild as a new extension to accommodate an education centre.
  - c) Associated site works.
  - d) Resurfacing of the road and footpaths to Mansion Lane.
- 3.3. Members of the Executive Board should note that the design proposals exclude the internal refurbishment of those parts of the building to be let for use as a bar / restaurant facility, that is, the ground and first floor areas to the front of The Mansion. The cost for this work will be met by the third party commercial operator for the premises. The entrance hall, stairs and inner lobby will only be accessible by the third party operator's customers.
- 3.4. The design philosophy is that the proposed scheme:
  - a) Takes account of the previous views expressed by the public concerning the original proposal and takes cognisance of the advice given by a number of local interest groups including the Friends of Roundhay Park.
  - b) Takes account of the views expressed by the HLF in that it provides the same level of conservation and access benefits as the original scheme, it does not negatively impact on the long term sustainability of the overall scheme and it does not negatively impact on the management of The Mansion and the operation of the visitor and education centre.
  - c) Divides the building into two halves, which allows for separate entrances and which enables clearer definition of the building's roles and operation. With clearer definition comes the enhanced possibility of leasing the bar / restaurant facility to a third party operator, whilst the public facilities are given their own separate and distinct value.
  - d) Maximises the marketability of the bar / restaurant facility. The area allocated is considered to be the most attractive location for such a proposition.
- 3.5. An enabling contract will be undertaken to remove asbestos and demolish the adjacent toilet block.

### **4.0 CONSULTATIONS**

- 4.1. Public consultation has been undertaken on the preferred option, the outcome of which is summarised in Appendix A.
- 4.2. Members of the Council and officers from Learning and Leisure met with officers of the HLF to discuss the option. The HLF Chief Executive indicated there could be support for the preferred option. The Chief Recreation Officer has subsequently advised that in principle the HLF officers have indicated support for the preferred option, but that a formal application to change the content of the scheme would need to be submitted to the HLF Trustees. The change to the approved scheme was submitted to the Heritage Lottery Fund on 14 October 2005. A decision is expected on 20 December 2005.

## 5.0 COMMUNITY SAFETY

- 5.1. The proposals contained in the report do not have any specific implications under Section 17 of the Crime and Disorder Act 1998.

## 6.0 PROGRAMME

- 6.1. Subject to the HLF supporting the proposed change to the proposals for The Mansion House, the strategic programme of works is currently as follows:

Tenders Out:	09 January 2006
Tenders In:	08 February 2006
Start on Site:	03 April 2006
Practical Completion:	24 December 2006

- 6.2. In parallel to the construction programme a marketing exercise will be undertaken for the leasehold of the bar / restaurant facility:

Marketing	23 January to 19 March 2006
Evaluation	20 March to 14 May 2006
Acceptance of Preferred Offer	15 May 2006
Lease Negotiations, Design, Production Information, Tender Documentation, Tender and Lead in Period	Dependant upon the third Party Operator
Construction and Fit Out	Dependant upon the third Party Operator but provisionally completion of fit out July 2007

## 7.0 SCHEME DESIGN ESTIMATE

- 7.1. Estimated costs are as follows:

Construction Costs	1,374,655.00
Asbestos Removal	29,350.00
Mansion Lane Resurfacing	45,600.00
Feasibility Fees	5,000.00
Surveys etc.	5,000.00
Abortive Professional Fees (Mansion House)	64,570.00
Professional Fees (RIBA C to L)	154,075.00
Project Management Fees	40,250.00
Building Control and Planning Fees	5,000.00
Marketing Costs	15,000.00
Marketing Fees	7,000.00
Performance Bond and Insurances	2,500.00
Furniture, fittings, equipment etc.	0.00
Fitting Out of the Interpretation area	75,000.00
IT/Telephone	25,000.00
<b>TOTAL</b>	<b>1,848,000.00</b>

- 7.2. Exclusions and qualifications are as follows:

- a) Loose Furniture, Fittings and Equipment etc. are excluded.

- b) Internal refurbishment of the bar / restaurant facility (operated by a third party operator), including all associated professional fees are excluded.

## 8.0 CAPITAL FUNDING AND CASHFLOW

### 8.1.

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2004 £000's	FORECAST				
			2004/05 £000's	2005/06 £000's	2006/07 £000's	2007/08 £000's	2008 ON £000's
LAND (1)	0.0						
CONSTRUCTION (3)	366.5			29.4	337.1		
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	125.0			125.0			
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>491.5</b>	<b>0.0</b>	<b>0.0</b>	<b>154.4</b>	<b>337.1</b>	<b>0.0</b>	<b>0.0</b>

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2004 £000's	FORECAST				
			2004/05 £000's	2005/06 £000's	2006/07 £000's	2007/08 £000's	2008 ON £000's
LAND (1)	0.0						
CONSTRUCTION (3)	1183.2				1161.0	22.1	
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	168.4				160.7	7.7	
OTHER COSTS (7)	5.0			5.0			
<b>TOTALS</b>	<b>1356.5</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>1321.7</b>	<b>29.8</b>	<b>0.0</b>

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2004 £000's	FORECAST				
			2004/05 £000's	2005/06 £000's	2006/07 £000's	2007/08 £000's	2008 ON £000's
LCC Funding	84.2				84.2		
Supplementary Credit App	0.0						
Revenue Contribution	0.0						
Capital Receipt	0.0						
Specific Disposal	0.0						
Lottery	407.3			159.4	247.9		
Other Income ( Specify)	0.0						
<b>Total Funding</b>	<b>491.5</b>	<b>0.0</b>	<b>0.0</b>	<b>159.4</b>	<b>332.1</b>	<b>0.0</b>	<b>0.0</b>
<b>Balance / Shortfall =</b>	<b>-1356.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-1326.7</b>	<b>-29.8</b>	<b>0.0</b>

**Parent scheme number:** 12462

**Parent scheme title:** The Mansion, Phase 2

- 8.2. The scheme design estimate is £1,848,000 as detailed in paragraph 7.1 above. This is to be part funded by a transfer from Scheme 01070 – The Mansion Phase 1 (£494,455). This leaves a shortfall on funding of £1,356,500. Of the £494,455, £407,250 is HLF funding. There will be no further funding available from the HLF. There is currently no provision in the capital programme to fund the additional £1,356,500 required to undertake the development of The Mansion.
- 8.3. Members of the Executive Board should note that the any funding the Executive Board may authorise to be injected in to the capital programme for this project will be due for payment in financial year 2006/07 and that this would require to be prioritised from within the Council's capital resources at this time.

## **9.0 REVENUE EFFECTS**

- 9.1. Employee costs due to the visitor centre will be funded from the Roundhay Park Lottery Grant from HLF. £111,000 for 5 years is included. This will fund 2 visitor assistants. Other employee costs and supplies and services costs will remain as existing, as staff will transfer from Mansion Cottages to The Mansion.
- 9.2. Premises Costs will remain as existing as these will be transferred from Mansion Cottages to The Mansion.
- 9.3. Within the Roundhay Park Lottery Grant from HLF, £25,000 per year for 5 years is included for maintenance of all buildings in Roundhay Park. Part of this funding will be utilised as a revenue maintenance budget for The Mansion.
- 9.4. With regards the bar / restaurant facility to be operated by a third party, the operator will be responsible for repair, maintenance and cleaning of the interior of the premises, as well as employee and running costs. The Council will be responsible for all external repairs, but a service charge will be levied on the operator, to cover such costs.
- 9.5. There is also scope for generating external income from a shop within the visitor centre.

## **10.0 RISK ASSESSMENTS**

10.1. The key risks that have been identified for the scheme are as follows:

- a) A further application has had to be made to the HLF Trustees for a change to the approved scheme. Although the HLF officers have indicated their support in principle, it is possible the HLF Trustees would not agree to the change. If a change is not approved the Council would be expected to either re-submit or progress the existing approved scheme (Visitor and Education Centre for the Park, a café and as office accommodation for 70 Parks and Countryside Staff). If a change is not approved and the Council decides to implement the new scheme the HLF could, as a worst case scenario, request repayment of part or the entire Roundhay Park Lottery Grant, up to a maximum of £6,100,000. A decision is expected on 20 December 2005. Consultation with HLF officers took place prior to the application for a change to the approved scheme and the submission attempts to meet their requirements.
- b) The design of the preferred option is proceeding at risk to avoid further delays to the programme. If HLF do not approve the change, abortive fees will have been spent.
- c) The Council may fail to secure a third party operator for the bar / restaurant facility. The implication of this is that it may negatively impact on the long term sustainability of the overall scheme and therefore the HLF needs are not met. Marketing of the bar / restaurant facility is ongoing and will be widely advertised to maximise potential operator interest.
- d) Although the public consultation was positive, providing a scheme that is acceptable to the public and local interest groups is still a risk. A consultation strategy has been determined to ensure that all interested parties are kept informed and consulted on the project proposals.
- e) Market conditions due to high construction activity in the area are a risk to the budget. The cost plan is being updated throughout the Design and a contingency and inflation allowance is included appropriate to the nature and complexity of the project. However, if the tender price exceeds the budget available, the scope of works would need to be reviewed and reduced accordingly.
- f) Members will be aware that there are to be 2 Robbie Williams concerts in the Park on 8<sup>th</sup> and 9<sup>th</sup> September 2006 (90,000 capacity each night) and regard will have to be taken of the implications for the tendering and contract process to accommodate the implications of the events in the Park.

## **11.0 COMPLIANCE WITH COUNCIL POLICIES**

11.1. The project complies with Council Policies, Strategies and Initiatives and the Council's Corporate Plan. In particular, health & safety, environmental matters, equal opportunities issues and customer care are all relevant to this project.

## **12.0 COUNCIL CONSTITUTION**

12.1. This report is not exempt from the Call-In of Key and / or Major Decisions.

## **13.0 RECOMMENDATIONS**

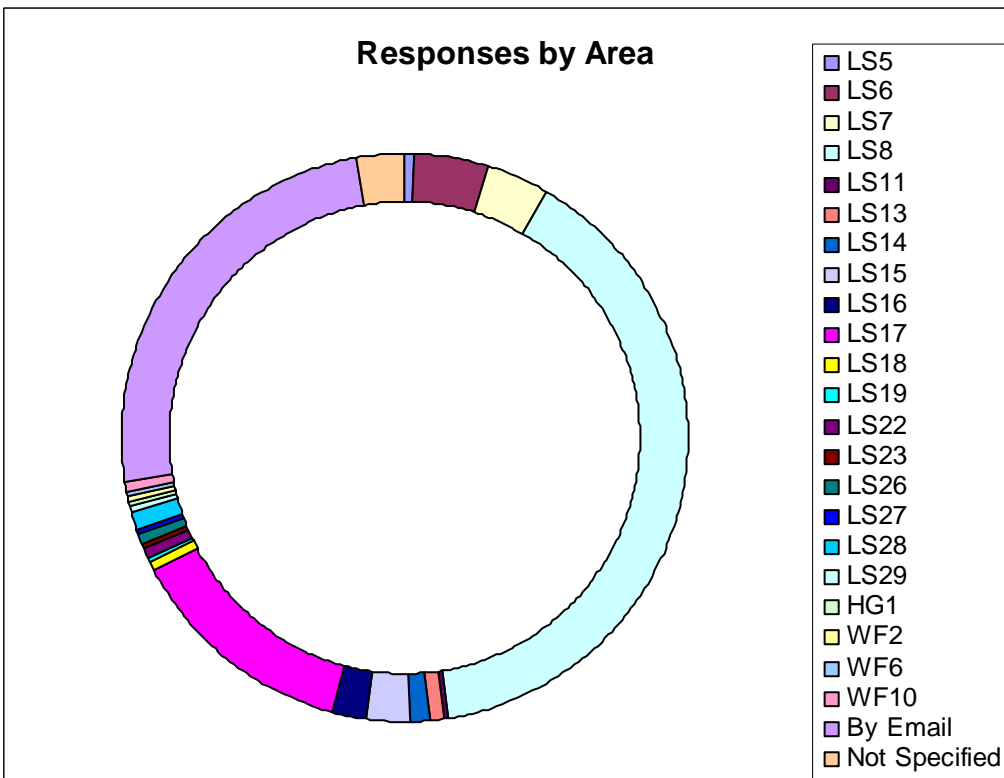
13.1. Subject to the Heritage Lottery Fund approving the City Council's application to change the approved scheme for the development of The Mansion the Executive Board are requested to:

- a) Approve the Project Brief as presented.
- b) Approve the Scheme Design as presented.
- c) Approve the funding plan as presented, and authorise an injection of £1,356,500 into existing Capital Scheme No. 12462.
- d) Authorise scheme expenditure of £1,356,500.

**APPENDIX A**  
**PUBLIC CONSULTATION RESPONSES**

**Responses by post code area**

Post Code Area	No.
LS5	2
LS6	12
LS7	11
LS8	116
LS11	1
LS13	2
LS14	4
LS15	7
LS16	6
LS17	39
LS18	1
LS19	1
LS22	2
LS23	1
LS26	1
LS27	1
LS28	3
LS29	1
HG1	1
WF2	1
WF6	1
WF10	1
By Email	74
Not Specified	8
<b>Total Responses</b>	<b>297</b>

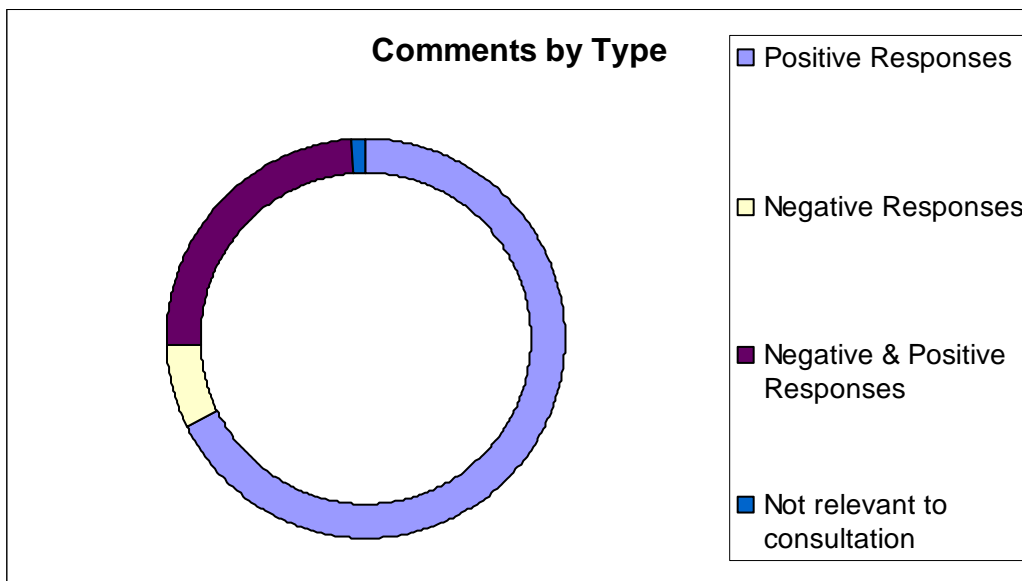


**Responses by Type**

**No.**

**%**

Positive Responses	200	68%
Negative Responses	20	7%
Negative & Positive Responses	72	24%
Not relevant to consultation	3	1%
<b>Total Responses</b>	<b>295</b>	<b>100%</b>





Post Code Area	Positive Comments								Negative Comments								TOTAL
	Commercial Use	Estate Offices	Visitor & Interpretation	Education Facilities	Park Rangers	Public Toilets	Tapestry	Other	Commercial Use	Estate Offices	Visitor & Interpretation	Education Facilities	Park Rangers	Public Toilets	Tapestry	Other	
LS5	1	1	1	1	1	1	2	0	0	0	0	0	0	0	0	0	8
LS6	9	5	5	5	5	5	0	0	1	1	0	0	0	0	0	1	37
LS7	12	4	4	4	5	3	2	0	0	1	0	0	0	0	0	1	36
LS8	99	52	66	61	62	63	16	5	0	23	11	9	5	0	6	7	485
LS11	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	3
LS13	2	0	0	0	0	1	0	0	0	2	0	0	3	0	0	0	8
LS14	4	2	2	2	3	2	0	0	0	1	1	1	0	0	0	0	18
LS15	5	2	2	2	2	2	0	1	0	1	0	0	0	0	0	1	18
LS16	5	4	4	4	4	4	3	0	0	0	1	0	0	0	0	0	29
LS17	30	14	18	18	17	17	7	3	1	5	3	4	2	0	0	3	142
LS18	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	6
LS19	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	6
LS22	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2
LS23	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	6
LS26	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	6
LS27	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
LS28	3	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	6
LS29	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	7
HG1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
WF2	1	0	0	0	1	0	0	0	0	1	0	1	0	0	0	0	4
WF6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
WF10	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Email	65	31	43	38	39	39	21	4	0	6	4	3	2	0	1	0	296
Not Specified	6	2	2	2	2	2	2	0	0	2	2	0	1	0	0	0	23
<b>TOTAL</b>	<b>251</b>	<b>122</b>	<b>154</b>	<b>142</b>	<b>146</b>	<b>145</b>	<b>57</b>	<b>15</b>	<b>2</b>	<b>43</b>	<b>22</b>	<b>18</b>	<b>13</b>	<b>0</b>	<b>7</b>	<b>13</b>	<b>1150</b>
<b>% TOTAL</b>	<b>21%</b>	<b>11%</b>	<b>13%</b>	<b>12%</b>	<b>13%</b>	<b>13%</b>	<b>5%</b>	<b>1%</b>	<b>0%</b>	<b>4%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>100%</b>
	<b>Positive Comments 89%</b>								<b>Negative Comments 11%</b>								

**Design & Cost Report**

**REPORT OF THE DIRECTOR OF LEARNING AND LEISURE**

**REPORT TO: EXECUTIVE BOARD**

**DATE : 14 DECEMBER 2005**

**SUBJECT: LEEDS GRAND THEATRE, PROPOSED ADDITIONAL MECHANICAL AND ELECTRICAL WORKS**

**Electoral Wards Affected:**

**CITY & HUNSLET**

**Specific Implications for:**

- Ethnic Minorities
- Women
- Disabled People

Key Decision  Major Decision  Eligible for call in  Not Eligible for call in   
(details contained in the report)

Executive Decision  Administrative Decision

**EXECUTIVE SUMMARY:**

The report advises the Executive Board of the additional mechanical and electrical works costing an estimated £1.075 million that need to be undertaken at the Leeds Grand Theatre that would reduce foreseeable health and safety risks and, that have the potential to impact on the re-commissioning of the theatre following completion of the phase 1 works, but which are outside both the budget and current phase 1 scope of works and the phase 2 works. The report outlines proposals as to how the cost of the additional mechanical and electrical works are to be funded namely, from a combination of the City Council's contribution to the proposed phase 2 works, its Priority Major Maintenance Budget and through Prudential Borrowing, with the additional cost to the City Council being funded by a reduction in the annual grant payable to the Leeds Grand Theatre and Opera House Ltd.

**1.0 PURPOSE OF THE REPORT**

1.1 The purpose of this report is to :

- (i) Authorise an injection of £672,000 into existing Capital Scheme No. 03611/PH1 and the incurring of expenditure on additional mechanical and electrical (M & E) works required in the Grand Theatre and, client direct works to be identified by the Leeds Grand Theatre Board on the selective refurbishment of the theatre. The injection of £672,000 will be funded by supported borrowing met from a reduction in the annual grant payable by the City Council to the Leeds Grand Theatre and Opera House Ltd.
- (ii) Authorise bringing forward and incurring expenditure of £81,000 from existing Capital Scheme No. 03611/PH2 on fees and survey costs for the proposed additional M & E works required in the theatre.
- (iii) Note the proposed expenditure of £417,000 from the City Council's Priority Major Maintenance Budget on the additional M & E works required in the theatre.

**ORIGINATORS NAME:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
**TELEPHONE NUMBER:** \_\_\_\_\_ **FAX NUMBER:** \_\_\_\_\_

1.2 This report has been designated as exempt from call in due to the urgency of the decision required to confirm that budget provision exists to enable the proposed additional M & E works to be undertaken as part of the phase 1 contract works. Any delay in confirming the budget provision and hence undertaking the additional M & E works will delay the construction programme for the phase 1 works, with consequential cost and operational implications for the City Council, Leeds Grand Theatre and Opera North.

## 2.0 BACKGROUND

2.1 The City Council owns the Leeds Grand Theatre and adjacent Assembly Rooms. Both are Grade 2\* Listed Buildings and are in need of significant refurbishment and restoration. In March 2000, the City Council's Executive Board agreed to a request from Opera North for the Council to support the submission of a lottery bid to Arts Council England (ACE) for the proposed refurbishment of the theatre and adjacent Assembly Rooms and the development of new rehearsal rooms.

2.2 In June 2005, Executive Board were advised that ACE had confirmed a grant totalling £13.5 million towards the cost of the phase 1 works and, that ACE was holding a further allocation of £1.5 million for future commitment to the phase 2 works. The Executive Board authorised that a contract could be concluded with Laing O Rourke, the preferred participating contractor for the phase 1 works.

2.3 Executive Board were also advised that in an effort to mitigate cost/programme risks to the Council for the phase 1 works, the Council's retained design team (BDP) and the M & E subcontractor for the phase 1 works had carried out preliminary investigations into the services and systems in areas of the theatre affected by the phase 1 works, but which were excluded from the project (ie basement and backstage areas and hence all building services' surveys), when the phase 1 scope of works was determined to match the budget available for the project. The investigations as at report date have revealed the need to undertake additional M & E works costing in excess of £1 million that are not included within the phase 1 scope of works and, which can not be funded from the phase 1 budget provision. Executive Board should note that the estimated costs for the additional M & E works are budgetary only and are based predominantly on a visual inspection of the building's services and systems and remain subject to further detailed surveys and dynamic testing.

2.4 Members of Executive Board were advised that the Leeds Grand Theatre and Opera North Project Board had requested the design team to assess and prioritise the works according to:

- (i) **Essential Health and Safety Works:** Works that need to be undertaken immediately to reduce foreseeable health and safety risks, which if ignored could prevent the theatre reopening.
- (ii) **Potential/Probable Impact Areas:** Works that have the potential to impact on the re-commissioning of services and, therefore the reopening of the theatre.
- (iii) **Potential Operational Problems:** Works that are not essential, but which could most efficiently be undertaken during the closure period for the phase 1 works, but which could be addressed in the medium term as part of a planned maintenance programme for the building.

### 3.0 CURRENT POSITION

- 3.1 The design team have advised the City Council that the M & E subcontractor for the phase 1 works is now experiencing difficulty in efficiently and effectively isolating existing electrical supplies as part of the phase 1 works. This could cause problems during retesting and certification and may require areas of the building outside the phase 1 contract to be rewired to provide a safe working environment prior to the phase 1 works being undertaken. At this time, the contractor for the phase 1 works believes that the M & E issues are the most significant problem facing the development and could result in delay to the construction programme beyond that reported to date. To accommodate the additional M & E works within the overall construction programme the contractor has raised the potential for extended hours/weekend working.
- 3.2 The consultants have advised that these issues need to be addressed urgently so as to mitigate subsequent claims from the contractor for the phase 1 works for an extension of time to the contract, predicated on the basis of late instructions, increases in the scope of works and/or subsequent out of sequence working.
- 3.3 In an effort to try and ensure that the proposed additional M & E works could be undertaken in a timescale so as to minimise the adverse impact on the phase 1 contract works, Members should note the actions that have been undertaken to date:
- (i) The Leeds Grand Theatre and Opera North Project Board has agreed that a proportion of the fees for the design team (totalling £81,000) to progress the design proposals for the additional M & E works should be funded by the City Council from the balance of its contribution to the project's phase 2 works (Capital Scheme No. 03611/PH2).
  - (ii) The City Council's Asset Management Group has agreed to support the release of funds totalling £417,000 (inclusive of provisional sum to remedy any defects arising on retesting and certification of the systems) from the Council's Priority Major Maintenance budget to meet the estimated cost of the additional health and safety M & E works.
  - (iii) The Leeds Grand Theatre Board of Management agreed at a meeting on 3 November 2005 to support the City Council borrowing a sum of £672,000 with expenditure of around £577,000 being used to fund additional M & E works in the theatre, with the remainder (£95,000) to be used at the direction of the Leeds Grand Theatre Board on client direct works associated with the selective refurbishment and restoration of the theatre. Such client direct works could range from a new/upgraded safety curtain, the refurbishment of the balcony/upper balcony seating to the provision of an upgraded CCTV security camera system. The £672,000 will be funded by supported borrowing met from a reduction in the annual grant payable by the Council to the Leeds Grand Theatre and Opera House Ltd.

### 4.0 CONSULTATION

- 4.1 The Leeds Grand Theatre and Opera House Ltd Board of Management have been consulted on the proposed works and funding mechanism and are supportive of the proposed strategy.
- 4.2 The Leeds Grand Theatre and Opera North Project Board have been advised of the proposals contained in the report and are supportive of the proposed approach.

- 4.3 The City Council's Corporate Management Team has been advised of the proposals and are supportive of the approach being pursued.
- 4.4 Arts Council England have been briefed on the additional M & E works required in the theatre and the proposed method of funding such works.

## 5.0 PROGRAMME

- 5.1 The design team are endeavouring to establish a programme of works in order to ensure that the additional M & E works may be complete to coincide with the commissioning of the M & E works that form part of the phase 1 contract. Members of Executive Board should note that given the scope and extent of the additional M & E works and their interface with the existing programme for the phase 1 works, it is likely that there will be a prolongation of around 4 weeks to the existing contract in order to accommodate the works. This would give a revised completion date of 11 September 2006, though during this extended period the majority of works would be based around commissioning activities. Every effort will be made to mitigate the potential for delay to the main programme and this may require the contractor to undertake extended hours/weekend working in an effort to mitigate programme delays.

## 6.0 RESOURCE IMPLICATIONS

- 6.1 A proportion of the fees (£81,000) for the design team to progress the design proposals for the additional M& E works will be funded from existing Capital Scheme No. 03611/PH2. Members of the Executive Board should note that a consequence of pursuing this course of action will be a reduction in the budget available for phase 2 and, as a consequence there will be a reduction in the proposed scope of works for phase 2 of the refurbishment project for the Grand Theatre and adjacent Assembly Rooms. Council officers have briefed ACE on the proposal and, they have indicated that such action would not prejudice the future ACE commitment of £1.5 million to the phase 2 works.
- 6.2 As the Leeds Grand Theatre is a City Council owned property, the Council's Asset Management Group has agreed to support the release of £417,000 from the Priority Major Maintenance Budget to meet the estimated cost of the additional health and safety M & E works.
- 6.3 The Board of Management of the Leeds Grand Theatre and Opera House Ltd has agreed to fund the City Council's costs for borrowing £672,000, with £577,000 for expenditure on the additional M & E works and the balance (£95,000) to be spent by the Grand Theatre Board as 'client direct works' on the refurbishment of the Grand Theatre. In order to meet the additional cost to the Council, it has been proposed and accepted by the Board of Management of the Leeds Grand Theatre and Opera House Ltd that the City Council's grant to the Company would be reduced by £44,000 per annum over the 25 year period of loan, commencing in 2006/07. The proposed reduction in the Council's grant to the Company would repay both the principal and also the interest that the Council will incur by borrowing £672,000.

Authority to spend required for this Approval	2005/06	2006/07	2007/08	2008/09	Total
Land/buildings					
Construction	700,000	284,000			984,000

	Furniture/Equipment		95,000			95,000
	Design Fees	76,000	15,000			91,000
	Other costs					
	Total	776,000	394,000			1,170,000

## 7.0 RISK ASSESSMENT

- 7.1 There is a risk that the cost of undertaking the additional M & E works will exceed the budget estimates identified for such works. Further surveys and testing of the services/systems are being undertaken to establish as far as possible the existing condition of such services/systems in an effort to mitigate risks to the Council. It is proposed that the cost of each area of work/activity will be scrutinised before the contractor would be authorised to undertake such works, in order to ensure that budgets are being achieved and, if this indicates that costs are increasing, the scope of works would be reviewed and reduced accordingly. This could result in the omission of some of the M & E works categorised as 'desirable'.
- 7.2 The approach whereby the City Council borrows money and is able to meet the resulting costs by, in this instance reducing the grant payable to the Grand Theatre Company has been made possible by recent changes in the statutory regulations which underpin the borrowing of local authorities. The Council's borrowing is now operated within what is termed the Prudential Borrowing Framework, the essence being that the Council when taking decisions on borrowing must have regard to its sustainability and affordability.
- 7.3 In respect of the ability of the Council to afford to borrow the £672,000 as detailed in paragraph 6.3 above, is to specifically identify its funding from the proposed reduction in the grant to the Grand Theatre. There is, therefore, a risk that the Grand Theatre Company may be unable to operate with a lower level of grant in the future than currently achieved. The expectation in reducing the grant to the Company is that additional operating surpluses or reduced deficits would be generated in the future to offset the grant reduction. Members of the Executive Board should note that the Board of Management of the Leeds Grand Theatre and Opera House Ltd has considered the ability of the Company to operate with a lower level of grant and, have concluded that the proposed reduction in the annual grant is affordable on the basis that in all of the last 8 years the Company has generated a surplus after taking account of the grant from the Council, which at its lowest level has been £44,000; that the forecast level of the Company's cash reserves will be around £200,000 upon the reopening of the theatre and; the forecast increase in box office takings following completion of the refurbishment works provides assurance that the Company should be able to continue to operate with a reduced grant from the City Council.

## 8.0 COMPLIANCE WITH COUNCIL POLICIES

- 8.1 The Council's Corporate Plan identifies the need to maximise the potential of facilities which improve the quality of life and which add to the attractiveness of the City and the region. Moreover, the Corporate Plan acknowledges the role of cultural attractions in promoting the economic prosperity and overall profile of the City.

## 9.0 RECOMMENDATIONS

- 9.1 Executive Board is requested to;

- (i) Authorise an injection of £672,000 into existing Capital Scheme No. 03611/PH1

and the incurring of expenditure on additional mechanical and electrical works required in the theatre and, for expenditure by the Leeds Grand Theatre and Opera House Ltd on client direct works associated with the selective refurbishment of the Grand Theatre.

- (ii) Authorise bringing forward and incurring expenditure of £81,000 from existing Capital Scheme No. 03611/PH2 on fees and survey costs associated with the additional mechanical and electrical works required in the Grand Theatre.
- (iii) Note the proposed expenditure of £417,000 from the City Council's Priority Major Maintenance Budget on the additional health and safety mechanical and electrical works required in the Grand Theatre.

**REPORT OF DIRECTOR OF LEARNING AND LEISURE**

**REPORT TO EXECUTIVE BOARD**

**DATE : 14 DECEMBER 2005**

**SUBJECT : NEW BYELAWS FOR PLEASURE GROUNDS, PUBLIC WALKS AND OPEN SPACES**

Electoral Wards Affected :	Specific Implications For :
ALL	Ethnic Minorities <input type="checkbox"/> Women <input type="checkbox"/> Disabled People <input type="checkbox"/>

**1. PURPOSE OF REPORT**

1.1 The purpose of this report is to advise Executive Board of new draft byelaws covering pleasure grounds, public walks and open spaces made under section 164 of the Public Health Act 1875, section 15 of the Open Spaces Act 1906 and sections 12 and 15 of the Open Spaces Act 1906 and to ask that Members consider the draft byelaws and recommend to Full Council that the draft byelaws be sealed and placed on deposit for public consultation.

**2. THE LEGAL PROCESS FOR MAKING BYELAWS**

2.1 Byelaws are local laws made by a local authority which apply only to their area. They are a form of delegated legislation where the power to make them is exercised other than by Central Government. The decision to exercise a power to make a byelaw is made by a local council normally in response to a local problem.

2.2 Byelaws are intended to cover issues which are not provided for in national Acts of Parliament or statutory instruments. The Government will not normally allow a council to make a byelaw where national law already provides adequately for the issues. Thus byelaws will not normally be confirmed in respect of matters such as dumping and fly tipping, litter, graffiti or public order as these are all covered by relevant statutory provisions.

2.3 However, provided that the proposed byelaw does not attempt to cover a matter already dealt with in legislation, it is for the Council to decide what local laws it wishes to introduce. Depending on the subject matter of the proposed byelaw the approval of the relevant Government department must be obtained. In most cases the Government department will have a model byelaw which it expects the authority to follow. An authority who chooses to follow the model byelaw can seek approval via a fast track scheme. Where a local authority proposes to introduce a byelaw for which



there is no model or to depart from the model byelaw, it must justify this. It is therefore usual for the local authority to negotiate the terms of the proposed byelaw with the relevant Government department before making arrangements to bring the byelaw into force.

- 2.4 The making of byelaws is a function reserved to Full Council and the process requires the draft byelaw, as agreed with the relevant Secretary of State, to be subject to a Council resolution to attach the seal of the Council to the draft byelaw and to place it on deposit at the offices of the Council for inspection by the public at all reasonable hours. The Council must then publish notice of intention to apply for confirmation of the byelaw in one or more newspapers circulating in the area to which the byelaws are to apply. A period of one month is allowed for the public to inspect the proposed byelaws and to make comment upon them. After that period the local authority may apply to the relevant Secretary of State for confirmation of the byelaw. Where no objections have been received from the public, byelaws will normally be confirmed and returned in a short period. Where objections are received then the Council will be asked to comment on the objections before a decision is taken. Ultimately the Secretary of State has the power to order a public enquiry to deal with any objections. Where the relevant Secretary of State decides to confirm the byelaws he or she may fix the date upon which they are to come in to force. The date would normally be one month from the date of confirmation by the Minister unless there are special circumstances justifying a different date.

### **3. THE PROPOSALS**

- 3.1 Executive Board will find attached as appendix 1 to this report a copy of the proposed new byelaws as agreed with the Office of the Deputy Prime Minister.
- 3.2 Previous byelaws covering parks, pleasure grounds, public walks and open spaces were produced in 1961. A number of the matters contained in the original byelaws has since been superseded by statutory provisions such as the Dogs (Fouling of Land) Act 1996 and the Wildlife and Countryside Act 1981 (dealing with protection of birds, eggs and nest)s. The 1961 byelaws fail to address a number of problems which we now face on many sites, particularly in relation to anti social behaviour. In addition the schedule of land to which the 1961 byelaws refer is inaccurate as a number of sites were brought into the Leeds district following local government re-organisation in 1974. These areas are not covered by the 1961 byelaws, nor are any new areas of land acquired since 1961.
- 3.3 The draft byelaws attached to this report are based upon the model byelaws produced by Government but have also been the subject of comparison with relevant byelaws from other local authorities. Amendments have been suggested by Parks and Countryside staff in Leeds based upon their knowledge of local issues. It is the department's view that the new byelaws represent an appropriate and proportionate response to the problems experienced in parks and open spaces. The draft byelaws were considered by the Scrutiny Board (Learning and Leisure) on 28 February 2005.
- 3.4 Members will wish to note particularly the change in wording of the byelaws to cover issues around access to playgrounds. The wording excludes those aged 14 and above from playgrounds unless they are accompanied or in charge of younger children. The intention of this is to address issues of teenagers gathering on playgrounds in the evenings with resultant damage and vandalism to the facilities. Members will also note that no provision is made in these byelaws in relation to dogs. The reason for this is that the Deputy Prime Minister cannot confirm byelaws relating to dogs. These will be confirmed by the Department for the Environment Food and

Rural Affairs (DEFRA) under new provisions for dog control orders in the Clean Neighbourhoods and Environment Act 2005. Similarly there is no provision relating to alcohol in parks and open spaces as these matters are dealt with by designated public places orders made under the Criminal Justice and Police Act 2001.

- 3.5 Members are specifically asked to note that any amendments to the wording of the byelaws at this stage will require the further consent of the Office of the Deputy Prime Minister. Such consent may result in a delay to the proposed timetable and mean that the byelaws are not considered by Full Council until after January 2006.

#### **4. RESOURCE IMPLICATIONS**

- 4.1 The bringing into force of new byelaws will require signage to be placed in the affected areas to make the public aware of the existence of the byelaws. This expense will need to be met from the Parks and Countryside budget.
- 4.2 It is also necessary for staff to be trained in the enforcement of the relevant byelaws. It is proposed that Parks and Countryside staff together with other relevant officers from City Services Enforcement Division and Leeds Community Safety be trained in the enforcement of byelaws and that protocols and procedures be agreed between the relevant services via the Council's Environmental and Enforcement Working Group. This would ensure that adequate arrangements are made for the new byelaws to be enforced once they have been confirmed by the Secretary of State.

#### **5. RECOMMENDATIONS**

- 5.1 Members are requested to consider this report and the draft byelaws attached at appendix 1.
- 5.2 Members are asked to recommend to Council that the draft byelaws be sealed and placed on deposit and that the Director of Learning and Leisure be authorised to advertise the intention to apply for confirmation of the byelaws and then to apply to the Secretary of State for their confirmation.

**Capital Scheme No:**

**AGENDA  
ITEM NO.:**

**Design & Cost Report**

**Parent Scheme No:**

**DCR Clearance No.**  
*(This will be allocated by  
Capital Control Finance.)*

**REPORT OF** Director of Learning and Leisure Department

**REPORT TO** Executive Board - 14 December 2005

**SUBJECT :** Farnley Hall

**Electoral Wards Affected :**

Farnley and Wortley

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

Executive  
Function

Eligible for Call In

Not eligible for Call In

*(details contained within the report)*

**EXECUTIVE SUMMARY**

The report informs members of the Executive Board of the proposal to utilise Farnley Hall as office accommodation for staff of Parks and Countryside.

The report seeks authority for an injection of £297,000 for works to the building and car park and authority to incur expenditure of £297,000.

**1.0. BACKGROUND**

1.1 Parks and Countryside staff are currently in unsuitable office accommodation at Red Hall and Horsforth Hall Park. Approximately one third of the staff at Red Hall are based in portacabins which are either hired, proving costly in revenue terms or badly in need of replacement at an estimated cost of £150,000. West Area Office staff and gardening staff at Horsforth Hall Park are also in unsuitable permanent and temporary accommodation based in the park.

**ORIGINATORS NAME:** Anne Chambers  
**TELEPHONE NUMBER:** 0113 224 3842

**DATE:** 21 November 2005  
**FAX NUMBER:** 0113 224 3854

- 1.2 A report to Executive Board in July 2005 on Roundhay Mansion stated that as the proposal to provide office accommodation within the Mansion was no longer an option, then suitable alternatives would continue to be sought.
- 1.3 Farnley Hall was leased to Resource, Yorkshire and Humberside Museums, for use as office accommodation, with the Lease terminating in 2006. Resource found alternative accommodation and vacated the premises on 14 May 2005. The premises have been boarded up awaiting a suitable occupier to be found. It is acknowledged that this building remaining vacant for a long period of time is undesirable. Its position in an underlit public area makes it vulnerable to vandalism.
- 1.4 Farnley Hall is a Grade II listed building situated within parkland well used by the public. The outbuildings, used as a parks depot, the farm, managed as an agricultural tenancy and three residential cottages form the surrounding estate, the Hall is well established as office accommodation working well alongside the existing depot. It is in a good state of repair though in need of alterations to improve access on the ground floor to comply with DDA and upgrade space formerly used as a workshop to office accommodation.
- 1.5 The option to dispose of the Hall and depot has been examined but no other suitable location for the depot has been found in the area. It would also mean that the Hall would remain vacant during any marketing period increasing the risk of vandalism.
- 1.6 The need to provide more suitable accommodation for the depot at Horsforth has also proved difficult to implement. The relocation of the area office staff to Farnley Hall will release space which can be used for improved staff facilities at the depot at Horsforth Hall Park.
- 1.7 This scheme would remove the need for portacabins at Red Hall placing staff in permanent buildings at both Red Hall and Farnley Hall.
- 1.8 The need to find alternative accommodation for staff currently based at Red Hall has been raised previously at Executive Board, Asset Management Group and within the Learning and Leisure Asset Management Plan.
- 1.9 All of the Council owned land occupied by Red Hall Nursery is identified for future residential development in the Unitary Development Plan Review as part of the "East Leeds Extension" land.
- 1.10 Work on Farnley Hall could start immediately to provide office accommodation for Parks and Countryside, reducing the period of time it was left empty.
- 1.11 The relocation of office staff to Farnley Hall could be seen as the first phase of a scheme to:
  - Provide office accommodation for staff based at Red Hall in unsuitable portacabins;
  - Upgrade the depot at Farnley Hall bearing in mind the listed nature of the buildings (some at risk);
  - Provide office accommodation for staff currently based at Horsforth Hall Park;
  - Utilise an existing building already used as office accommodation and which forms part of the City's heritage;
  - Provides the scope for further development for functions carried out at Red Hall to allow for possible vacation of the site by 2011.

## **2.0 DESIGN PROPOSALS / SCHEME DESCRIPTION**

- 2.1 The building is already used as office accommodation and hence requires little alteration to accommodate 53 staff from Parks and Countryside.
- 2.2 The scheme will provide:
- A workshop to be brought up to office standards;
  - Site and service surveys to be undertaken;
  - Alterations to comply with DDA on ground floor;
  - Internal redecoration;
  - External redecoration following removal of security boarding;
  - IT installation to connect the building to LCC's ICT network;
  - Security to depot site;
  - Additional external lighting;
  - Car parking to rear of building;
  - Demolition and rebuild of existing semi derelict garages.
- 2.3 The building work will be carried out using staff and trainees from the Construction Skills Learning Centre providing valuable training in construction skills experience for local people.

### 3.0. CONSULTATIONS

- 3.1 Reports have been taken to Asset Management Group in September and November outlining the feasibility of utilising Farnley Hall for office accommodation.
- 3.2 The Executive Members for Asset Management and Leisure and Ward Members have been consulted on the proposal.

### 4.0 COMMUNITY SAFETY

- 4.1 The proposals contained in the report do not have any specific implications under Section 17 of the Crime and Disorder Act 1998, though the introduction of additional external lighting, along the drive of Farnley Hall will help deter vandalism.

### 5.0. PROGRAMME

- 5.1 Initial preparatory survey work will be carried out in November to allow building work to be carried out as quickly as possible at Farnley Hall in December/ January for completion February/ March 2006.

### 6.0. SCHEME DESIGN ESTIMATE

<u>Item</u>	<u>Description of Work</u>	<u>Cost (£)</u>
1.0	<b>Internal Alterations</b> - Workshop to be brought up to office standards.	29,800.00
2.0	<b>Internal Alterations</b> - Disabled access to main reception.	3,500.00
3.0	<b>Internal Alterations</b> - Disabled wc to be formed within close proximity of the reception.	3,700.00
4.0	<b>Fixtures and Fittings</b> - Carpets/ flooring, blinds, furniture, shelving, repairs or adjustments to shutters/ UV screens.	14,800.00
5.0	<b>Internal Services</b> - Electrical condition survey/ advice to be obtained.	1,000.00

6.0	<b>Internal Services</b> - Heating and mechanical services condition survey/ advice to be obtained.	3,000.00
7.0	<b>IT Service Installation</b> - Arrange and obtain quotations.	65,000.00
8.0	<b>External Car Parking</b> - Provide 60 marked car parking spaces. Demolish two rows of garages, rebuild one within the yard, provide drainage and improve access to the parks yard and to Farnley Hall farm. Relocate weather station.	80,000.00
9.0	<b>External Services</b> - Drainage condition survey to be arranged.	1,000.00
10.0	<b>Security</b> - 1) Swipe card operated with intercom vehicle barrier (£8,000) 2) Access controls to the building (£4000)	12,000.00
11.0	<b>Decoration</b> - Quotation to be obtained for internal decorations.	15,000.00
12.0	<b>Windows</b> - Boarding to be removed and windows redecorated.	13,860.00
13.0	<b>External Flood Lighting</b> - To be incorporated.	3,500.00
14.0	<b>Garages (Pool Vehicles)</b>	7,000.00
15.0	<b>Additional Street Lighting within the Park</b>	24,000.00
16.0	<b>Contingencies</b>	19,960.00
17.0	<b>Sub Total</b>	<b>297,120.00</b>

## 7.0. CAPITAL FUNDING AND CASHFLOW

- 7.1 The scheme would be funded using £94,000 from an existing capital receipt and £203,000 following the disposal of two parks lodges.
- 7.2 Members of Executive Board should note that the earliest any funding the Executive Board may authorise to be injected into the Capital Programme for this project will be due for payment in 2006/ 07 and that this would require prioritisation from within the Council's capital resources at this time.

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2005 £000's	FORECAST				
			2005/06 £000's	2006/07 £000's	2007/08 £000's	2008/09 £000's	2009 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	297.0	297.0					
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>297.0</b>	<b>297.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2005 £000's	FORECAST				
			2005/06 £000's	2006/07 £000's	2007/08 £000's	2008/09 £000's	2009 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	297.0	297.0					
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>297.0</b>	<b>297.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2005 £000's	FORECAST				
			2005/06 £000's	2006/07 £000's	2007/08 £000's	2008/09 £000's	2009 on £000's
LCC Funding	297.0	297.0					
Total Funding	297.0	297.0	0.0	0.0	0.0	0.0	0.0
<b>Balance / Shortfall =</b>	<b>-297.0</b>	<b>-297.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 8.0. REVENUE EFFECTS

8.1 The following table illustrates the alterations which will be necessary to the department's revenue budget:

REVENUE EFFECTS	2005/06 £000's	2006/07 AND SUBSEQUENT YEARS £000'S
EMPLOYEES	10.0	10.0
PREMISES COSTS		
SUPPLIES & SERVICES		
EXTERNAL INCOME GENERATED		

8.2 The cost of relocating staff from Red Hall and Horsforth Hall Park is estimated at a maximum of £10,000 for four years. This would be found from Parks and Countryside salary costs.

## 9.0. RISK ASSESSMENTS

9.1 The risk of not occupying Farnley Hall as soon as possible is that it could be subjected to vandalism and architectural features such as original fireplaces could be stolen and the building damaged.

9.2 The cottages recommended for disposal would take some time to generate a capital receipt, certainly not in the financial year 2005/ 06. They currently contain tenants and market valuations are being sought.

## 10.0. COMPLIANCE WITH COUNCIL POLICIES

10.1 The project complies with Council Policies, Strategies and Initiatives and the Council's Corporate Plan. In particular, health and safety, environmental matters, equal opportunities are all relevant to this project.

## 11.0 COUNCIL CONSTITUTION

11.1 This report is not exempt from call in of Key Decisions.

## 12.0. RECOMMENDATIONS

12.1 Executive Board is requested to:

1. Approve the Project Brief as presented.
2. Approve the Scheme Design as presented.
3. Approve the funding plan as presented and authorise the injection of £297,000 into the capital Programme 2005/ 06.
4. Authorise scheme expenditure of:

On Land	CPRH (1)
£277,200 On Construction	CPRH (3)
£14,800 On Furniture & equipment	CPRH (5)
£5,000 On Internal Fees	CPRH (6)
On Other Costs	CPRH (7)

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**£297,000 TOTAL**

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**REPORT OF The Director of Learning and Leisure**

**REPORT TO Executive Board**

**DATE : 14<sup>th</sup> December 2005**

**SUBJECT : Living Landmark Submission: Art Gallery**

**Electoral Wards Affected :**

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

**Executive Board Decision**

**Eligible for Call In**

**Not eligible for Call In (details contained in the report)**

**1. Summary**

The report outlines a proposal to bid for a Living Landmark grant to create on Victoria Gardens a contemporary Art Gallery and revitalised outdoor public space. The Art Gallery is the last remaining building in the Civic Quarter to be refurbished. It is in very poor condition and urgently needs more space to display the City's stunning art collection and attract high profile exhibitions. The proposal to be submitted will provide the additional space required and go some way to refurbish the building depending on the size of the bid. It must show public consultation and involvement.

There is between £10m and £25m to bid for. Living Landmarks will fund 75% of the capital costs and expect at least 25% to be secured through partnership funding. This would require partnership funding of between £2.5m to £6.25m. There is no capital programme provision for this level of funding and currently there are no available capital resources to meet this aspiration.

Revenue funding up to 10% of the total capital costs can be requested. The Strategic Design Alliance, the City Architect and Learning and Leisure department are currently working up the design and more detail of the proposal will be available at Executive Board.

**2. Purpose**

To seek the support of Executive Board to submit a bid for a Living Landmarks grant to build a contemporary Art Gallery and public space on Victoria Gardens.

**3. Background**

During the summer a new, one off National Lottery strand was announced called Living Landmarks. The objectives of the Living Landmarks scheme include; to give people

better chances in life; to improve the rural or urban environment enabling communities to access and enjoy it; to provide sustainability through lasting improvement; to transform, revitalise and inspire people and environments.

The grant available is between £10 million and £25 million. Living Landmarks will fund up to 75% of the total capital costs and expect at least 25% to be secured through partnership funding. Funding will be made available for construction and refurbishment – but not routine repairs and maintenance – plant, fees, creating of websites, transport.

Revenue funding can also be included in the bid for up to 10% of the capital costs. This can be used to cover community development and outreach activities, staff and volunteer recruitment, core running costs, marketing, monitoring and training. Alternatively Endowment funding of up to 10% of the capital can be requested which would give a small periodic income for the project over an indefinite or extended period. If a project is successful at stage one the project may be offered development funding of up to £250,000 to help towards stage two requirements. This could cover fees and further community consultation and involvement costs.

The submission requires the completion of a simple form accompanied by ten A4 pages answering ten questions. The submission date is 6<sup>th</sup> January. Between January and March the bids will be assessed and scored and a long list created. These listed projects will be visited in April and prioritised. In May the programme committee will make the final decision and inform successful projects. The Council would then have through to January 2007 to complete the stage 2 application. A final decision will be made in August 2007.

The Art Gallery has been under significant focus by both the Department of Learning and Leisure and a number of external partners and interested members of the public. It urgently needs repair and more space and during the last 18 months an External reference group of these stakeholders have helped develop a brief for what is needed. A project justification form was put forward and assessed for the capital programme 2005/6. It scored highly and £300,000 was added to the capital programme to develop a lottery bid.

Simultaneously Leeds Initiative commissioned consultation on the state of the Creative Industries. The report identified lack of incubator and studio space and a loss of creative talent from the city. It also reinforced the low profile and lack of support for art and creativity compared to many other core cities.

#### **4. Proposal**

The proposal is to build an iconic, award winning development on what is now the front of the Art Gallery and Central Library. This will be an innovative development which will dig down into Victoria Gardens to provide much needed exhibition and display space as well as space for retail. It will also rise up to unify the current buildings and softening the austere frontage of the Art Gallery. It will be a clever coming together of indoor and outdoor space. People already congregate in the area in the summer despite the rather dowdy aspects. The project will overcome access issues to the current buildings and hopefully work towards repairing and rationalising them. As well as display space there will be small multi media studios for hire and incubator space for aspiring artists and creative businesses. There will also be a gallery displaying local talent for those not quite ready for greater things in the main gallery display.

The interlinking of indoor and outdoor space will help people, currently put off from entering the Art Gallery for whatever reason, to engage with creativity, innovation and art.

The bid demands ten questions to be answered in no more than ten pages. These group around four main themes.

- Demonstrating need and enthusiasm for the project especially amongst local people, stakeholders and partners. A series of independent focus groups, exit interviews and surveys with key stakeholders and the public take place through November and December. A marketing campaign will also take place.
- Option Appraisal and risk. The current buildings have already been valued, the costs of repair assessed and a wide range of options and risk have been identified and considered. These will be included in the bid.
- Innovative design including revitalisation of public space, regeneration and sustainability. Strategic Design Alliance and the City Architect are working together to develop concepts at this stage. If the bid succeeds to the next round the involvement of a signature architect will be considered.
- Learning from past projects, evaluation and monitoring. The Council's project management approach and scrutiny process will be used to assure the funder that Leeds City Council is used to managing large scale projects.

To develop the bid a team has been put together involving Learning and Leisure, Development Department, Asset Management, Client Services, Planning & ADS, Communications and staff from our new design partner Jacobs Baktie

## **5. Financial Implications**

The final amount for the bid is yet to be decided. The architects are currently working up an outline concept that the quantity surveyor will cost. It is however anticipated that the full £25m would be required to develop a workable scheme. If the bid is successful in the first round a development grant maybe available to work up a feasibility study for the concept.

Whatever sum the bid amounts to, an additional 25% is required from partnership funding. Grant funding would start in August 2007 if the current timescale is maintained and so matched funding would be required after this point. Resources of £2.5m to £6.25m will be required as the matched funding. This is not in the capital programme and there are currently no unallocated capital resources available.

The refurbishment and extension of the Art Gallery was taken through the Council's capital allocation process and a project justification form was scored highly by Asset Management team. £300,000 was made available for the bid preparation but there is no capital programme provision for the scheme beyond this.

It is hoped to attract external partnership funding to this project. Discussions are underway with a range of partners and agencies who may be interested in supporting the scheme. The bid team are currently seeking ratification on eligible budgets which have already been secured and the position on Heritage Lottery Funds. If successful in getting to stage 2 a fundraiser will be appointed to maximise the opportunity of partnership funding. Fundraising for the Grand Theatre has shown how hard this is so it is likely that the Council will have to contribute to the overall costs.

The new build and the refurbishment will have revenue implications. The Art Gallery is currently run on a very small budget allowing little flexibility. There is need now for a better exhibitions budget and the increased space will demand more staff and security.

This revenue impact will be included in the bid and the endowment approach will be investigated when more detail is available after Stage one.

## **6. Conclusion**

The Living Landmarks fund offers the City a real opportunity to access the level of funding it requires to improve the Art Gallery. An improved gallery will do much for the City profile and reputation, attracting inward investment through tourism as well as contributing to improving opportunity for local people.

The need to provide matched funding is a challenge, particularly in light of our current Capital budget position. The department will work hard to raise external funding to contribute to that matched requirement but it is probable that the Council will need to allocate some capital budget from 2007 if the bid were to be successful.

However the bid process is over two stages and the Council could receive development funding to move from stage one to stage two when a feasibility study will have to be submitted. If the Council was successful at getting through stage one it could still withdraw any time during the production of the stage two bid if it felt the external funding was not adequate.

## **7. Recommendation**

Executive Board agrees the proposal to bid for Living Landmarks grant to build a Contemporary Art Gallery and rationalise the public space on Victoria Gardens and keeps under review the level of capital investment required from the Council. Executive Board to require a further report if the project is successful at getting past Stage one to decide whether to proceed.

Executive Board agrees:

- a) to make a bid for a Living Landmarks grant for the scheme outlined above;
- b) to receive further reports if the project is successful before determining to proceed to further stages in light of the capital investment that may be required from the Council.

**REPORT OF THE DIRECTOR OF LEARNING & LEISURE**

**REPORT TO EXECUTIVE BOARD**

**DATE : 14<sup>th</sup> December 2005**

**SUBJECT : WEST LEEDS COUNTRY PARK & GREEN GATEWAYS INITIATIVE**

**Electoral Wards Affected :**

Armley, Beeston & Holbeck  
Bramley & Stanningley  
Farnley & Wortley, Guiseley Rawdon  
Horsforth, Hyde Park & Woodhouse  
Kirkstall, Morley North, Pudsey

**Specific Implications For:**

Ethnic Minorities   
Women   
Disabled People

Executive Board Decision

Eligible for Call In

Not eligible for Call In (details contained in the report)

**EXECUTIVE SUMMARY**

The report informs Members of the Executive Board about the aims, objectives and scope of the West Leeds Country Park and Green Gateways (WLCP & GG) initiative. This initiative focuses on protecting and improving the greenspace that surrounds the West Leeds conurbation, publicising the recreational and conservation potential of the area and developing a trail or way marked route through the area. The report includes a summary of the on-going public consultation, which has seen to date 20 community groups and 25 agencies approached all of whom are fully supportive of the initiative.

**1. PURPOSE OF THE REPORT**

1.1 The Council at its meeting on the 14<sup>th</sup> September unanimously resolved that the Executive Board designate the area shown on the map attached as Appendix 1 as the West Leeds Country Park & Green Gateways (WLCP & GG).

1.2 The resolution also recommends that the Executive Board: -

- Supports the various voluntary groups already acting as environmental stewards in the WLCP & GG

- Progresses the arrangement of green linkages throughout the area.
- Instructs all relevant departments of the Council to ensure Members are informed with reference to developments or issues which impact on the designated area
- Works to improve and maintain all the areas of greenspace within the designated area.

## **2. CONTEXT**

- 2.1 The West Leeds Country Park and Green Gateways (WLCP & GG) initiative is being developed by the Learning & Leisure Department following an initial meeting with the various voluntary and community groups in the area. The project aims to preserve and make accessible to a wider public the existing areas of greenspace predominantly within the West wedge with a view to linking them into a linear country park.
- 2.2 Enhancing the quality, safety and accessibility of the greenspaces within the WLCP & GG will create opportunities for members of the community to improve their health through physical exercise in the natural environment. In addition these measures will also ensure that the greenspaces become more conducive to the proliferation of flora and fauna thereby enhancing environmental education options. In addition urban areas surrounding popular greenspace locations also become sought after areas to relocate to, be it for residential or business purposes thus promoting or instigating regeneration initiatives in the locality.
- 2.3 The proposed area for the Country Park and Green Gateways initiative encircles the conurbation of West Leeds and consists of: -
- Aire Valley Green Corridor - runs in a north-westerly direction from Leeds City Centre to Apperley Bridge following the River Aire and Leeds Liverpool Canal.
  - Green Corridor running between Bradford on the west and Calverley, Woodhall, Hillfoot and Pudsey on the East.
  - Countryside areas southwest, south and southeast of Pudsey.
  - Green corridor between New Farnley to the north and Gildersome and Morley to the south.
  - Pudsey Beck Green Corridor between Pudsey and Farnley and encompassing Post Hill.
  - Farnley Beck Green Corridor following the Ring Road Farnley.
  - Dispersed greenspace areas in the Town End, Armley and Wortley areas.

## **3. PROPOSAL**

- 3.1 The aim of the initiative is to develop the West Leeds Country Park and Green Gateways ensuring: -
- suitable and sustainable greenspace availability
  - Quality recreational areas
  - Diverse wildlife habitats
  - Strong community involvement.

3.2 To achieve these four aims a list of short, medium and long-term objectives has been produced.

The Short Term Objectives are:

- Examine the feasibility of extending the Country Park and Green Gateways area to include greenspace around the south of New Farnley and in towards Beeston Royds.
- Explore potential routes from Beeston Royd, Post Hill and/or Silver Royd Hill to Armley and the City Centre to create a complete circular route. Route to use existing green corridors and/or greenspaces as “stepping stones”
- Once the route is affirmed produce a standard interpretation board for the Country Park and Gateways scheme. Compartmentalise the Park due to its size so that the interpretation boards within each compartment contain a simple generic map of the Park along with a more detailed map for the compartment in question.
- Produce a general leaflet about the Country Park and the Green Gateways and supplement this with specific leaflets for each compartment within the Park.
- Establish a framework with Bradford so cross-border issues can be discussed and acted upon. This will have particular relevance to the various Public Rights of Way that cross the boundary and in the development of mini circular trails.
- Way-mark key routes through the site and spur paths to sites of interest and ensure these are included in the leaflets.
- Set up a consultative forum that will include key stakeholders to discuss issues relating to the development of the Country Park and Green Gateways.
- Organise a number of guided walks through the proposed area using Parks and Countryside staff and volunteers.

The Medium Term Objectives are:

- Organise a number of bigger events with the emphasis on promoting healthy living. Orienteering, horse riding, cross-country running, walking, mountain bike rides and conservation work.
- Improve key Public Rights of Way within the site and develop a West Leeds Country Park and Green Gateways Trail for walkers, horse riders and mountain bike riders.
- Select sites within the Country Park and Green Gateways that would benefit from conservation works e.g. pond construction, wild flower meadow establishment or restoration, hedge planting, tree plantations, fencing and dry stone walling.
- Develop a formal framework with the various stakeholders to implement improvements in the greenspace areas.
- Seek grants to improve or provide facilities to the various greenspaces. For example the installation of seats, picnic tables, steps, ramps and directional

signage. Also to include removal of fly-tipped waste and general litter besides installing appropriate barriers to prevent unauthorised access.

- Look at creating mini circular trails within the Country Park & Green Gateways area
- Develop a management plan for the initiative that encompasses the various sites, links, consultation and objectives.

The Long Term Objectives are:

- Resolve outstanding ownership of various greenspaces that lie within the area of the proposed Country Park and Green gateways.
- Where appropriate open up new public rights of way or permissive ways to provide links between various existing public rights of way and thereby develop continuity in routes through the proposed Country Park and Green Gateways.
- Develop and expand access to new areas of greenspace within the urban and countryside areas that will positively contribute to the initiative.

#### **4. CORPORATE PLAN LINKAGES**

The development of the WLCP & GG will support the following objectives of the corporate plan: -

- All neighbourhoods are safe, clean, green and well maintained. A key element of the WLCP & GG initiative will be to protect and improve green and open spaces and make them more accessible.
- All communities are thriving and harmonious places where people are happy to live. Active community involvement and participation in the care and development of greenspace areas within and around the West Leeds conurbation is an integral element of the initiative.
- Our children and young people are healthy, safe and successful. The WLCP & GG initiative's focus is on developing quality greenspace that is accessible and has the right facilities to ensure children and young people have opportunities for active recreation, mental stimulation, reflection and freedom of outdoor exploration.
- At each stage of life, people are able to live healthy, fulfilling lives. Provision of accessible greenspaces around the West Leeds conurbation enables community members of all ages not only to participate in physical activity but also to take measures that improve their well being. The latter aspect covers spiritual, psychological and cultural development, optimism, self-expression, quality of life, realising one's potential and personal satisfaction with life.
- Leeds is a highly competitive, international city. The WLCP & GG ethos of developing quality greenspaces through local community engagement creates a positive atmosphere that is conducive to and aids regeneration in the surrounding area be it for residential and/or commercial enterprises.

#### **5. TIMESCALE**

- 5.1 The short-term objectives (Section 3.2) are expected to be completed within 2 years, whereas many of the medium-term and all of the long-term objectives will remain ongoing. The two medium term objectives of a management plan and the formation of



the WLCP & GG sub-group concerned with environmental improvements are earmarked for completion within 2 years subject to the availability of suitable resources.

5.2 Appendix 2 shows the extent of the work completed on the various objectives

## 6. DELIVERY AND FUTURE MANAGEMENT/DEVELOPMENT

The resources required to deliver, manage and develop the facilities within the WLCP & GG initiative will be through partnership working. The partners being: -

- Learning & Leisure Department Parks & Countryside Service
- Other Leeds City Council departments
- West Leeds Area Committee
- Ward members
- Various community groups within the west wedge and on the periphery of the initiative.
- Organisations/landowners with vested interests in the area of the initiative

## 7. CONSULTATION

7.1 To gain acceptance and involvement in the scheme, over 20 community groups and over 25 agencies and land managers that work or reside within and on the periphery of the Country Park and Green Gateways initiative were consulted. As part of the consultative process the various objectives listed in section 3.2 were discussed as to their suitability and relevance. The number of groups is not exhaustive and as the initiative develops it is quite likely that other groups will be approached.

7.2 Consultations to date have revealed no objections to any of the objectives required to implement the WLCP&GG initiative. However the various groups did raise additional concerns and ideas which will have a direct and positive bearing on the effectiveness of the scheme. A summary of the themes is outlined below: -

- Strategies, plans, frameworks and partnerships pertinent to the WLCP & GG initiative
- Improvements, management needs and issues to be aware of for **sites**
- Improvements, management needs and issues to be aware of for **routes**
- Signage, way marking and interpretation
- Communication and liaison work
- Conservation issues
- Grants, funding, charitable activities and sustainability
- Labour force and volunteers
- Contentious issues and safety measures
- Elements for inclusion to the WLCP &GG initiative

## 8. RESOURCE IMPLICATIONS

8.1 In order to start implementing the aims and objectives of the WLCP&GG costings have been produced in relation to the following: -

- |  |         |
|--|---------|
| • Interpretation boards                                    | £30,000 |
| • Leaflets   | £3,300  |
| • Way marking  | £8,200  |
| • Management of the Armley Common Rights Trust (ACRT) Land | £9,640  |
| • A West Leeds Country Park and Green Gateways Officer     | £45,240 |

Total £96,380

Over the course of the initiative further funding will be required.

- 8.2 A WLCP&GG Officer's post to implement the scheme will cost £28,240 per annum including overheads. A budget for transport, marketing and other materials would cost in the region of £17,000.

The areas of work are: -

- Publicise the WLCP & GG through interpretation works, guided walks and events
- Actively involve the communities in the care, value and appreciation of their local greenspaces
- Manage the various greenspaces and access routes for public recreation.
- Conserve the habitats and wildlife associated with the greenspaces
- Implement environmental education programmes within the WLCP & GG
- Source funding to implement the various objectives required to develop the WLCP & GG scheme

- 8.3 The resources required of £96,380 consisting of £41,500 capital and £54,880 revenue will be sourced through mainstream funding and existing funding bodies such as Green Leeds Ltd.

## 9.0 RECOMMENDATION

The Executive Board is asked to:

- Support the various voluntary groups already acting as environmental stewards in the WLCP & GG
- Progresses the arrangement of green linkages throughout the area.
- Instruct all relevant departments of the Council to ensure Members are informed with reference to developments or issues which impact on the designated area
- Works to improve and maintain all the areas of greenspace within the designated area.
- Note the resource implications of the report

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**REPORT OF THE DIRECTOR OF LEARNING AND LEISURE, DIRECTOR OF SOCIAL SERVICES AND THE CHIEF EXECUTIVE OF EDUCATION LEEDS**

**REPORT TO EXECUTIVE BOARD**

**DATE : 14<sup>th</sup> December 2005**

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**SUBJECT : IMPLEMENTING THE CHILDREN ACT 2004 IN LEEDS- UPDATE**

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**EXECUTIVE SUMMARY**

**1.0 PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to update members of the Executive Board on developments nationally and locally on the Children Act 2004 since the last report received on 21<sup>st</sup> September 2005

**2.0 RECOMMENDATION**

- 2.1 Members are asked to note the progress towards implementing the Children Act 2004 as outlined in the report

**REPORT OF THE DIRECTOR OF LEARNING AND LEISURE, DIRECTOR OF SOCIAL SERVICES AND THE CHIEF EXECUTIVE OF EDUCATION LEEDS**

**REPORT TO EXECUTIVE BOARD**

**DATE : 14<sup>th</sup> December 2005**

**SUBJECT : IMPLEMENTING THE CHILDREN ACT 2004 IN LEEDS- UPDATE**

<b>Electoral Wards Affected : All</b>		<b>Specific Implications For :</b>	
		Ethnic Minorities	<input type="checkbox"/>
		Women	<input type="checkbox"/>
		Disabled People	<input type="checkbox"/>
<b>Executive Board Decision</b>	<input type="checkbox"/>	<b>Eligible for Call In</b>	<input type="checkbox"/>
		<b>Not eligible for Call In (details contained in the report)</b>	<input type="checkbox"/>

**1.00 PURPOSE OF THE REPORT**

1.01 This report provides the Executive Board with the progress on the implementation of the Children Act 2004 since the last report received at the meeting held on 21<sup>st</sup> September 2005.

**2.00 NATIONAL DEVELOPMENTS**

2.01 The Childcare Bill was introduced to Parliament on 9<sup>th</sup> November 2005. This is the first piece of legislation specifically on early years and childcare and is intended to enshrine in law parents' legitimate expectations of accessibility to high quality childcare. A detailed report for the Executive Board is being prepared by the Head of Early Years Service.

2.02 On 25<sup>th</sup> October 2005 the Department for Education and Skills (DfES) published the White Paper, Higher Standards, Better Schools for All – More Choice for Parents and Pupils.

The Government's key proposals are to:

- Enable every school to become a self-governing Trust School, with the benefit of new proposals
- Continue to promote Academies

- Create a new office of the Schools Commissioner to promote the development of Trust Schools
- Enable parents to demand new schools and new provision, backed by a dedicated stream of capital funding
- Encourage existing schools to expand and form federations and make it easier for independent schools to enter the state system
- Give the weakest schools a year to improve or face closure, with a stronger role for local authorities in tackling failure and underperformance
- Boost the autonomy and performance of all schools with less bureaucracy and lighter touch inspection for highly successful schools.

### 2.03 *Green Paper “Youth Matters”*

The Chief Executive of Education Leeds and the Chief Learning Officer will be presenting a detailed report for the Executive Board.

The consultation period has closed for the Green Paper “Youth Matters”. A number of responses were sent in from the City by various interested agencies.

DfES has started the process of developing guidance associated with the Green Paper. They are conducting a study of the costs of delivering information, advice and guidance and the levels of funding that should be devolved to local authorities from Connexions Partnerships.

To ensure consistency in service quality standards for the delivery of impartial information, advice and guidance are being drawn up.

Below is a summary of the key findings from the consultation carried out with Young People over the Summer through the Breeze events:

- The most popular method Young People would like the council to use for consulting them around services and activities was through a questionnaire, followed by attending a meeting
- Young People felt that a discount card for them use in their spare time would encourage them to do more activities
- Approx 140 of the Young People consulted felt that those who misbehave should not be eligible for a card (as compared to approx 70 who felt they should)
- Over 160 Young People said they would help out in their community if what they did was to be recognised (as compared to approx. 50 who didn’t feel this would make a difference).
- The most popular methods of recognition or reward Young People would prefer were (in order of most preference): CD’s or ringtones; extra top ups on your cards; a chance to win an opportunity to go to big events etc.; and an award or certificate.
- Approx 180 Young People felt that their parents would top up their cards with money to spend on activities, as compared to around 55 who did not.

### 2.04 *Information Sharing*

The ministerial announcement with regard to Information Sharing (IS) has been postponed. The announcement will inform local authorities of which option government require local authorities to comply with. However, further guidance using

existing legislation has been produced to assist local authorities and schools with disclosing data to third parties.

Officers from Leeds City Council, Education Leeds and Social Services have been asked by DfES to continue to provide information and support to help develop the specification for the Electronic Common Assessment Framework (e-CAF).

### **3.0 LOCAL DEVELOPMENTS**

#### **3.01 *Director of Children's Services***

The recruitment process continues to work towards appointing the Director of Children's Services. Partners (including head teachers and governors), children and young people and parents and carers, will be included in the recruitment process. A two day interview process will take place on the 7<sup>th</sup> and 8<sup>th</sup> December.

#### **3.02 *Children and Young People's Plan***

Over one thousand staff, parents, carers, children and young people have been involved in contributing to the first draft of the Children and Young People's Plan. A further 4,500 children and young people were also consulted on their priorities through a school-based questionnaire. An open session was also run with Elected Members in October. The first outline draft will be discussed with staff and stakeholders at a major event to be held on 2<sup>nd</sup> December at Elland Road Conference Centre. The Plan will then be redrafted and submitted to Scrutiny and partner organisations, with approval sought from Executive Board and Council in February 2006. The full Plan must be published by 31<sup>st</sup> March 2006.

#### **3.03 *Extended Schools Open Forum***

3.04 A market place event sponsored by Education Leeds was held in October 2005. This was followed by a Children Leeds Open Forum event on 11<sup>th</sup> November. The conference was oversubscribed with over three hundred delegates from a range of organisations attending. The view of delegates on how to develop Extended Schools in Leeds will feed into the Refocusing Frontline Services strand of the Change for Children Programme.

#### **3.05 *Elected Members Seminar***

The current round of seminars will be completed on 16<sup>th</sup> December 2005 with a summary of the progress on the Children Act presented by John Davies and Rosemary Archer.

A further range of seminars is to be proposed should Elected Members wish these to continue.

A core group of approximately 25% of elected members have actively participated in these seminars. Officers have asked that the NHS provides a seminar dedicated to issues relating to how the NHS responds to the Children Act.

### 3.06 *Elected Member Visits*

Visits by Executive and Lead Members to children's service provision continues.

### 3.07 *Change for Children Programme*

#### 3.07 1 **Integrating Strategy Group**

As outlined earlier in the report, this group has been leading the work on the Children and Young People's Plan.

The group is also managing a contract with Dartington-I (a charitable research consultancy) to support the development of the needs analysis. This process will involve a range of children's services agencies and will involve completing an inter-agency assessment of need in Leeds using a methodology that aims to match needs and service. It will investigate and analyse information held by agencies, for example, client records and professional knowledge, and will enable local staff who are not trained as researchers to be involved in the process. The project will start in January and the final report should be available at the end of April/beginning of May 2006.

#### 3.07 2 **Integrating Processes Group**

The City Council allocated capital funding to support the piloting of the Electronic Common Assessment Framework (e-CAF). This is a new initial assessment process and is a requirement of the Children Act. E-CAF will be piloted in the West Leeds area (local work is being undertaken to support staff across the partnership to have a good understanding of what personalised information can be shared with other parties).

However, the Council and its partners await the ministerial decision on information sharing before undertaking work on the development of a Child Index .

#### 3.07 3 **Building the Partnership**

The governance model for children's trust arrangements continues to be developed to provide the partnership framework to support new commissioning arrangements for the future. The Leeds Initiative is reviewing the 5 Area Children and Young People's Partnerships in the context of their relationship with Children Leeds, the potential children's trust (when developed), District Partnerships and Area Committees

#### 3.07 4 **Participation**

##### *Children and Young People*

Leeds Metropolitan University (LMU) presented a draft report which outlines the priorities of children and young people.

In addition, a number of children and young people's events have been held in the city. These events have involved the public and children's services staff including

those at Director level.

### *Parents and Carers*

Work has continued to engage parents and carers. Over the past few months they have participated in the LMU needs analysis work, the wider consultation for the development of the Children and Young People's Plan, review of parenting support and preparation for involvement in the recruitment process of the DCS appointment.

A leaflet has also been developed to inform parents on the change agenda to encourage their involvement. Through the recruitment process of PATH, a participation trainee has also been recruited to support development initiatives and form closer working links between the children and young people, parents and carers participation groups.

### **3.07 5 Refocusing Front Line Services Group**

This group has sponsored the development of an integrated children's services pilot in the West Leeds area. The pilot will establish a series of projects linked to new ways of working. The outcomes of the piloting activities will be reported to the Every Child Matters (ECM) Directors meeting. A programme manager is to be appointed and further support is being identified by partners to scope out some of the underpinning processes and the services to be included in the pilot.

The work continues on devising the universal entitlement available to families in Leeds. This will be heavily influenced by the Childcare Bill as it passes into legislation and Youth Matters as guidance is developed.

The fund to support the Extended Services to schools agenda has approved 4 proposals. These 4 clusters of schools have developed proposals that will be worked up over the next few months to deliver extended schools provision in the city. The schools cluster include

South Leeds EAZ - Hunslet St Mary's, Clapgate, Low Road, Sharp Lane, Middleton and Windmill Primary

Inner NW – Rosebank, Brudenell, and Quarry Mount Primary

Otley – Otley Prince Henry's, Otley All Saints, Bramhope, Westgate, Pool C of E, The Whartons and Ashfield Primary

Allerton Bywater – Brigshaw High, Allerton Bywater and Great and Little Preston Primary

These are based on clusters of schools and the adoption by schools of the Extended Schools Core Offer.

New integrated work also continues to be developed on the targeted services to looked after children through the Multiagency Looked After Partnership (MALAP), with vulnerable children, and children with disabilities.

A new entitlement for looked after children is near completion. This takes forward the



form of a new "Corporate Parenting Offer". Looked after children are being consulted about the offer and are translating it into a format which can be accessible to children and young people.

### 3.08 *Change for Children – A Stocktake of Progress*

Sub groups of Children Leeds Partnership have been leading the development of key areas for change since February 2005. A lot has been achieved and this has been reported regularly to the Strategic Partnership meeting, and has also formed part of this monitoring report to the Council's Executive.

It became apparent during the summer that it was timely to develop a detailed overview of progress as the basis for :

- I. Information into C&YPP
- II. Formulating a clean view of our position to inform on incoming DCS
- III. Understanding our level of preparation against the nationally set objectives and milestones.

Overall there has been good progress and this is set out in Appendix 1. This appendix also identifies the key issues for each development area. The area most requiring additional focus and effort is information, advice and support for parents, carers and families.

There has been real benefit in dividing the work into focussed subjects led by subgroups of the Children Leeds Partnership. There is, however, an urgent requirement to establish a single comprehensive coherent plan for the developments to enable co-ordination and maximum pace and impact.

This will need to align with objectives set out in the C&YPP and will set the work programme for 2006/07. This will therefore be a priority for the new Director of Children's Services to lead on.

## **4.0 RECOMMENDATION**

- 4.01 Members are asked to note the progress towards implementing the Children Act 2004 as outlined in the report.

Moving Towards a Children's Trust.  
A Stocktake of Progress  
November 2005

1. Introduction

The co-chairs of the multi agency partnership, 'Children Leeds', undertook a stock take of progress in Leeds, towards arrangements required for a functioning children's trust. A set of key questions from the Government's Managing Change document were used to guide the analysis.

2. Summary Position

Sub groups of Children Leeds Partnership have been leading the development of key areas for change since February 2005. A lot has been achieved and this has been reported regularly to the Strategic Partnership meeting, and has also formed part of this monitoring report to the Council's Executive.

It became apparent during the summer that it was timely to develop a detailed overview of progress as the basis for

- i. Information into the Children and Young People's Plan (CYPP)
- ii. Formulating a clear view of our position to inform an incoming DCS
- iii. Understanding our level of preparation against the nationally set objectives and milestones.

Overall there has been good progress and this is set out below. This appendix also identifies the key issues for each development area. The area most requiring additional focus and effort is information, advice and support for parents, carers and families.

There has been real benefit in dividing the work into focussed subjects led by subgroups of the Children Leeds Partnership. There is, however, an urgent requirement to establish a single comprehensive coherent plan for the developments to enable co-ordination and maximum pace and impact.

This will need to align with objectives set out in the CYPP and will set the work programme for 2006/07. This will therefore be a priority for the new Director of Children's Services to lead on.

3. Key Areas of Development.

a. Integrating Front Line Services.

General comments. There is commitment and readiness amongst front line managers and staff. There is also a wide range of examples across the city of improved partnership work and moves towards integration across services such as early years, family support services, health visitors, speech and language and Sure Start.

The developments are not yet sufficiently comprehensive, coherent and well co-ordinated to achieve the maximum pace and effect required.

Key Issues

- Wider involvement of schools.
- Need to better align development of extended schools and proposals for integrated services.
- Need to define Leeds' universal and targeted services.
- The proposal to pilot integration in West Leeds needs a comprehensive and resourced project plan (to be finalised at Every Child Matters (ECM) Directors Meeting January 2006).
- A single overview plan required for progressing integration across each of the five wedges.
- The size and complexity of this change means a method of capturing and recording evidence of change. Improved outcomes must be established to provide a basis for tracking and learning.

b. Information advice and support for parents, carers and families

General comments. There is established good practice e.g. the Families Directory, and the behaviour audit used by schools. There are good information sites on the Web, and access to the Children Leeds website as part of the Leeds Initiative information Service. Developments in this area are, however, currently partial and not well owned and led by the partnership.

Key Issues

- This whole area requires considerably more work to scope ambitions and opportunities and then to set priorities for development.
- The work needs to connect to the Customer First programme in the council, and to information and knowledge management systems and processes across the agencies.
- The work needs to be part of a communications strategy for the Every Child Matters agenda in the city.

c. Common Assessment Framework (CAF)

General comments. A lot of good preparation work has been completed which has secured sign up from staff and particular support from DfES Government Regional Office for us to trial enabled CAF. There is also agreement that this development will be a significant component in the West Area pilot (see a. Integrating Services). There is a real opportunity to focus initial implementation of CAF at the point of early intervention and support for parents. This will help secure multi agency adoption of the practice and crucially involve voluntary sector services.

Key Issues

- A detailed specification of objectives and arrangements is required for this component of the West Area pilot.
- The implications of developing an e-CAF link to the pilot (including resourcing) need to be considered and a decision about taking this forward as part of West pilot must be made. (ECM Director's Meeting January)
- A plan for future roll-out across all areas of the city.
- The current development of a training programme to be finalised in time to support pilot and roll out plans.

d. Information Sharing Across Agencies

General comments. The Early Years Directory provides a good baseline for a comprehensive online service directory which anyone online can access. Sharing information about individuals is more challenging because i) the Government have not yet determined their required system for tracking *all* children and ii) professionals continue to have variable sign up to accepted practice which is set out in good multi agency protocols that already exist in the city and which are supported by a multi agency training programme.

Key Issues

- To stop any further development of new databases in Leeds, the opportunity to consolidate information sharing practice based on current protocols as part of West Area pilot must be seen as an important component of the project.
- A more rigorous approach to cultural and practice changes must be secured. The use of named experts could help to develop staff confidence in use of the protocols.

e. Integrated Children's System (ICS)

General comments. The Leeds Electronic Social Care Record (ESCR) system is able to meet all the requirements specified for this system. The implementation of the system is meeting Government target dates i.e. 1<sup>st</sup> January 2006 for all new referrals, 1<sup>st</sup> January 2008 for all current cases.

Key Issues

- The Government have not yet determined what will be the 'unique identifier' for each child. (see also d.)
- Completing the mapping of ICS exemplars into ESCR.
- Sustaining compliance of full use of the system by all staff at all times.

f. Participation

General comments. This area of development is strong and making excellent progress. There is real benefit from the independent provision of special support to the voice of Children and Young People from 'The Project'. The development of specific work to encourage the voice of parent and carers has also been effective. Developments are exciting and encouraging.

Key Issues

- An overall framework for participation must now be established which can be easily explained and understood by participants and workers across the city. A position statement of progress to date and further development proposals is also required. This together with the framework will provide 'a story' of where we are going, for what purpose and how far we have travelled. This seems crucial to achieve the high standards of participation we aim for.
- The future use of a co-ordinator role currently part of 'The Project' (but vacant) needs to be resolved.
- A method to track how practice is informed and changed by effective consultation must be established.

#### g. Partnership Arrangements

General comments. A good strategic partnership has been built over the last 18 months, and all participating agencies have contributed to the ECM work programme to date. This has produced working group arrangements which have led to achievements to date. There is also now a clear sense of the next stage of development for the overall partnership, informed by the analysis undertaken by Leeds Initiative on behalf of the group.

##### Key Issues

- Implementing proposals to establish a wider partnership group (Children Leeds) and a 'Children's Trust' executive.
- Agreeing terms of reference for the Children Leeds partnership and determining area based partnership arrangements.
- A statement describing the steps required to progress the establishment of a Children's Trust and commissioning arrangements which will need to be agreed by the new DCS.
- A plan for overall cultural change which will underpin realisation of our partnership ethos. A set of partnership values identified at a recent cultural change workshop can be used as a template for change and benchmark for progress. This now needs to be considered by Children Leeds.

#### h. Commissioning and Pooled Budgets

General comments. There is emerging agreement about a model for commissioning and a tool kit for development of commissioning practice is currently being shared and discussed. There are no pooled budgets, although strong alignment of activity in some areas of services e.g. multi agency looked after children partnership and disability services.

##### Key Issues

- Securing an agreed approach in commissioning for Children's Services which is consistent with commissioning practice across the Council and other partners. The current changes in Health Services (Fitness for Purpose Review) provide the opportunity to align practice in the council and PCTs.
- Taking the opportunity provided by Local Area Agreements to secure pooling arrangement.
- Development of an initial overview of children's health services across the city.
- Development of an initial commissioning strategy resultant from the CYPP.
- Secure adequate funding for new arrangements to support DCS and ECM development agenda for 06/07.

#### i. Market Development and Management

General comments. Some critical market issues are identified e.g. supply of foster care, supply of workforce (any others please), and we have considerable experience of market development in specific areas e.g. early years, but as yet we have no coherent approach to market development and management.

##### Key Issues

- This needs developing as part of the overall development of commissioning practice.
- Must connect to the current review procurement in the Council.

j. Understanding the Needs of the Local Area

General comments. We have a lot of background data and have significantly improved our ability to collate and analyse this across all aspects of children's services as a result of a specific piece of work done to prepare for the CYPP. This has included information and views directly from children, parents and carers. We have commissioned work from Darlington which will analyse how effectively services match needs and identify significant gaps. This will also inform the CYPP.

Key Issues

- Sustaining and extending the use of the Dartington-I method will teach agencies in Leeds.
- Resourcing further development in needs analysis.
- Directly linking needs analysis to a commissioning strategy which will potentially redeploy resources to new priorities.

k. Joint Planning

General comments. We are on target to produce the first CYPP by April 2006. The involvement of children and young people, carers, practitioner and manager across agencies has been excellent and should pay dividends in the quality of the plan and the ownership of it.

Key Issues

- Launch and dissemination of the plan now needs planning.
- Arrangements to secure achievement of objectives are not yet wholly determined.
- Preparation for 1<sup>st</sup> review of the plan for 2007 is required.

l. Local Authority Partnership Work

General comments. There is overall effective engagement by Leeds councils with key partners in all of the required developmental areas.

Key Issues

- The workstream focussing on workforce planning now needs to ask for more support from the Council's corporate HR service.
- The participation of the police in Children Leeds needs to be addressed.

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**REPORT OF**            **Director of Social Services**

**REPORT TO**         **Executive Board**

**DATE:**                **14 December 2005**

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**SUBJECT:**            **A Commissioning Strategy for Day Services.**

<p><b>Electoral Wards Affected :</b></p> <p style="text-align: center; margin-top: 20px;">All</p>	<p><b>Specific Implications For :</b></p> <p>Ethnic Minorities            <input type="checkbox"/></p> <p>Women                            <input type="checkbox"/></p> <p>Disabled People                <input type="checkbox"/></p>
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<p><b>Executive Board Decision</b></p>	<input type="checkbox"/> /	<p><b>Eligible for Call In</b></p>	<input type="checkbox"/> /	<p><b>Not eligible for Call In (details contained in the report)</b></p>	<input type="checkbox"/>
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**Executive Summary**

To seek Executive Board agreement to a set of principles that will guide the development of a commissioning strategy for day services for adults and older people. To agree that a process of further consultation will take place and that Executive Board will receive further reports, for the different services areas, which will contain specific recommendations for a commissioning plan in that service area.

**1.0 Background**

1.1 Day Services for adults and older people have a long history going back to the National Assistance Act 1948. Initially day services for older people were set up to provide social contact and avoid isolation. They provided a base where older people could meet, receive a hot meal and enjoy social activities with people of a similar age. Although there is a network of centres providing a good spread across the city, it has been the tradition to provide transport for those people attending the day centre. Although buildings were designed to provide social activities, the needs of older people have changed significantly as life expectancy has increased. Today

some centres are providing specialist care for people with dementia and others have been adapted to provide more personal care and rehabilitation.

- 1.2 The history of day care for disabled adults is very different. Historically the service was designed around an ethos that disabled people required some form of occupational therapy as an alternative to securing paid employment. For learning disabled adults, buildings known as Adult Training Centres were developed which are designed around the principle of an industrial unit or workshop. Up to 10 years ago it was still the practice to engage people in repetitive work, for which they received a small payment. The tradition in mental health day centres is different, with greater emphasis on talking therapy, activities which build self confidence and greater service user involvement. However the service overlaps with some NHS facilities and a range of day service provision historically provided by the voluntary sector.
- 1.3 The Social Service department now finds itself with a legacy of buildings designed for a different purpose. Already there is a range of new services which are not dependent upon a day centre for their delivery, such as the Pathway Service which finds work placements for learning disabled people; there are significantly changed customer expectations of the service, for example the growing network of day services organised and run by older people within the voluntary sector; and finally a new national policy framework which places an emphasis on social inclusion through employment (Leeds now has over 200 places for supported employment through the Workstep programme), access to universal services and active citizenship. All of these trends and service developments are driving the need for change.
- 1.4 The policy framework for day services<sup>1</sup> has been a key factor in influencing other programmes of service modernisation, including the Independent Living PFI for people with a learning disability and mental health needs. Similarly for older people, new services which seek to maximise their independence and support living at home are important developments. The significant investment in neighbourhood community care schemes for older people since 1994 provides for community based preventative services which are socially inclusive. These services ensure that older people themselves are taking the lead through their active involvement and mutual support. Independent evaluation of the neighbourhood community care schemes confirms that older people prefer to receive services and support from their local scheme and the services provided by the schemes encourage the social inclusion of older people and contribute to social cohesion for example through inter-generational work.
- 1.5 The challenge now facing the department is to design and commission a day service for adults and older people which is able to meet a wide range of need in an appropriate setting. By way of example a day service for learning disabled adults must meet the following needs:

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<sup>1</sup> Opportunity Age – white paper, March 2005    Valuing People – A New Strategy for Learning Disability for the 21<sup>st</sup> Century, 2001, Mental Health and Social Exclusion: Social Exclusion Unit ODPM 2004.



- For learning disabled young people, work with the further education and training sector to provide life skills, basic literacy and numeracy, and access to employment training.
- For people with challenging behaviour, skilled staff supervision and support in safe environments, with highly structured activity programmes.
- For people with complex physical and learning disability needs, skilled staff care including personal care and stimulating activity.
- For parents who are carers of learning disabled people, daily respite both in the home and out of the home.
- For people living independently or in a group home, support with a weekly programme of structured activity delivered in the home or the local community.
- For people able to work in supported employment settings, continuing support for existing work placements and the development of new opportunities through social enterprises. ( SLATE in south Leeds is an example of a new social enterprise working with learning disabled people)

1.6 A similar approach could be taken in segmenting the needs of older people and people with mental health needs for different types of day time support and care. What emerges from this analysis is a pressing need to consolidate those new services which go some way towards meeting a greater diversity of need and a strategy which ensures that available resources are maximising opportunities for disabled adults and older people. This can not happen whilst the current service is primarily based around a building which in many cases is no longer able to meet the purpose for which it was designed.

1.7 A starting point on the journey to modernise day services is a set of key principles which together describe a vision for the future. The principles are derived from the policy framework referred to in paragraph 1.4, consultation and involvement of customers in transforming some existing services (e.g consultation on the Independent Living PFI and widespread consultation with older people on the theme of active citizenship) and experience of newer services and the outcomes for customers that they have achieved.

## **2. Commissioning Principles**

2.1 This is a set of broad principles which together will provide the framework for a further more specific consultation exercise. This will inform the commissioning

strategy for day services tailored specifically towards meeting the needs of people with different disabilities or older people.

The principles include:

- Services which enable vulnerable and socially excluded people to access mainstream and universal services appropriately (signposting)
- Day care and support which enable people to live independently and safely within the community.
- Services, which offer choice and are flexible in the way that they can meet people's need.
- Services, which are designed to meet the needs of carers.
- Services which are focused on rehabilitation in a community setting
- Services which are designed specifically to provide personal care, therapy and treatment, in appropriate settings.
- The role played by the voluntary and community sector in providing social activities and preventative support should be incorporated within the commissioning strategy.

**2.2** At this stage this is not viewed as an exclusive list and further principles could emerge through the consultation process. To illustrate what a day service for an older person could look like in the future, applying these principles, there follows a short scenario.

**In 2000**, Jane Smith was 74 years old, physically active and living in the family home, a small semi-detached house in Cookridge. Her grown up son and daughter live nearby and there is frequent family contact. Her husband died suddenly after a short illness. Once the funeral was over and his affairs settled Jane felt very lonely and depressed. A friend suggested that she contact OPAL the local neighbourhood community care scheme for that area. Jane began to attend a luncheon club, was put in contact with other people of her age also recently bereaved, and together they made new friends, meeting regularly to play Scrabble, enjoy outings and social events organised by OPAL. Five years after her husband's death Jane had a minor stroke herself. Fortunately she made a good recovery and is able to return home after three weeks in hospital. A social worker organised for her to attend a rehabilitation centre where she received help with improving her walking and advice on self care now that she had an impairment. Jane felt re-assured that she could continue to live in her own home because the staff gave her the confidence to do so.

Despite her impairment Jane still had her network of new friends and a volunteer driver from Opal now helped her to attend the luncheon club and social events. However with her increasing age her memory began to fail and she became

increasingly dependent on support from her family. Her daughter sought further advice and a social worker visited again to make an assessment. Despite her failing memory the specialist advice and support she received emphasised the importance of familiar surroundings and maintaining daily routines. A specialist resource centre for people with dementia provided help with putting together a weekly programme which included visits from a specialist community care worker, attendance at the centre one day per week to ensure personal care needs were being met and telephone contact three times each day using new technologies which can help to ensure that people are safe. Volunteers from Opal continued to play an important part in this weekly programme. The Resource Centre has a small team whose sole job is to liaise with and support family or other carers. Attendance at the Resource Centre is tailored according to circumstances and can be increased at short notice for example when the family carer is away on holiday.

### **3. Work to date.**

#### **Learning Disability;**

- 3.1 Feedback from a series of day service consultations, information events and road shows indicated that the priorities of learning disabled service users, carers and staff, fell into 4 main priority areas; education; employment; community access and 'all means all'. These priorities have formed the focus of the Day Service Modernisation planning and this has been reinforced by the work of various task groups, a pilot exercise with Horsforth Day Service users, carers and staff and through ongoing liaison with the Valuing People Support Team.
- 3.2 A further key driver in modernising the service is the Independent Living PFI, which will provide a new model of service. It is vital that in planning for the future lives of people who will benefit from the new housing and care services that day services feature in those plans. A major consultation exercise is underway with future tenants and their families. However, at the present time there is no agreed commissioning plan for the day services element. With the work already undertaken and agreement to the principles set out in this report it is anticipated that a detailed commissioning plan can be brought to the Executive Board in the next three months.

#### **Mental Health.**

- 3.3 Mental Health day services are the subject of a two year modernisation programme funded through the Mental Health Support Grant. Consultation events commenced in 2005 and models of future service provision are being developed with assistance from the National Development Team.
- 3.4 The modernisation process in both learning disability and mental health will be linked to the service proposals contained in the Independent Living PFI to replace existing accommodation services.

## **Older People, disabled people and those with sensory impairment.**

- 3.5 Day services for older people are currently the subject of two pilot projects to “test out” different models of service provision. Future provision will also be influenced by the major reconfiguration of health and social care services in Leeds being introduced through the “Making Leeds Better” programme.
- 3.6 For younger disabled people Armley Resource Centre already offers a model of service, which is organised and managed by disabled people, offering a flexible range of activities and support. A resource has been secured to undertake further consultation with disabled people and other interested parties about the range of day services currently available and what changes are required.

## **4.0 Next steps - Consultation Plan and Implementation.**

- 4.1 The Social Services Department has a strong commitment to, and experience in, consulting and involving service users, carers, staff and other interested parties in the planning and implementation of new models of service delivery.
- 4.2 A plan for consultation and both proactive and reactive media relations has been drawn up. It identifies a number of key audiences: service users, carers, the general public, the media, employees and elected members. Clear and transparent messages have been drawn up for each key audience explaining improvement in service, promoting independence, services tailored to individual needs, meeting the needs of carers, and staff and elected member involvement and consultation.
- 4.3 Consistent with the commissioning principles described in this report is the adoption of terminology which better describes the new service. For example the service which is designed to support carers could be called ‘Time for Carers’. This would be marketed as a comprehensive support package for carers, offering greater flexibility and choice for both the carer and the cared for person. It would also guarantee that each carer receives an individual assessment. Similarly, the service which will provide access to training, employment and leisure opportunities for learning disabled people could be called ‘Opportunity’ and build on existing partnerships with FE Colleges, Jobcentre Plus and city-wide leisure facilities. Distinctive branding, coupled with service guarantees and partnerships between service providers will give a greater sense of ownership for those people who use the services in the future.
- 4.4 The consultation plan recognises that the work to modernise the various strands of day care (older people’s learning disability, physical disability, mental health) is at different stages of advancement. The following paragraphs describe consultation that has already been undertaken.
- 4.5 For mental health day services a stakeholder event was held in June 2005, and with further consultation events since that date the project is ready to begin the process of describing a new model of service, fully integrated with health service and voluntary sector service provision. The results of this consultation have fed into the preparation of this report. With Executive Board agreement it is anticipated that a further

consultation event based on a redesigned model of service would be ready for further consultation in January 2006.

- 4.6 As both commissioning and service delivery is already undertaken jointly with the health service, the Leeds PCTs and the City Council will need to give final approval to these plans simultaneously.
- 4.7 A programme to modernise day services for learning disabled people has been the subject of an extensive consultation exercise between 2002/2003. This resulted in a vision for change being developed which was subsequently adopted by the Learning Disability Partnership Board. Following this a pilot project was developed at Horsforth day service, where service users, carers and staff have been involved in developing a new model of service based on the needs of people using that service. The plans for the Horsforth Day Services pilot received approval by the Executive Board in 2003.
- 4.8 The components of a redesigned service are well understood from the consultation already undertaken and national requirements set out in the Valuing People programme. With Executive Board approval the next step will be a detailed consultation exercise across the eight locations for the current day service. Each of these centres draws people from across the city, so in effect a re-designed service would have to be planned on a city wide basis in the first instance. By way of preparatory work an analysis of the geographical location of current service users and the day services they use has been undertaken. A summary of this analysis can be found at Appendix 1. This consultation would begin immediately and the aim would be to complete the business case for the modernisation of the service by June 2006.
- 4.9 Day services for older people have not been the subject of either extensive or preliminary consultation at this stage. The trend has been for the emergence of new services, primarily within the voluntary sector and the development of specialist services, for example a new day service provision for people with dementia at Moor Allerton. Because of the scale and the different circumstances on the ground the proposal is to develop plans on a rolling programme in each of the five wedge areas. The west area has been identified as the starting point for a programme to re-design day service provision. A meeting has already taken place with stakeholders in the area, to begin the planning process, identifying local partners and detailing the consultation which involves service users and staff. This approach is predicated on an assumption that re-designed services will have a strong local component, offer greater choice, including personal care and rehabilitation and will be delivered through partnerships with the voluntary sector and health service. With Executive Board approval the department will aim to confirm plans and begin the implementation process for three of the five areas during 2006.
- 4.10 The department well understands the concerns that existing users will have when plans to redesign services are consulted on. Clear and unequivocal assurances will be given to existing service users about the continuation of services, the maintenance of friendship groups and the commitment to improve flexibility and choice. An individual plan will be drawn up for existing service users to ensure that their needs are properly met through re-designed service provision.

4.11 It is planned that during January the department will commence an extensive consultation on the commissioning principles set out in this report. The media strategy will target local press and radio, open meetings will be held for key stakeholders and the City Council's web-site will be used for an interactive consultation, which proved successful during a recent Home Care consultation. Also included within these plans is a seminar for elected members.

## **5.0 Conclusion**

5.1 Day services have an important part to play in the promotion of independence, life fulfilment and social inclusion. In order to ensure that day services are meeting these expectations there is a need to develop a commissioning strategy that establishes the principles set out earlier in this report and the means of achieving it which will include the modernisation of existing services.

5.2 Overall, the department will seek to commission day services which are fully participative, which target resources at the most vulnerable people, and by working closely across the Council and with partner agencies ensure that disabled people and older people gain access to employment and other universal services to improve their life opportunities. Our aim will be to have a modern service which can demonstrate positive outcomes for people.

5.3 With the agreement of the Executive Board, the department will proceed with further consultation with customers and other interested parties on the commissioning principles and related service models described in this report. The results of consultation will feed into specific commissioning plans for each of the care groups. With work that has already been undertaken it is anticipated that a further paper on the commissioning plan for learning disability day services will be ready by January 2006. Further reports on other service areas will follow shortly afterwards. The commissioning plan will describe the type of services to be provided, the projected numbers of people who will use those services and the resources required to deliver the service. It will also describe how the Council's Procurement Strategy will apply to the service.

## **6.0 Recommendation**

6.1 Members are asked to agree:

- To the principles that underpin the department's commissioning policy on day services.
- To consultation taking place on these principles and the more detailed service model for each of the service user groups.
- To the preparation of a commissioning plan for day services for each of the service user groups for approval by Executive Board.

## APPENDIX

Overall City Wide Distribution of Service Users – October 2004

WF\*= Leeds service users living in WF2,3,6 &amp;17.

PCT	Post code	Living with carers		Social Serv. Res.		Private & voluntary		Health Authority		Total
			W/C		W/C		W/C		W/C	
S	Ls10	33	6	3	0	3	2	0	0	47
S	Ls11	37	0	0	4	1	0	4	1	47
S	Ls26	20	0	22	2	9	0	0	2	55
S	Ls27	15	4	1	0	2	3	0	0	25
S	WF*	9	1	19	2	23	2	0	0	56
S	Bd11	5	1	0	0	0	0	0	0	6
<b>Total</b>		<b>119</b>	<b>12</b>	<b>45</b>	<b>8</b>	<b>38</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>236</b>
E	Ls9	27	6	1	0	1	3	0	0	38
E	Ls14	24	5	34	3	0	1	4	0	71
E	Ls15	26	4	4	0	1	0	5	0	40
E	Ls25	10	3	0	0	6	1	0	0	20
E	Wf10	4	0	0	0	0	0	0	0	4
<b>Total</b>		<b>91</b>	<b>18</b>	<b>39</b>	<b>3</b>	<b>8</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>173</b>
NW	Ls1	0	0	0	0	0	0	0	0	0
NW	Ls2	0	0	0	0	4	0	0	0	4
NW	Ls3	2	0	0	0	0	0	0	0	2
NW	Ls4	3	0	0	0	0	0	1	0	4
NW	Ls6	13	1	22	3	3	0	9	0	51
NW	Ls16	9	1	19	0	0	0	1	0	30
NW	Ls18	7	1	18	0	33	0	0	0	59
NW	Ls19	9	2	27	1	0	0	2	1	42
NW	Ls20	2	0	0	0	0	0	0	0	2
NW	Ls21	11	1	0	0	0	0	0	0	12
NW	Ls29	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>56</b>	<b>6</b>	<b>86</b>	<b>4</b>	<b>40</b>	<b>0</b>	<b>13</b>	<b>1</b>	<b>206</b>
W	Ls5	5	1	0	0	2	0	9	0	17
W	Ls12	29	2	0	1	9	1	0	0	42
W	Ls13	25	2	30	1	2	1	0	0	61
W	Ls28	18	6	0	0	2	1	0	0	27
W	Bd3	0	0	0	0	1	0	0	0	1
<b>Total</b>		<b>77</b>	<b>11</b>	<b>30</b>	<b>2</b>	<b>16</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>148</b>
NE	Ls7	31	4	2	0	26	0	15	0	78
NE	Ls8	23	4	0	0	13	4	1	3	48
NE	Ls17	13	5	3	0	8	1	3	0	33
NE	Ls22	11	0	28	1	8	1	0	0	49
NE	Ls23	3	1	0	0	6	1	0	0	11
<b>Total</b>		<b>81</b>	<b>14</b>	<b>33</b>	<b>1</b>	<b>61</b>	<b>7</b>	<b>19</b>	<b>3</b>	<b>219</b>
		424	61	233	18	163	22	54	7	982

## City Wide Summary

982 people currently attend the eight Social Service day services who live in the Leeds PCT boundaries. Of these 108 are wheelchair users.

485	49.4%	Live with carers or independently
251	25.6%	Live in Social Service hostels or group homes
185	18.8%	Live in private or voluntary sector homes
61	6.2%	Live in St Annes / Health Authority group homes
982	100%	Totals

236 Live in South PCT  
173 Live in East PCT = 409 Live in south of city (as split along care management lines)

206 Live in North West PCT  
148 Live in West PCT  
219 Live in North East PCT = 573 Live in north of city

982 Total

Out of the 409 who live in the south – 66 currently attend a service in the north : (16 Bramley, 4 Wetherby, 4 Horsforth & 32 Potternewton)

Out of the 573 who live in the north – 129 currently attend a service in the south : (26-West Ardsley, 65 Moor End, 6 Rothwell & 32 Ramshead Wood)

**\* Therefore every day 195 service users are travelling to a day centre in the opposite side of the city to where they live.\***

### Of the 485 Living with carers :

131 Live in South PCT = 240 Live in South of the city  
109 Live in East PCT  
62 Live in North West PCT  
88 Live in West PCT = 245 Live in North of the city  
95 Live in North East PCT



**REPORT OF** Director of Social Services and Director of Neighbourhoods and Housing

**REPORT TO EXECUTIVE BOARD**

**DATE : 14<sup>th</sup> December 2005**

**SUBJECT : The Leeds Tobacco Control Strategy**

**Executive Summary**

Smoking is the greatest single cause of premature death in the UK – whether through being an active smoker or through inhaling second-hand smoke. It also contributes to health inequalities. Control of tobacco and exposure to tobacco is a national public health priority and reducing the number of smokers is a shared priority between the NHS and local government in relation to Comprehensive Performance Assessment.

A new Tobacco Control Strategy for Leeds has been prepared by a multisectoral team led by the Leeds Primary Care Trusts and working under the umbrella of the Leeds Initiative Healthy Leeds Partnership Group. The Council is requested to join other partners in supporting this Strategy.

**1.0 Reason for Report**

- 1.1. A multi-agency group chaired by the Director of Public Health for North West PCT and working to the Healthy Leeds Partnership has produced a Tobacco Control Strategy (attached) which partners are now being asked to approve.

**2.0 Background: *Choosing Health* and the government’s new Health Bill**

- 2.1. The White Paper *Choosing Health* (2004) followed widespread consultation and signalled that all government and NHS premises should be smokefree by the end of 2006, with other enclosed public places and workplaces (with some exclusions) being smokefree by the end of 2007 subject to consultation and legislation. The national Healthy Schools Standard will require Healthy Schools to be non-smoking by the end of 2007.

- 2.2. After further consultation this summer, a Health Bill was issued on the 27<sup>th</sup> October. The Bill seeks to make premises smoke free if they are open to the public and enclosed or substantially enclosed. These include workplaces used by more than one person or visited by the public. However the government currently proposes to exempt licensed premises not serving food and the status of private clubs will probably be determined through parliamentary debate. Residences will be exempted.
- 2.3. Local authorities are predicted to have a major enforcement role, probably through Environment Health Services, although, if the legislation is to be successful, much of this will consist of supporting organisations and employers to prepare for smokefree status. The cost of enforcement is expected to be met by central government.
- 2.4. Legislation elsewhere, including in Ireland, has been largely accepted. Smoking cessation has increased and tobacco sales have gone down. Air pollution has been significantly diminished and early reports suggest a decrease in myocardial infarctions (heart attacks) over the last year. Similar results have been reported in other areas, especially in the United States, where tobacco controls have been implemented. Smoking prevalence in California is now about 14.5%.
- 2.5. A new Tobacco Control Strategy for Leeds (previously called Tobacco Action Plan) has been prepared by a multisectoral group headed by Dr Ian Cameron, Director of Public Health of North West Primary Care Trust and working to the Healthy Leeds Partnership of Leeds Initiative. It makes the case for tobacco control from first principles before outlining what action is recommended to meet the smoke stop targets set by the Department of Health and in support of the proposed legislation.
- 2.6. The Strategy has five objectives:
- to increase support for smokers who want to stop smoking
  - to increase the number of smoke free environments
  - to increase awareness and understanding of the impact of tobacco use upon health
  - to reduce access to tobacco products
  - to ensure the developments are informed, co-ordinated and supported by a trained workforce

### **3.0 Implications for the Council**

#### **3.1. Wellbeing.**

The Council has a general function for the promotion of wellbeing in Leeds (Local Govt Act 2000) and has particular duties to its employees, both non-smokers and smokers.

#### **Partnership:**

The Council has a general duty to collaborate with the Health Service on matters of public health. The White Paper, Choosing Health: Making Healthier Choices Easier describes six priority areas for action, the first of which is reducing the number of people who smoke. The City Council was a partner in the previous Tobacco Action Plan for Leeds. Development of a smoke free approach was successfully applied to locations as diverse as the White Rose Shopping Centre and Wetherby Young Offenders Unit (smokefree from January 2005).

**Enforcement:**

The Council will be significantly involved in the enforcement of any legislation which is passed, and should therefore be seen to be acting consistently and supportively. However the strategy in itself does not imply any new enforcement responsibilities for the City Council.

**Leadership:**

Endorsement of the Strategy will mean that the Council is seen to champion and be working jointly with partners towards the objectives listed in 2.6 above. Until such time as legislation is enacted this strategy seeks to encourage employers and public bodies to adopt similar policies to the one presented to the Executive Board later on this agenda. The Council's leadership role is important if others are to adopt similar policies, and in this way achieve the objectives of the strategy.

**4.0 Recommendations**

- 4.1. Executive Board is requested to agree and support the objectives of the Tobacco Control Strategy as listed at 2.6, and to note the implications for the City Council of the Leeds Tobacco Control Strategy.

**REPORT OF Director of Corporate Services**

**REPORT TO EXECUTIVE BOARD**

**DATE: 14 December 2005**

**SUBJECT : Achieving a Smoke Free Leeds City Council**

**Electoral Wards Affected :**

ALL

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

Executive Board Decision

Eligible for Call In

Not eligible for Call In (details contained in the report)

## 1.0 Executive Summary

- 1.1. At its meeting on 14<sup>th</sup> September the Council acknowledged the damaging effect that passive smoking can have on peoples' health and required that the Chief Executive should enforce the Council's current Smoking at Work Policy following a report to Executive Board.
- 1.2. LCC recognises its responsibilities as an employer to provide smoke-free workplaces and support for employees who may wish to stop smoking.
- 1.3. This report sets out a framework for implementing fully the existing policy, whilst recognising the importance of effective consultation to identify solutions to areas of particular challenge such as hospitality services and residential/domiciliary care.

## 2.0 Background

- 2.1. LCC approved its "Smoking at work" policy in December 1993 and it came into effect 'on a phased basis' on 1st June 1994.
- 2.2. The first phase permitted the provision of smoking rooms, the second and final stage was the withdrawal of smoking rooms 'on a consultative basis' - this was due to commence on 1st December 1994 and to be completed by the end of December 1995. The intention was that with effect from 1st January 1996 all LCC buildings and vehicles would be no smoking areas. To date the second phase has yet to be achieved.

### **3.0 Drivers for Change**

- 3.1** LCC is committed, through the People Strategy, to improving safety, well-being and attendance within its workforce. Implementing fully the existing smoking policy and providing support to people who wish to stop smoking is an important element of this.
- 3.2** The Leeds Initiative “Vision for Leeds 2004 to 2020” undertakes to protect the health of people at work by providing smoke free environments, and also commits to providing information and support to people who want to stop smoking.
- 3.3** It is also important for LCC, through the Corporate Priority Board for Health and Well-being, to work in parallel with partner organisations across the city in achieving smoke freedom, for example Leeds Mental Health Trust and Leeds Teaching Hospitals Trust, both of whom are working towards smoke free environments.

### **4.0 A Smoke Free Leeds City Council**

- 4.1** As a major employer, it is proposed that the Council supports the health of its employees and the public using its services by fully implementing its Smoking Policy and updating the supporting Code of Practice.
- 4.2** There is strong evidence for the harm caused through second-hand tobacco smoke. Nationally, exposure to smoke at work is estimated to account for 700 deaths (compared to 226 deaths from industrial accidents). Smoke free workplaces will protect all workers especially cleaners, carers, and those in hospitality services.
- 4.3** A number of key issues will require resolution in order to achieve smoke free working environments, these include:
- The removal of “temporary” facilities for staff that have remained in place for over 10 years.
  - Consideration of possible impact on our ‘hospitality’ services and revenues.
  - How to protect our employees who work in domestic premises.
  - The special arrangements needed for regulating smoking in certain establishments such as hostels and residential care homes. This issue will require an additional 12 months for preparation. Further debate will be required to ensure a balance of the need to protect workers and still permit a degree of freedom and choice for residents in what is a home as well as a workplace.
- 4.4** It is important that consultation with trade unions and other stakeholders is thorough and that support and advice is provided for those employees who may choose to give up smoking. Any significant issues raised during consultation will be brought back to Executive Board for further discussion.

## **5.0 Timescale**

It is proposed that the Council's policy on Smoking at Work is implemented on a phased basis as set out in a detailed action plan which allows sufficient time for research and consultation. World No Tobacco Day on 31<sup>st</sup> May is proposed as the effective date for implementation of the first phase. Subsequent phases will be dependent on the development and piloting of mechanisms to control employees' exposure to tobacco smoke in domestic workplaces and in hostel and residential care accommodation.

## **6.0 Recommendations**

The Executive Board is asked to approve the plan to implement the Council's Policy on Smoking at Work, as set out in this report.

Agenda Item: [Number]

Originator: Andrew White

Tel: 0113 2660014

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## Report of the Chief Customer Services Officer

Meeting: Executive Board

Date: 14 December 2005

Subject: **SIXTH IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT BY LEEDS CITY COUNCIL (IEG 5)**

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### Electoral Wards Affected:

All

### Specific Implications For:

Ethnic Minorities

Women

Disabled People

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Executive Function

Eligible for Call In

Council Function

Not Eligible for Call In  
(details contained in report)

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### Summary

The Council is producing its sixth Implementing Electronic Government (IEG) statement, to demonstrate progress towards the target of 100% electronic service delivery capability by 31 December 2005 (BVPI 157). The statement will cover the Council's local priorities, summarises our position against areas of good change management practice, plots our progress against 54 national priority outcomes, and details our IEG-related expenditure and savings.

IEG statements are a useful progress check against our aim to modernise the Council by transforming services around our customers. It is practical in that it provides a view of us as one organisation, outlining what every citizen can expect from their local authority.

Our headline figure, currently more than 97% for BVPI 157, and predicted position of at least 50 national priority outcomes at 'green' status by 31 March 2006, indicates that the Council's investment in implementing electronic government has delivered good progress to date. This is within the context of a significant broadening of the e-government agenda, and recent changes in measurement by ODPM. The next steps of our work programmes for the Customer Strategy 2005-08 and the Efficiency (Gershon) Strategy will build on this progress by focusing on improving services for customers to generate efficiency gains.

## **1.0 PURPOSE OF THIS REPORT**

- 1.1 The IEG 5 statement is an electronic return, so work will be progressing to complete it until near the deadline of 19 December 2005. The statement will be sent under separate cover to Members on Friday 9 December, ready for Executive Board approval on 14 December 2005. It will then be submitted electronically to the Office of the Deputy Prime Minister (ODPM) and made available in the Members' Library and on the Council website/intranet.

## **2.0 BACKGROUND INFORMATION**

- 2.1 ODPM requires every council to produce an IEG statement, in order to demonstrate progress towards the target of 100% electronic service delivery capability by key dates in 2005/06. The format for recent statements has been significantly broadened in scope by the ODPM. The Council will be required to provide a further statement (IEG 6) in March 2006.
- 2.2 The statement reports progress towards full electronic enablement of services, known as Best Value Performance Indicator (BVPI) 157. It also covers the Council's local priorities, summarises our position against areas of good change management practice, plots our progress against 54 national priority outcomes, and details our IEG-related expenditure and efficiency gains (the latter as identified in our Annual Efficiency Statement Backward and Forward Views).
- 2.3 Our IEG 5 statement is intended to explain to the ODPM how the Council has spent the £900 k in total the Council has received in standard IEG funding since 2001. All authorities have received the same amount of funding, intended to 'pump-prime', rather than directly fund the totality of spending to deliver the transformation necessary. ODPM has warned that authorities failing to reach IEG targets may be obliged to repay some funding, and a poor IEG performance may also impact adversely on the Council's future CPA assessments.
- 2.4 The scope of 'IEG' and 'e-government' has grown significantly in recent years, far beyond the reach of the funding outlined above, as the IEG 5 statement makes evident. The overall responsibility for delivering e-government transformation lies Council-wide; however, service ownership is managed by Customer First Board (CFB). Progress and delivery, including technical development, is managed by Service Transformation Board (STB). Both CFB and STB are chaired by the Deputy Chief Executive.
- 2.5 Data for this IEG 5 statement have been gathered and the statement drawn from contributions from staff from across the Council, including Education Leeds. In particular, departmental Service Improvement and ICT teams have provided essential information and insight to complement the analysis and forecasts from Customer Services and ICT Services.



### 3.0 MAIN ISSUES

- 3.1 It should be noted that the format of the document, even the first section on the local context and priorities, has been prescribed by the ODPM. Opportunities for detailed narrative in the statement are limited, so it should be read in the context of other key Council documents such as the Council Plan, the Corporate Plan 2005-08, the ICT Strategy 2005-08, the People Strategy 2005-08, and the Customer Strategy 2005-08.
- 3.2 IEG 5 is a useful progress check on our plans to transform services around our customers. It is useful in that it provides a view of us as one organisation which can be compared against other authorities. In particular, the priority outcomes (section 1) are citizen-centric, outlining what every citizen can expect from their local authority.
- 3.3 An executive summary of the statement is as follows:

**Local context:** This is a free text section of up to 1000 words on how the Council is using e-government investment to deliver local services, linking the seven national priority themes to the Council's strategic outcomes. It also shows that we are using e-government to meet priorities around 'narrowing the gap', for example in social inclusion in Leeds.

**Section 1: National priority outcomes (self-assessment):** This is a 'traffic light' assessment, and prediction of our progress against 54 specified national priority outcomes with deadlines of 31 December 2005 and 31 March 2006. Our IEG 5 statement predicts that no outcomes will be 'red' by 31 March 2006. The majority will be 'green', with the possible exception of up to a maximum of four that may be 'amber', pending final judgement against implementation criteria.

**Section 2: change management (self-assessment):** Also adopting a 'traffic light' assessment, this section comments on areas of 'advisory' good practice.

**Section 3: BVPI 157:** This gives our state of electronic enablement against a new standardised national set of services. Electronic enablement is defined here as the delivery of a service, via the internet and/or other ICT methods, including delivery by telephone or face-to-face if the transaction carried out is electronically enabled at the point of contact between citizen and officer. We have made good progress, currently calculated at more than 97%, and are on track to meet our target of 100% by 31 December 2005.

**Section 4: Access channel take-up:** This section summarises our record and forecast of the actual take-up of electronically enabled services, as well as other access channels. We must continue to encourage and simplify electronic access and self-service. The section also uses the citizen-focused example of reporting a change of address once to the Council.

**Section 5: Local e-government implementation resources and expenditure:** This provides an overview of the current and forecast Council expenditure on IEG, broken down by various funding streams. This funding is expected to come from internal revenue and capital budgets as identified from Business Cases and the ICT Development budget.

**Section 6: Local e-government efficiency gains:** This provides an overview of the current and forecast Council efficiency gains, as reported in the mid-year Efficiency Update, broken down by the various elements identified in the Annual Efficiency Statement.

## 4.0 MAKING IT HAPPEN

- 4.1 IEG is closely linked to the Customer Strategy, the People Strategy, and the ICT Strategy, and the supporting action plans. The Customer Strategy sets out the Council's approach to improving the end-to-end customer experience, and to encourage increasing customer take-up of lower cost electronic access channels, such as web self-service. The ICT Strategy sets out the technical architecture which will enable this to happen. The People Strategy sets out how our HR and culture will adapt over time.
- 4.2 It is clear from our IEG 5 return that making it happen across the Council in 2005/06 remains a challenge. The work will continue to be led by CMT, alongside the Customer First and Service Transformation Boards, with strong input and co-ordination from the Chief Customer Services Officer and Chief ICT Officer. The workplan will be delivered through ownership and buy-in by service managers and service improvement managers across the Council. Major elements/enablers include:
- The establishment of the Council's Corporate Contact Centre as a centre of excellence for all high volume contact – our aim is for the Corporate Contact Centre to handle 90% of all public telephone calls by 2008;
  - The successful implementation of the Network Infrastructure Programme across the Council and the optimisation of available technology in the ICT technical architecture;
  - A fully transactional Council website, supported by easy citizen access to information, and enabling customers to self-serve;
  - A marketing and promotion plan to encourage significantly higher take-up of e-enabled services and citizen self-service, with mediated services targeted at key customer groups to combat exclusion;
  - Stronger and closer links with the Council's Efficiency Board and programme of work to achieve both cashable and non-cashable efficiency gains. Business change and benefits realisation to make necessary transformations and reinvest the savings.

## **5.0 NEXT STEPS**

- 5.1 The Council is required to make this statement available to all stakeholders, once it is finalized and submitted on 19 December 2005. It will be published on our website and intranet, and a copy made available in the Members' Library and to the Transforming Our Services Scrutiny Board.
- 5.2 Customer First Board members will continue to raise awareness of the statement across Council departments.

## **6.0 RECOMMENDATIONS**

- 6.1 Executive Board is asked to
  - Note the IEG 5 Statement and approve its contents.

**REPORT OF THE: Chief Officer (Executive Support)**

**MEETING: Executive Board**

**DATE : 14 December 2005**

**SUBJECT : A Local Area Agreement for Leeds**

<b>Electoral Wards Affected :</b>	<b>Specific Implications For :</b> Ethnic Minorities <input type="checkbox"/> Women <input type="checkbox"/> Disabled People <input type="checkbox"/>	
<b>Executive Function</b> <input checked="" type="checkbox"/>	<b>Eligible for Call In</b> <input checked="" type="checkbox"/>	<b>Not eligible for Call In (details contained in the report)</b> <input type="checkbox"/>

**Executive Summary:**

1. A Local Area Agreement for Leeds provides a unique opportunity to enhance the effectiveness of our partnership working; develop a stronger relationship with government; and, most importantly, deliver better outcomes for local people.
2. This report explains the background to Local Area Agreements and the selection of Leeds in the second round of local authorities to complete an agreement with Government by March 2006.
3. This report represents 'work in progress' and reports to Members our outline thinking as recently submitted to Government Office for Yorkshire and Humberside for their consideration.
4. A copy of the full submission is available to Members on request.
5. Members are recommended to endorse the current focus and direction of travel of the Leeds Local Area Agreement.

## **1.0. Purpose of this report**

- 1.1 The purpose of this report is to provide Members with an understanding of Local Area Agreements (LAA's); explain the progress made in Leeds in formulating our draft agreement, and; seek support in continuing our current direction of travel.

## **2.0. Background**

- 2.1 An LAA is a new contract/relationship between central and local government aimed at delivering better outcomes for local people. The underlying principles of an LAA are to help deliver national and local priorities; provide the scope to align and/or pool funding; and remove barriers to delivery through the agreement of freedoms and flexibilities.
- 2.2 LAA's are about a new way of working - one that crosses boundaries - enabling us to break down barriers which have previously impacted negatively on the delivery of our key priorities. Most of all, an LAA is an opportunity to make a difference. An LAA will enable us to join up public services more effectively and strengthen partnership working, providing a strong focus on outcomes and the achievement of those outcomes.
- 2.3 In June 2005, the ODPM announced that 66 authorities, including Leeds, had been selected to develop an LAA to be signed and agreed with the Government in March 2006 and become 'live' in April 2006.
- 2.4 There are four blocks in the LAA framework:
- Children and Young People
  - Healthier Communities and Older People
  - Safer and Stronger Communities
  - Economic Development and Enterprise
- 2.5 Within the four blocks, the council and its partners will negotiate and agree with Government Office a range of outcomes for inclusion in the LAA, along with indicators, targets and baselines for each. From among these priorities, the authority will need to agree with local partners priorities for improvement locally, incorporating and integrating Local Public Service Agreements where appropriate.

## **3.0. Leeds LAA Progress**

- 3.1 An initial workshop on 6 September 2005 drew together senior officers/partners from within the local authority and the Leeds Initiative and represented the starting point for our collective deliberations. Following this, a specific LAA Steering Group was established at the beginning of November to oversee the partnership development of the LAA chaired by James Rogers, Chief Officer (Executive Support). Membership is attached at Appendix 1. A document was submitted to meet Government Office deadlines on 25 November 2005 that represented 'work in progress'. This has received an initial favourable response and our work in progress document is described in outline form in section 4.0. A full copy of our 'work in progress' document is available to Members on request.

## 4.0. Current Proposals

- 4.1 Our LAA should be seen as a tool to help the city meet its longer-term aspirations as laid out in the Vision for Leeds (2004-2020). For this reason, we have limited our LAA proposals to areas of activity where there are particular obstacles in the way of effective delivery; where a multi-agency partnership approach is definitely needed, and; where greater freedoms and flexibilities are required to support the delivery of priority outcomes for local people.
- 4.2 Our proposals are grounded and informed by the city's own consideration of local priorities for the people of Leeds and the government's national priorities for economic, social and environmental well being. We are also developing our LAA in parallel with work responding to the approach from the Minister of Communities and Local Government, Rt Hon David Miliband MP, to the largest cities in England, challenging them to identify the barriers which hold back their performance, economically, socially and environmentally.
- 4.3 A strategy is emerging in relation to the direction of our LAA providing a growing sense of coherence and purpose that is not confined to the four blocks of the LAA structure. Across all themes we are concentrating on:
- People - issues that impact most on quality of life;
  - Individuals, families and communities;
  - Areas of deprivation – the 31 super output areas that fall within the country's worst 3% in a context of maintaining and improving the quality life for all.
- 4.4 Our themes are focussed on the floor target areas of: health and well-being; housing and the environment; crime, safety and reassurance; employment, skills, learning and enterprise. Furthermore, we are positively promoting and strengthening an approach across these themes that embrace the following:
- agencies and communities working together differently, particularly building on ground-breaking multi-agency projects and interventions that will lead to lasting improvements;
  - empowering local people and building the role of the voluntary, community and faith sector to provide stronger local engagement and influence over decision-making and a more active service-delivery role;
  - realising the important role of culture in unlocking the creative aspirations of people and communities and its vital role in promoting Leeds at the hub of the city-region.
- 4.5 We envisage that the planned outcomes for each block and our approach will strengthen our work in the city at two key levels:
- targeting to individuals and families in greatest need at neighbourhood levels, for example, by intensive multi-agency partnership working; co-ordinating and developing coherent menus of learning and support opportunities and; freeing up information and data sharing systems.
  - City wide in terms of employment and skills, enterprise opportunities, learning, transport and public realm projects.
- 4.6 A list of the draft outcomes identified so far for each block are attached at Appendix 2 and a list of the key themes underpinning the freedoms and flexibilities that will be

discussed with Government Office to negotiate with central government are attached at Appendix 3.

4.7 Two key principles are also emerging about how partners wish to work together in developing the LAA. These are:

- using the Compact for Leeds as a framework of expectations about how the voluntary, community and faith sector and other partners work together;
- actively using the process to promote equality and community cohesion, challenge discriminatory practices and value the diversity and challenge provided by all groups in the city.

## **5.0. Next Steps**

5.1 A broad range of stakeholders have been engaged in formulating the initial ideas but more detailed consultation and engagement will now be needed to ensure that the focus and ideas are truly grounded in the reality of the challenges facing the city and the people of Leeds.

5.2 Members input at both a strategic level and at a district partnership level will be key in developing the Leeds LAA to its next stage.

## **6.0. Recommendations**

6.1 It is recommended that Members of Executive Board endorse the current focus and direction of the Leeds LAA.

## Appendix 1

James Rogers (chair)	Chief Officer (Executive Support), LCC
Kathy Kudelnitzky	Director, Leeds Initiative
Jane Daguerre,	Director, Leeds Voice
Chris Edwards	Director, Education Leeds
Rosemary Archer	Director, Social Services, LCC
John Davies	Director, Learning and Leisure, LCC
Jean Dent	Director, Development Department, LCC
Neil Evans	Director, Neighbourhoods and Housing, LCC
Randal Brown	Director, City Services, LCC
Geoff Dodd	Chief Superintendent, WY Police
Steve Williamson	Chair, Narrowing the Gap Executive, Leeds Initiative
Adrian Booth	Director of Policy and Planning, East Leeds Primary Care Trust
Liam Hughes	Chief Executive, East Leeds Primary Care Trust
David Randolph Horn	Secretary, Inter-Faith Forum
Steve Clough	Head of Performance and Improvement, LCC
Nicole Brock	Head of Regional Policy, LCC
Jane Stageman	LAA Project Manager, LCC
Marilyn Summers	LAA Performance Management, LCC
Clare Maidment	LAA Finance, LCC
To be confirmed	Leeds University/ Leeds Metropolitan University



## Appendix 2

### Outcomes

The outcomes established in the four blocks are:

#### Children and young people

Children and young people have the confidence and skills to succeed in work and adult life

Children and Young People achieve their personal learning goals

Children and young people live in thriving families and communities

#### Healthier communities and older people

Move from benefits system dependency to employment those people who are vulnerable because of:

- mental illness
- physical ill-health
- chronic ill-health

Improving the health and well-being for older people through four key cornerstones of:

- financial security
- social inclusion
- physical activity
- transport access and availability

#### Safer and stronger communities

To improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery

To reduce the level of alcohol and drug abuse and to reduce the violence and anti-social behaviour related to the misuse of alcohol and drugs

#### Economic Development and Enterprise

Reduction in Worklessness in Super Output Areas

A holistic, citywide Enterprise strategy that places Leeds as the Enterprising City within the context of the City Region and the Northern Way

An improving physical infrastructure that underpins long term social, economic and environmental objectives.

## **Freedoms and flexibilities**

Freedoms and flexibilities are specific and linked to particular outcomes. Some are likely to be within our gift to resolve. Some key themes to emerge are:

- Raise funds locally and retain a greater share of the business rates charged
- Reduce the burden of differing administrative boundaries, in particular, in delivering on economic and transport objectives – local, sub-region, region, city-region
- Reduce monitoring and reporting arrangements
- Free up information and data sharing systems between partner organisations
- Extend similar powers to all partners in the LAA e.g. power of well-being
- Applying similar exemptions to partners providing services that support social inclusion e.g. exemption for vehicle exercise duty for passenger transport
- Pool budgets
- Integration of revenue and capital funding streams
- Increase stability and prediction of funding streams
- Apply reasonable carry over
- Vire or combine mainstream funding between organisations
- Share reward monies between partners
- Target according to locally agreed priorities